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HARRIS HILL SOARING CORPORATION GOVERNANCE 2024

This document describes the basic governance structure adopted by the HHSC Board of Directors

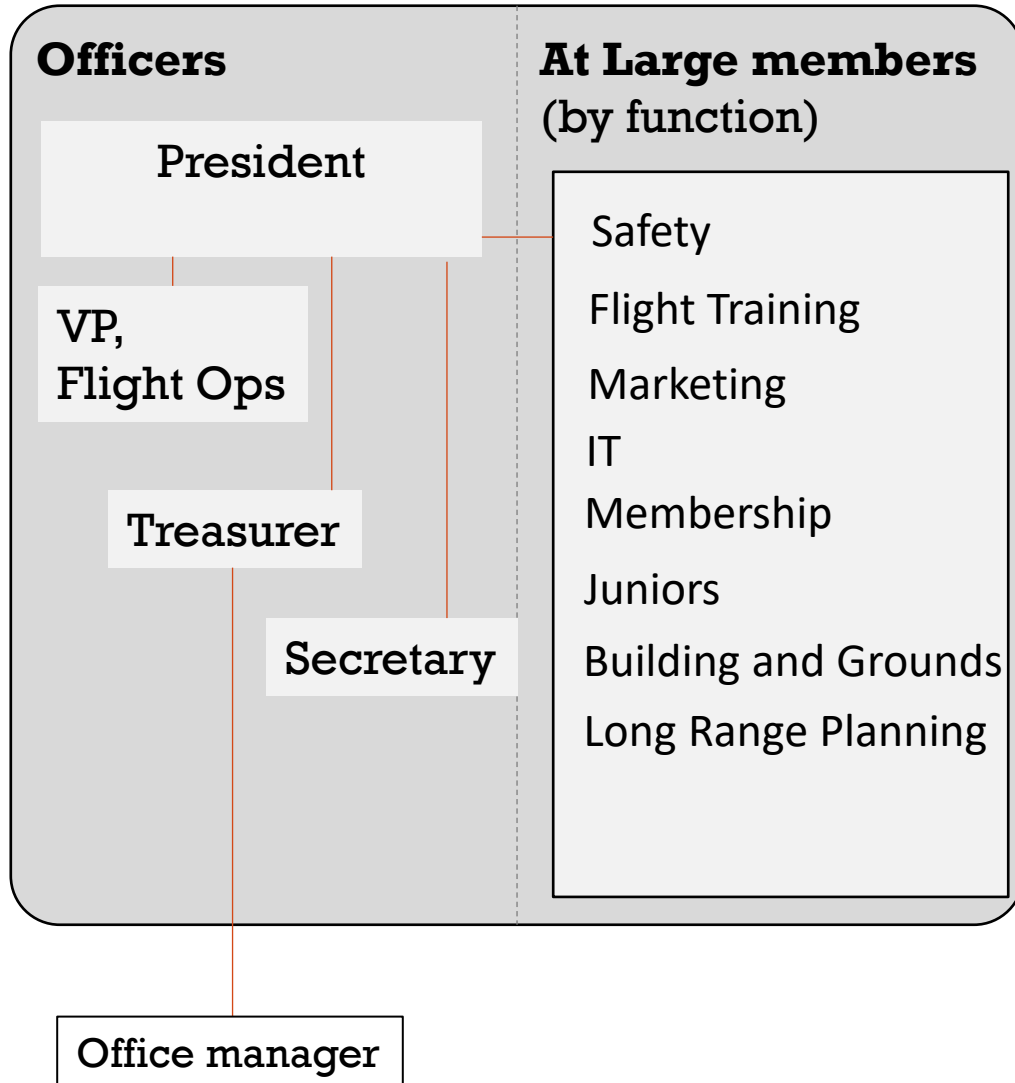
It is intended for use starting in 2024 and may be continued beyond in accordance with Board decisions at the annual officer elections

This structure may be adjusted as discussed and agreed by the board



HHSC GOVERNANCE FOR 2024

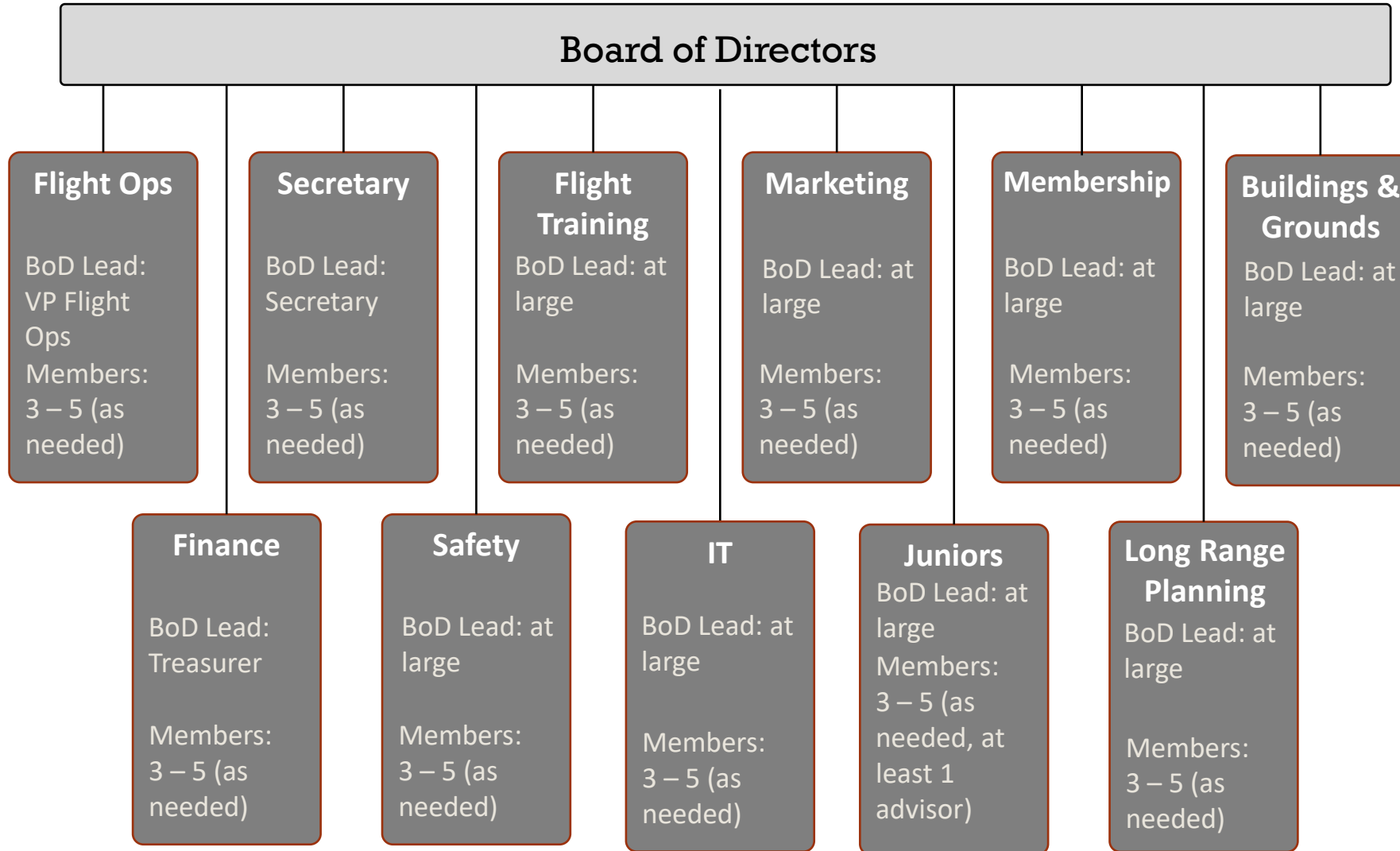
Board of Directors



Our organization includes:

- 12 members of the Board
- 4 Officer positions with associated roles
 - President
 - VP, Flight Operations
 - Treasurer
 - Secretary
- 8 at large board positions with roles as agreed in January
- Office Manager (Becky) who reports to Treasurer

FUNCTION COMMITTEES REPORT TO BOARD OF DIRECTORS



- Cross committee membership ensures coordination, but should not over tax committee members (e.g. too many meetings)
- Examples:
 - Cross membership between:
 - Flight Ops, Safety & Flight Training
 - Marketing & IT
 - Long Range Planning includes:
 - Flight Ops, Building & Grounds, & Finance
 - Finance includes:
 - Flight Ops & Building & Grounds
 - Membership includes:
 - Juniors & Flight Training
- President is a standing member of all committees

EACH FUNCTION LEAD ENSURES BASELINE RESPONSIBILITIES ARE MET

- Recruit other club member volunteers to support the work
 - Committee members
 - Other volunteers (as needed)
- Develop proposals and get board approval for:
 - Annual objectives
 - Committee membership
 - Budget
- Organize committee to accomplish the work
 - Delegate as appropriate
- Provide regular status report to the board
 - Activities
 - Progress vs. objectives
 - New work items (as needed)
 - Concerns/challenges
 - Areas requiring help from other functions
- Bring motions to the board for buy-in on key decisions
 - Examples include: Major expenses, procedural changes, safety concerns, budgets, membership matters, major events, governance changes

FUNCTION ROLE OVERVIEW - FLIGHT OPERATIONS

- **Mission:** Oversee and manage function, maintenance and operation of the HHSC Fleet.
- **Key activities**
 - Aircraft (glider and towplanes) maintenance, repairs, and upgrades
 - Aircraft fuel and supply procurement
 - Summer Ops management
 - Contest Operations
 - Tow plane procedures
 - Airworthiness (e.g. annual, 100 hr inspections, AD's, Weight and Balance,)
 - Flight hour tracking
 - Manage ops manual content
 - Golf cart oversight

- **Key linkages** with other functions:
 - Safety:
 - awareness of aircraft issues and availability
 - Long Term Planning
 - coordination on aircraft lifecycle management
 - Buildings and Grounds
 - Coordination for safe operation on airport
 - Finance - budgets

FUNCTION ROLE OVERVIEW - FINANCE

- **Mission:** Care and custody of all the funds and securities of the Corporation (*per bylaws*)
 - Fund the operating expenses of the club
 - Enable club to withstand financial headwinds and continue
- **Key activities**
 - Financial reporting
 - Annual Budgeting
 - Rate proposals
 - Investments
 - Insurance and other significant financial contracts
 - Legal
 - Tax reporting
 - Liability management
- **Other:** Supervises "office manager" position.

- **Key Linkages** with other functions
 - All functions:
 - Agreeing on annual budgets by function
 - Forecasting major expense by function
 - Long Range Planning:
 - Financial goals associated with Long Range Plans

FUNCTION ROLE OVERVIEW - SECRETARY

- **Mission:** Keep a record of all proceedings and acts of the Board and of meetings of the membership (*per bylaws*)
 - Lead HHSC's formal communications and record keeping.
- **Key activities**
 - BoD meeting minutes
 - Publishing a club calendar
 - Publish content to the website Member-area (as approved by functions & board)
 - Historian / librarian
 - Formal communication to SSA of required HHSC club information
- **Other:** Board subject matter expert on bylaws

- **Key Linkages** with other functions
 - All functions:
 - Collect key formal communications topics

FUNCTION ROLE OVERVIEW - SAFETY

- **Mission:** Ensure a safe operating environment in the air and on the ground
 - Implement a formalized safety program
 - Investigate indiscretions and report monthly
- **Key activities:**
 - Establishing and leading a safety committee
 - Developing and executing a safety program that addresses all members, the public and equipment
 - Conducting annual safety meeting
 - Provide safety observations/corrective actions/lessons learned to member area of website and notify members.
 - Updating the operations manual with safety-specific information
 - Monitoring training activities/plans
 - Promoting a “see-something say-something” attitude
 - Monitoring facilities for unsafe conditions
 - Conducting investigation of incidents/accidents
 - Participating in generation of formal reports
 - Collecting and investigating reports of near-misses and reckless behavior
 - Interfacing with KELM tower
- **Other:**
 - Document facility emergency handling situations

- **Key Linkages with other functions**
 - Safety/Training:
 - Student/CFI ratio
 - Finance:
 - Budget for safety meeting, safety equipment
 - Long Range Planning:
 - Recurrent safety training plan and tracking

FUNCTION ROLE OVERVIEW – FLIGHT TRAINING

- **Mission:** Train and maintain competent, safe glider and power pilots
 - Accident-free operations
 - Consistent, measurable training standards
- **Key activities**
 - Develop and execute flight training syllabi (power and glider)
 - Track student progress
 - Maintain letter of x's
 - Develop and maintain a cadre of flight instructors
 - Conduct ground school
 - Evaluate pilot's readiness for season via Spring checkouts
 - Evaluate candidates for glider progression, commercial, tow-pilot and CFI roles
 - Member of all flight-related committees

- **Key Linkages** with other functions
 - **Safety:**
 - Support investigations
 - Provide timely corrective action training for near-misses
 - **Flight Operations:**
 - Evaluate candidates for glider progression, commercial, tow-pilot and CFI roles (Summer Ops)
 - **Long Range Planning:**
 - Solicit/recruit pilots and CFIs to maintain high training standard and safety-focused pace.

FUNCTION ROLE OVERVIEW – INFORMATION TECHNOLOGY (IT)

- **Mission:** Securing and maintaining website services, Social media services, Internet service, WiFi, File storage, Webcam, other SW/HW
- **Key activities**
 - Website & online marketing channel support
 - Internet connectivity maintenance
 - Data management and analysis
 - Hardware/Software evaluation and procurement
- **Key Linkages with other functions**
 - All functions:
 - Gathering requirements
 - Developing and executing plans for tech to support respective lead goals
 - Marketing
 - Support online marketing efforts

FUNCTION ROLE OVERVIEW - MARKETING

- **Mission:** Set strategy and oversee activities promoting the club to the public to attract ride passengers and new members
- **Key activities**
 - Publish online and physical promotional content
 - Marketing/site content creation and publishing
 - Promotional collateral (brochures, signage etc.)
 - Plan and manage promotional events
 - Conduct market and consumer research
 - Customer feedback
 - Trend tracking
 - Merchandising (in coordination with juniors)
- **Other:**
 - Liaison with Elmira Chamber of Commerce

- **Key Linkages** with other functions:
 - Membership:
 - Membership marketing funnel development and management
 - Content development and publishing
 - IT:
 - Joint IT platform selection/management

FUNCTION ROLE OVERVIEW - JUNIOR PROGRAM

- **Mission:** Develop and execute Junior program

- **Key activities**

- Junior membership management
- Junior duty scheduling
- Junior merchandising
- Junior events
- Junior safety and discipline

- **Key Linkages** with other functions

- Safety:
 - Compliance with club rules
 - Flight safety
- Training:
 - Club coordination for joint use of aircraft and facilities
 - Collaborate on training programs and materials
- Marketing:
 - membership and event promotion

FUNCTION ROLE OVERVIEW - MEMBERSHIP

- **Mission:** Custodian and Shepherd of the membership experience at HHSC
 - Foster a sense of community
 - Facilitate individual and corporation growth
- **Key activities:**
 - Onboarding new Junior and Senior members
 - Maintaining the membership roster
 - Managing new member application information packet
 - Engaging new members with current members
 - Managing the monthly duty schedule
 - Providing training for duty roles
 - Monitoring duty schedule requirements
 - Managing safe/effective student/CFI ratio
 - Observing member behavior/solicit recommendations for annual awards, unscheduled recognition.
 - Scheduling social events
 - Soliciting feedback from exiting members
 - Managing communication for WEFI schedule

- **Key Linkages with other functions**
 - Safety/Training:
 - Student/CFI ratio
 - Finance:
 - Budget for social events
 - Long Range Planning:
 - Junior/Senior Membership quota management

FUNCTION ROLE OVERVIEW – LONG RANGE PLANNING

- **Mission:** Define and propose to the BoD long term plans
 - **Key activities:**
 - Organize topic based sub-committees to address key interest areas
 - Conduct discussions and develop proposals for long term plans
 - Long-term planning key interest areas include:
 - Glider fleet
 - Towplane fleet
 - Facilities
 - IT
 - Contest forecasting
 - Major operational, policy, procedure, or mission updates
 - Fundraising to support long term plans.
- **Key Linkages** with other functions
 - Flight Operations:
 - Glider fleet
 - Towplane fleet
 - Building and Grounds: Facilities
 - Financial: fundraising
 - Financial goals associated with Long Range Plans

FUNCTION ROLE OVERVIEW – BUILDINGS AND GROUNDS

- **Mission:** Care and custody of corporation Buildings and Ground
 - Keep the facilities safe and functional
- **Key activities**
 - Visual inspections
 - Preventative maintenance
 - Fuel farm equipment maintenance
 - Coordinate non aircraft fuel, gas, and propane deliveries
 - Airfield and Aux field mow/repair coordination
 - Build a library of facility equipment manuals
 - Update ops manual with facility use information
 - Track ground equipment maintenance/service schedules
 - Coordinate fire extinguisher currency/inspection with the county

- **Linkages with other functions**
 - Finance:
 - Secure funding for immediate needs
 - Safety:
 - Joint inspections
 - Long Range Planning:
 - Enhancements and new construction