
THE PACK LLAMA TRAIL ASSOCIATION, INC.

STANDING RULES

SECTION I. DEFINITION

Standing rules are rules or resolutions that are of a continuing (or standing) nature. These rules deal only with administrative matters and function under the umbrella of the Association's bylaws.

Standing rules are the procedures of the Association with specific details that are not included in the bylaws and that must not conflict with the bylaws. Standing Rules are a board document. Unlike bylaws which require a two-thirds majority vote by the Board of Directors in order to be changed, standing rules can be changed more easily. A motion brings them into being, and they remain in effect until rescinded or amended. Because motions establish these rules, a majority vote adopts them. They can be suspended for the duration of a meeting by a majority vote, and they can be rescinded by a two-thirds vote without previous notice or by a majority vote with previous notice. These rules remain in effect until the board rescinds them.

Standing rules may be changed from administration to administration or from meeting to meeting. When the board adopts motions that are for a lasting duration, the secretary should add them to the Standing Rules document. The secretary should record each motion in its final version as adopted, as well as the date that the rule takes effect.

The key differences between bylaws and standing rules relate to scope and effect. At the core, bylaws are designed to be overarching and procedural, while standing rules are specific and administrative. Bylaws and standing rules are interrelated; however, their relationship is strictly hierarchical. Provisions in the bylaws always supersede any standing rule that may be adopted.

Some examples of the differences between bylaws and standing rules are:

- Bylaws usually state the number of meetings an association must hold or the group responsible for setting the meeting calendar. Standing rules tell where and what time these meetings are held.
- Bylaws give the primary responsibilities of officers and chairs. Standing rules give the specifics.
- If the bylaws state that the vice president is responsible for a program, the standing rules would list the various program coordinators who work with the vice president.

SECTION II. INTRODUCTION

This PLTA Standing Rules document contains the standing (on-going) rules, procedures, policies and protocols adopted by the Board of the Pack Llama Trail Associate. These rules are subject to change and are kept up to date by the Association's secretary.

- **Consistency.** Each policy in this document is expected to be consistent with the law, the Articles of Incorporation, and Bylaws, all of which have precedence over these Board rules. Except for time-limited or procedural-only rules (approve minutes, elect an officer, etc.), which are recorded in regular Board minutes, all standing rules shall be included or referred to in this document. The Board

of Directors is responsible for developing organizational and administrative policies and procedures, which shall be consistent with the PLTA Standing Rules.

- **Transition.** Whether adopted by section or in a complete version, as soon as some version of the PLTA Standing Rules is accepted by vote of the Board of Directors, those policies are deemed to supersede any past policy that might be found in old minutes unless a prior Board resolution or contract obligates the organization to a specific matter. If any actual or apparent conflict arises between the PLTA Standing Rules and other policies or Board resolutions, the matter shall be resolved by the President or the entire Board as may be appropriate.
- **Changes.** These policies are meant to be reviewed constantly and are normally reviewed and refined at every Board meeting. The President helps the Board formulate new language in the Standing Rules by distributing proposed changes in advance. Any change to the PLTA Standing Rules must be approved by the Board. Proposed changes may be submitted in written form by the President or any Director, or by members of the Association. In most cases, proposed changes shall be referred to and reviewed by the appropriate committee, individual, or group, before being presented to the Board for action. Whenever changes are adopted, a this document shall be, revised, dated, and quickly made available to the Board.
- **G. Maintenance of Policies.** The Secretary shall ensure that staff record and publish all Standing Policies correctly. The President or the President's designee shall maintain the policies file, and provide updated copies to the Board whenever the policies change, or upon request. The Board may ask that legal counsel review the PLTA Standing Rules periodically to ensure compliance with the law. Discrete documents referred to in the PLTA Standing Rules may be kept in the 'Rules and Regs' file on the plta_board@yahoo.com group site.

SECTION III. BOARD OF DIRECTORS

Definition. This section of the Standing Rules refers to the actions and responsibilities of the Board as a body, not as individuals. Rules pertaining to individuals on the board including the officers and directors at large are addressed in Section IV.

BOARD STRUCTURE AND PROCESS

Governing Style. The Board will approach its task with a style that emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and member roles, and pro-activity rather than reactivity. In this spirit, the Board will:

- **Enforce upon itself** and its members whatever discipline is needed to govern with excellence. Discipline shall apply to matters such as attendance, respect of clarified roles, speaking to members and the public with one voice and self-policing of any tendency to stray from the governance structure and process adopted in these Board rules.
- **Be accountable to the members** of the Pack Llama Trail Association and the general public for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment.

- **Monitor and regularly discuss** the Board's own process and performance, seeking to ensure the continuity of its governance capability by selection of capable directors, orientation of directors, Board training, and Board evaluation.
- **Be an initiator of policy**, not merely a reactor to circumstances. The Board, not the president, will be responsible for board performance.

BOARD RESPONSIBILITIES

The job of the Board as a whole is to lead the organization toward the desired performance and assure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. In general, it is the duty of the Board of Directors to make the big decisions. To perform its job, the Board shall:

- **Vision:** Develops and maintains the PLTA's mission, values, strategies and major goals/outcomes. Creates and revises Bylaws as needed. Scrutinizes and approves plans and holds itself accountable for developing a strategic plans and policies.
- **Legal:** Ensures compliance with federal, state, and local regulations and fulfillment of contractual obligations
- **Financial Oversight:** Maintains the association's tax exempt status. Safeguards assets from misuse, waste, and embezzlement. Sees that money is used as directed. Ensures financial solvency and integrity through policies and behavior. Monitors and revises budgets and plans to maximize use of resources. Establishes means for acquiring funds. Reviews and approves all contracts for goods and services that will exceed \$200 over the year.
- **Human Resources:** Builds a competent board by recruit members with appropriate skills and talents. Supports and evaluate the president by ensuring she or he has the moral and professional support needed to further the goals of the organization. Evaluates and constantly improves the Board's performance as the governing body and sets expectations for involvement of volunteers. Generally oversees the association's management.
- **Efficiency and Impact:** Determines the parameters within which the board is expected to achieve the goals/outcomes. Monitors the performance of the association relative to the achievement of the goals/outcomes within the executive parameters. Maintains and constantly improves all on-going policies of the Board in these Standing Rules.
- **Communications:** Oversees appropriate communications with the Association's constituents and the public. The board enhances the organization's public standing by clearly articulating the organization's mission, accomplishments, and goals to the public and garner support from the community.

BOARD MEMBER CRITERIA.

In nominating members for the Board, the Board Directors (or Nominating Committee) shall be guided by a Board-approved "profile" showing the desired make-up of the Board, requirements for all members, and categories of special expertise that is desirable on the Board.

ORIENTATION.

Prior to election, each nominee shall be given this document along with adequate briefings on the role of the Board, officers, and members, and an overview of programs, plans, and finances. Soon after election, each new Board member will be given more comprehensive orientation material and training.

SECTION IV. OFFICERS

Officers are members of the Board of Directors. Hierarchy of Officers is as follows: President, Vice President, Secretary, and Treasurer. At such time as it is deemed necessary by the Board of Directors an Executive committee consisting of the President, Secretary and Treasurer, with the Vice President participating as necessary shall be authorized to facilitate and expedite Association administration.

VOICE OF THE PLTA

In verbal communications, all members of the Board have the right and responsibility to be spokespersons for the PLTA. With that responsibility comes the duty of presenting accurate information in a manner appropriate to the circumstances and individuals involved, while deferring to the President of the Association if there are uncertainties. The PLTA President is the primary spokesperson and advocate for the Board of Directors and the Association.

PRESIDENT

POSITION

The President of the Board of Directors is the leader of the Association. She or he works to inspire a common vision for the Association and its work, supervises and directs its business and affairs, and is the spokesperson and advocate for the Association with the public. The President is not a supervisor, but instead acts as a convener and leader for the Board, which as a group provides feedback and direction to the President.

RESPONSIBILITIES

- **General:** Ensures the effective action of the Board of Directors in governing and supporting the Association, and oversees Board affairs. Acts as the representative of the Board.
- **External Relations:** Represents the Association to the public and acts as the Association's main spokesperson. Speaks for the Board in formal written communications. Speaks to the media and the public on behalf of the organization. Publishes reports and articles in public venues including the PLTA website and the Backcountry Llama Newsletter.
- **Meetings:** Develops agendas for meetings. Presides at Board meetings. Calls special meetings as necessary.
- **Committees:** Recommends to the Board which committees are to be established. Appoints committee Chairs. Seeks volunteers for committees and coordinates individual Board member assignments. Makes sure each committee has a Chair, and stays in touch with Chairs to be sure that their work is carried out. Identifies committee recommendations that should be presented to the full

Board. Determines whether executive committee meetings are necessary and convenes the committee accordingly. May attend any and all committee meetings as an ad hoc member.

- **Board Affairs:** Ensures that Board matters are handled properly, including preparation of pre-meeting materials, committee functioning, and recruitment and orientation of new Board members. Periodically consults with Board members on their roles and helps them assess their performance. Assigns tasks and responsibilities to members of the Board and follows up to see that the tasks are performed. Posts annual organization report to members.
- **Fiscal Management:** Reviews and approves all financial reports, reviews and approves annual budget, reviews all vouchers and invoices for those checks which require his or her signature. With the Board of Directors, reviews and approves all contracts for goods and services that will exceed \$250 over the year.

SKILLS

- Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills
- Action-oriented, entrepreneurial, adaptable, and innovative approach to planning
- Ability to work effectively in collaboration with diverse groups of people
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed
- Certifier experience or thorough first-hand experience participating in pack trials and pack trial administration.

RECOMMENDED QUALIFICATIONS

- Thorough commitment to the Associations' mission.
- Proven leadership, coaching and relationship management experience
- Track record of effectively leading a performance- and outcomes-based organization; ability to point to specific examples of having developed and put in place strategies that have taken an organization to the next stage of growth.
- Unwavering commitment to quality programs
- Excellence in organizational management with the ability to coach personnel, set and achieve strategic objectives, and manage a budget.
- Past success working with a Board of Directors with the ability to cultivate existing Board member relationships
- Strong public relations experience with the ability to engage a wide range of constituents and the public

VICE PRESIDENT

POSITION

The role of vice president is that of understudy and assistant to the president. She or he works to develop a thorough understanding of the Association's organizational systems, and to build her or his own capacity to assume the responsibility of the presidency.

RESPONSIBILITIES

- **General:** Prepares to assume the role of President in his or her absence by maintaining a working

knowledge of all aspects of the Association and of the rules that govern non-profit organizations.

- **Administrative:** Assists the president with specified duties as requested. Maintains the moral authority to lead by setting an example of commitment. Supports and works with the President to ensure continuity of leadership and participates as a vital part of the Board leadership.
- **Programs:** Supports Program Coordinators by making sure they have the resources necessary to carry out their work and actively engages them to be sure that the work is carried out. Identifies program needs and recommendations that should be presented to the full Board. Ensures that program documentation is accurate and kept up to date.

SKILLS

- Understands strategies for effectively running an organization
- Understands the responsibilities of the president and is able to perform these duties in the president's absence
- Understands enough about the roles of the Secretary and Treasurer to effectively support them.
- Understands and appreciates the existing Board culture and organizational cultural norms
- Strong written and verbal communication skills
- Ability to work effectively in collaboration with diverse groups of people
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed
- Certifier experience or thorough first-hand experience participating in pack trials and pack trial administration.

RECOMMENDED QUALIFICATIONS

- Thorough commitment to the PLTA's mission.
- Proven leadership, coaching and relationship management experience
- Has shown commitment to the Association by successfully serving as a committee member or on the Board of Directors
- Unwavering commitment to quality programs
- Excellence in organizational management with the ability to coach personnel, set and achieve strategic objectives, and manage a budget.
- Past success working with a Board of Directors with the ability to cultivate existing Board member relationships
- Strong public relations experience

SECRETARY

POSITION

The position of secretary position is one of only two statutory officers of a nonprofit organization. The Secretary is the Association's organizer. He or she is responsible for ensuring that accurate documentation exists to meet legal requirements and the important documents of the Association are being maintained in an appropriate way.

RESPONSIBILITIES

Meetings: Is diligent in taking or overseeing the compilation of complete and concise minutes that reflect filing of reports and all Board decisions. Ensures the minutes are distributed to members shortly after each meeting. Ensures that Bylaws are being followed at Board meetings. Takes roll to determine a quorum.

- Documentation: Maintains management of the records of the Board activities and decisions and is the custodian of the organization's important documents. Updates and maintains the Standing Rules. Maintains archives.
- Data Management: Maintains or oversees the maintenance of records of membership, llama registration, and llama certifications and accomplishments.
- Correspondence and Public Interface: Distributes information to members and the public as advised by the President or Board of Directors. Maintains files of public relations materials and makes the information available to PLTA members and the public as approved by the Board. Provide copies of tax-exempt forms, federal reports and financial report as necessary to the public when requested

SKILLS

- Strong verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary information management skills
- Strong written communication skills; solid knowledge of language grammar and structure.
- Excellent organizational ability, attention to detail and passion for accuracy.
- Understanding of technical data management systems including databases and spreadsheets; data entry skills.
- Understanding of, or willingness to learn, social media techniques and opportunities
- Ability to work effectively in collaboration with diverse groups of people while showing prudence, good judgment and discretion.
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed
- Thorough understanding of pack trials and pack trial administration.

QUALIFICATIONS

- Thorough commitment to the PLTA's mission.
- Has shown commitment to the Association by successfully serving as a committee member or on the Board of Directors
- Unwavering commitment to quality programs
- Excellence in records organization and management
- Past success working with a Board of Directors with the ability to cultivate existing Board member relationships
- Strong public relations experience

TREASURER

POSITION

The Treasurer provides leadership in the financial life of the organization. She or he is responsible for handling the money with high standards and setting a tone of integrity. The Treasurer is responsible to the Board and to the Association's members for revenue received and expenses paid and is the interpreter of the Association's financial data.

RESPONSIBILITIES

- **General:** Manages the Board's review of, and action related to, the Board's financial responsibilities. May work directly with the bookkeeper or other staff in developing and implementing financial procedures and systems. Determines if financial policies are being followed. Ensures development and Board review of financial policies and procedures. Works with the President and Board of

Directors to recruit the next Treasurer.

- **Communications:** Educates directors about the differences between for-profit and nonprofit financial management. Represents the Association's professionalism and trustworthiness to members and the public.
- **Reports:** Ensures timely and accurate preparation of monthly financial statements. Ensures that appropriate financial reports, including an annual report, are made available to the Board and the members. Regularly reports to the Board on key financial events, trends, concerns, and assessment of fiscal health. Interprets for the Board the information found in financial reports.
- **Fiscal Management:** Processes all receipts and disbursements. Maintains and reconciles the general ledger monthly. With input from the President and Board of Directors, develops the annual budget and monitors that budget. Prepares all financial reports, including requests for reimbursements. Manages the petty cash fund. Reconciles the bank and PayPal accounts. Reconciles the statement of credit card deposits and service charges. Double-checks all reimbursement requests against receipts provided. Prepares cash receipts log and invoice log. Mails all checks for payments. Processes credit card payments. Tracks volunteer time.
- **Planning:** Ensures that budget priorities and decisions reflect the intentions and objectives of the Board. Brings financial leadership to the organization by identifying financial options and decisions needed for longer term goals, and to initiate discussions necessary to connect finance and mission.
- **Auditor:** Recommends to the Board whether the organization should have an audit. If so, selects and meets annually with the auditor in conjunction with the Finance and/or Audit Committees, or if no committee has been raised, with Board members and or Association members assigned to the task.
- **Remittances and Filings:** Keeps a calendar of filing requirements. Ensures that annual state and federal reports (Idaho Business Entity Annual Report, IRS Form 990) are filed in an appropriate and timely manner. Ensures that remittances are submitted on a timely basis.
- **Cash Management and Investments:** Ensures that funds are retained in safe accounts/investments. Ensures sound management and maximization of cash and investments.

SKILLS

- Strong verbal communication skills; a capable communicator with excellent interpersonal skills.
- Excellent organizational ability, attention to detail and passion for accuracy.
- Accounting and mathematical ability with an understanding of financial management systems including spreadsheets.
- Ability to effectively strategize and plan for the long term.
- Ability to work effectively in collaboration with diverse groups of people while showing prudence, good judgment and discretion.
- Positive attitude, mission-driven, and self-directed

RECOMMENDED QUALIFICATIONS

- Honesty, integrity, self confidence, and forthrightness with an ability to ask questions.
- Non-profit experience.
- Financial background or the ability to quickly acquire an understanding of financial systems and issues. Ideally the treasurer should have a professional accounting designation – chartered accountant (CA), certified management accountant (CMA) or certified general accountant (CGA)
- Thorough commitment to the PLTA's mission.

- Has shown commitment to the Association by successfully serving as a committee member or on the Board of Directors
- Unwavering commitment to quality programs
- Excellence in records organization and management
- Past success working with a Board of Directors with the ability to cultivate existing Board member relationships.

DIRECTORS AT LARGE

POSITION

The principal role of a member of the Board of Directors is stewardship. The Board is ultimately responsible for the management of the affairs of the Association. This requires active participation. People who do not have the time to regularly participate should not agree to be on a Board. The Board must insure that the Association is operated for a charitable/public purpose as stated in the Articles of Incorporation and the Bylaws of the Association; it may not be operated for private benefit. Proper stewardship requires that the Association's assets be held "in trust", to be applied to its mission.

One of the most important functions of the Board is keeping the resources and efforts focused on the PLTA's mission. This requires members of the Board to have an adequate understanding of the Association's programs, people and resources available to achieve the Association's goals. As a starting point, every Board member should be familiar with the PLTA's Articles of Incorporation and Bylaws.

LEGAL DUTIES

- ***Duty of Due Care:*** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will; and provide oversight for all activities that advance the nonprofit's effectiveness and sustainability.
 - ❖ Discharge duties with the care an ordinary prudent person would exercise under similar circumstances.
 - ❖ Be familiar with the Association's finances and activities and participate in its governance
 - ❖ Attend all Board meetings, committee meetings, participate in decision-making and policy setting.
 - ❖ Read materials and minutes, make sure your voice is heard.
 - ❖ Participate in the process of approval of major obligations, fundraising, and compensation arrangements
 - ❖ Read Association literature.
 - ❖ Review financial accounts, review actual expenditure to budget comparison.
 - ❖ Participate in risk assessment and strategic planning.
 - ❖ Make sure organization has written policies and controls
 - ❖ Encourage Board diversity.
- ***Duty of Loyalty:*** Make decisions in the best interest of the PLTA.
 - ❖ Be aware of conflict of interest policy.
 - ❖ Act always in the interest of the PLTA and not for personal gain.
 - ❖ Avoid transactions in which you or a family member benefits, or disclose such transactions fully to the Board.
 - ❖ Examine transactions involving Board members to ensure there is no conflict of interest.

- ***Duty of Obedience:*** Ensure that the nonprofit obeys applicable laws and acts in accordance with ethical practices; that the nonprofit adheres to its stated corporate purposes, and that its activities advance its mission.
 - ❖ Ensure that the organization complies with all applicable laws and regulations and with its own internal documents and policies.
 - ❖ Make sure that the resources are dedicated to accomplishing the mission.
 - ❖ Comply with all reporting laws, making sure that employees receive compensation and appropriate taxes are paid.

RESPONSIBILITIES

- ***General Expectations***
 - ❖ Support the PLTA's mission, purposes, goals, policies, and programs while knowing its strengths and needs.
 - ❖ Suggest possible nominees to the Board who are men and women of achievement and who can make significant contributions to the work of the Board and the progress of the PLTA.
 - ❖ Interpret organization to community
 - ❖ Serve actively on committees of the Board as requested by the President.
 - ❖ Attend activities and events sponsored by the Board whenever possible.
- ***Public Interface***
 - ❖ Speaks for the Board of Directors as authorized by the President.
 - ❖ Speaks on behalf of the PLTA in a manner appropriate to the circumstances and individuals involved, while deferring to the President of the Association if there are uncertainties.
- ***Meetings***
 - ❖ Prepare for and participate in the PLTA's Board meetings and scheduled committee meetings, including appropriate PLTA activities.
 - ❖ Ask timely and substantive questions at Board and committee meetings consistent with personal conscience, convictions, and ethics, while supporting the majority decision on issues decided by the Board.
 - ❖ Maintain confidentiality of the Board's executive sessions, and speak for the Board or the PLTA only as authorized by the Board of Directors.
 - ❖ Suggest agenda items for Board and committee meetings to ensure that significant policy-related matters are addressed.
- ***Conflict Avoidance***
 - ❖ Serve the PLTA as a whole rather than any special interest group or constituency.
 - ❖ Avoid even the appearance of a conflict of interest that might compromise the Board of the PLTA, and disclose any possible conflicts to the Board in a timely fashion.
 - ❖ Never accept or offer any favors or gifts from or to anyone who does business with the PLTA.
- ***Fiduciary***
 - ❖ Exercise prudence and sound fiscal practices with the Board in the control of and transfer of PLTA funds.
 - ❖ Faithfully read and understand the PLTA's financial statements and otherwise help the Board fulfill its fiduciary responsibility.

SKILLS

- Ability to effectively strategize and plan for the long term.
- Excellent interpersonal skills.

- Strong verbal and written communication skills
- Ability to work effectively in collaboration with diverse groups of people while showing prudence, good judgment and discretion.
- Positive attitude, mission-driven, and self-directed
- Recommended Qualifications
- Honesty, integrity, self confidence, and forthrightness.
- Non-profit experience.
- Ability to think broadly
- Thorough commitment to the Associations' mission.
- Unwavering commitment to quality programs
- Ability to cultivate existing Board member relationships
- Strong public relations experience with the ability to engage a wide range of constituents and the public

SECTION V. STANDING COMMITTEES

There are two types of committees, standing committees and ad hoc committees. Standing committees are permanent fixtures that exist to deal with long term concerns or issues. The Pack Trial Committee is a standing committee. Ad hoc committees are set up solely in response to a specific situation or problem, without considering wider or longer-term issues. This type of committee will be addressed under Task Forces.

ROLE

Standing Committees help the Board be effective and efficient over the long term. They speak "to the Board" and not "for the Board". In general standing committees are created to deal with the details specific areas of concern while the Board retains overall decision making authority. The charter of the committee is defined by the PLTA President, or the President's designee, working in conjunction with the committee Chair, and approved by the Board of Directors. Committee jurisdiction and mission is defined by this charter. Unless otherwise authorized by the Board, a committee may not exercise authority that is reserved to the whole Board by the Bylaws or by the laws of Idaho governing not-for-profit organizations.

CHARTER

The charter of a standing committee establishes the authority bestowed on it by the Board of Directors, its purpose for existence and its specific mission on behalf of the PLTA. It also establishes the duration of the existence of the committee. The core of the charter consists of a statement of purpose, and goals which must be clearly defined in scope and intent. The charter shall also include clarification of the roles of the Chairperson and the members.

ORGANIZATIONAL STRUCTURE

Relationship to the Board of Directors: While the committee resolves details of a project or issue, matters of broader scope are referred to the Board of Directors for resolution. The Board has final decision making power.

Relationship to the PLTA President: The PLTA President advises and directs the committee Chair and acts as a liaison between the committee and the Board of Directors. The President is an *ex officio* member of all committees except Audit and Compliance Committees. The President shall assign at least one Board member to work with each committee.

Committee Chair: Each standing committee shall have a Chair whose role is one of leadership and organization. The Chair coordinates with the PLTA President to identify goals, priorities and set agendas for the committee efforts. The Chair organizes committee members to achieve these outcomes. The Chair keeps the President and the Board of Directors apprised of committee activities through monthly written reports that describe project status and progress. The Chair also determines, through review with the President, which matters may be decided by the committee and which need to be presented to the full Board of Directors for decisions. The Chair is responsible for presenting such matters in a clear written format sufficient to provide adequate clarity to facilitate competent decision making

Committee Secretary: Each committee shall designate a person to fill the secretarial role for the committee. This person is responsible for ensuring that accurate documentation exists to meet PLTA requirements and the important documents of the committee are being maintained in an appropriate way. The Secretary:

- Is diligent in taking or overseeing the compilation of complete and concise minutes that reflect filing of reports and all committee decisions.
- Ensures the minutes are distributed to members shortly after each meeting.
- Ensures that Bylaws and Standing Rules are being followed at Committee meetings.
- Takes roll at official meetings.
- Maintains management of the records of the committee's activities and decisions and is the custodian of the committees' important documents.

Committee Members: Committee members fully support the mission and goals of the committee. They study issues before the committee to adequately prepare themselves to make decisions in the best interest of the PLTA. Committee members must attend meetings as scheduled, participate in discussions and share the workload. Each member's expertise, whether in the form of a skill or knowledge, contributes to the committee's success. Committee members undertake specific tasks as requested by the committee Chair. When assigned a task, it becomes each member's duty to complete the task and report back to the committee.

GOALS, OBJECTIVES, PRIORITIES AND AGENDAS

Goals are overarching principles that guide decision making, while objectives are specific, measurable steps that can be taken to meet the goal. Goals are broad or long term, identify general intentions, are abstract and generally difficult to measure, while objectives are narrow or short term, precise, tangible, concrete and measurable.

While the working functions of a Standing Committee are the responsibility of the Chair of that committee, goals, objectives, priorities and agendas shall be set in collaboration with the PLTA President.

QUALIFICATIONS OF MEMBERS

Appointment of standing committee members is based on their experience, skills, interests and personal strengths. Selection of members should be designed to provide an adequate skill-base to assure the committee can successfully achieve its goals. All members in the committee must make a serious commitment to participate in all activities of the committee. Committee members must be members of the PLTA.

There is no limitation on the size of a committee, however members should be selected based on needs of the Board and a general assessment of the number of people required to complete the work that the committee is authorized to execute.

AUTHORIZED STANDING COMMITTEES.

- **Carting Committee**
 - ❖ Authorized on: 17Nov2015
 - ❖ Purpose: Design programs for carting similar to Pack Trials and Challenges
 - ❖ Chairperson: Greg Hall
 - ❖ Members: Susan Gawarecki, Greg Hall, and Tim Kohloff

- **Pack Trial Committee**
 - ❖ Authorized on: 21April2015
 - ❖ Purpose: Reviews and adjusts procedures and regulations for pack trials
 - ❖ Chairperson: Tom Seifert
 - ❖ Members: Mark Brindley, Jennifer Hood, John Fant, Patti Morgan, Anne Sheeter.

SECTION VI. TASK FORCES OR OTHER SIMILAR BODIES

To increase its knowledge base and depth of available expertise, the Board supports the use of task forces, ad hoc committees and advisory groups of qualified advisers. The term "task force" refers to any group appointed by the President to assist him or her in carrying out various time-limited goals and responsibilities. Although President may form a task force, he or she shall notify the Board of its formation, purpose and membership within 10 days of its formation.

SECTION VII. PROGRAMS

Pack Llama Trial Association programs are designed to promote the education of, and enhance the skills of Association members, their llamas and the public.

TYPES OF PROGRAMS

There are two types of programs; group events in which people and llamas participate in a supervised situation, and individual activities in which members and llamas participate independently. Group events must have a PLTA approved official present during the event. This person is tasked with ensuring that activities are run in accordance with PLTA procedures and regulations. All group events must be sanctioned through the PLTA. (See Event Sanctioning Protocol under Policy section.)

INSURANCE

Insurance coverage requires that all persons involved in PLTA events are either Members or Associates of the Pack Llama Trail Association. No insurance is provided for programs in which there is no direct PLTA

supervision, thus, programs such as the Mileage Program, in which members participate individually, are not insured by the PLTA.

PROCEDURES AND REGULATIONS

Each program shall be governed by a set of procedures and regulations that clearly identifies the purpose of the program and how it functions. Detailed explanations shall be provide for, but not limited to, the following topics:

- Goals of the program
- Who is in charge and what their duties and responsibilities are
- The required supporting roles, and their responsibilities and authority
- Requirements for participation
- The roles and rights of participants
- Structure and management of events or activities
- Collection and management of data
- Collection and management of fees
- Purpose of fees
- Information, authority, and responsibility flowchart
- Program regulations, procedures and guidelines

ORGANIZATIONAL STRUCTURE

Role of the Board of Directors: The Board approves the design of the program, monitors its function, and reviews and adjusts procedures and regulations as needed. The Board also has the ability to cancel a program should it fail to perform as required.

Role of the Vice President: PLTA Vice President advises the Program Coordinator and acts as a liaison between the Program Coordinator and the Board of Directors. In the absence of the PLTA Vice President, the President, or a person assigned by the PLTA President shall fill this role.

Role of the Program Coordinator: Each program has a Coordinator who oversees the program, advises participants, and sanctions events. The Coordinator keeps the Vice President and the Board of Directors apprised of activities through written reports that describe program status and progress. Should issues of concern arise, the Program Coordinator determines, through review with the Vice President, which matters may be decided by the Program Coordinator or a task force or governance committee established for the purpose, and which need to be presented to the full Board of Directors for decisions. The Coordinator is responsible for presenting such matters in a clear written format sufficient to provide adequate clarity to facilitate competent decision making

AUTHORIZED PACK LLAMA TRIAL ASSOCIATION PROGRAMS

➤ Pack Trials

- ❖ Program Type: Group event
- ❖ Authorized on: 1/6/1999
- ❖ Purpose: To measure and document the skills of individual pack llamas
- ❖ Program Coordinator: Tom Seifert

- **Packer's Challenge**
 - ❖ Program Type: Group event
 - ❖ Authorized on: 4/21/15
 - ❖ Purpose: To provide a fun and stress-free environment supporting the exchange of ideas and training concepts while providing an opportunity to increase both the llama's and the handler's skill in a natural setting
 - ❖ Program Coordinator: Anne Sheeter

- **Packer's Primer**
 - ❖ Program Type: Group event
 - ❖ Authorized on: 1/1/2010, Being redesigned during 2016.
 - ❖ Purpose: To educate persons interested in learning to pack with llamas
 - ❖ Program Coordinator: unassigned

- **Mileage Program**
 - ❖ Program Type: Individual activity
 - ❖ Authorized on: 1/1/2010, and reauthorized April 2014
 - ❖ Purpose: To provide incentive for llamas to be active and give recognition to those who do
 - ❖ Program Coordinator: Mark Brindley

SECTION VIII. POLICIES, PROTOCOLS AND PROCEDURES

Policies, protocols and procedures shall be reviewed and approved by the Board of Directors and made available to all PLTA members. The PLTA will retain the following policies protocols and procedures:

- Conflict of Interest Policy
- Insurance Claims Procedure
- Financial Policy
- Document Retention Policy
- Event Sanctioning Protocol
- Event Safety Policy
- Member Privacy Policy
- Website Security Policy