

Appendix E: OPERATIONS BUDGET

Appendix E OPERATIONS BUDGET FOR SRRA

The Southwest Regional Recreation Authority
Organization and Budget/Pro-Forma

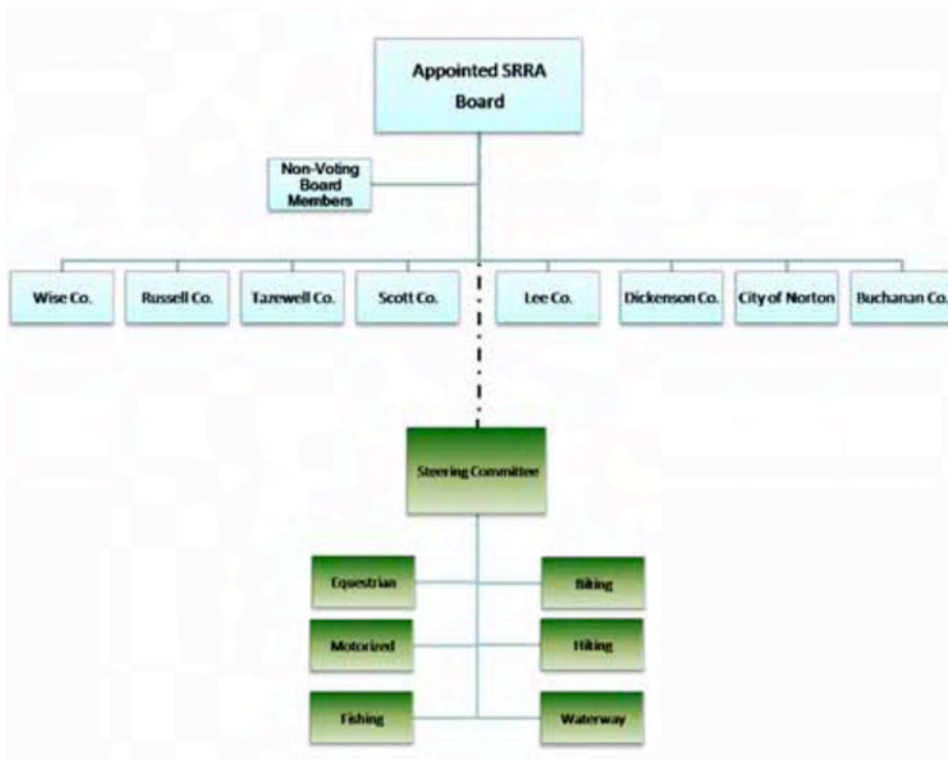
Drafted by The SRRA Board Budget and Organization Committee

Subject: Proposed Organization and Budget for the Southwest Regional Recreation Authority (Spearhead Trails)

Purpose: The purpose of this document is to provide potential funding sources with a structure and budget that reflect a viable organization capable of generating economic momentum based on the expansion of adventure tourism in Southwest Virginia.

Discussion: In order to take the Spearhead Trails concept to the next level, the Budget and Organization Committee was formed to develop a five year budget and organizational plan for Spearhead Trails. Both the budget and the organization are to be phased in over a five year period, mirroring the anticipated growth and economic success of the Authority's multi-use trail system.

The Southwest Recreation Authority Organizational Chart

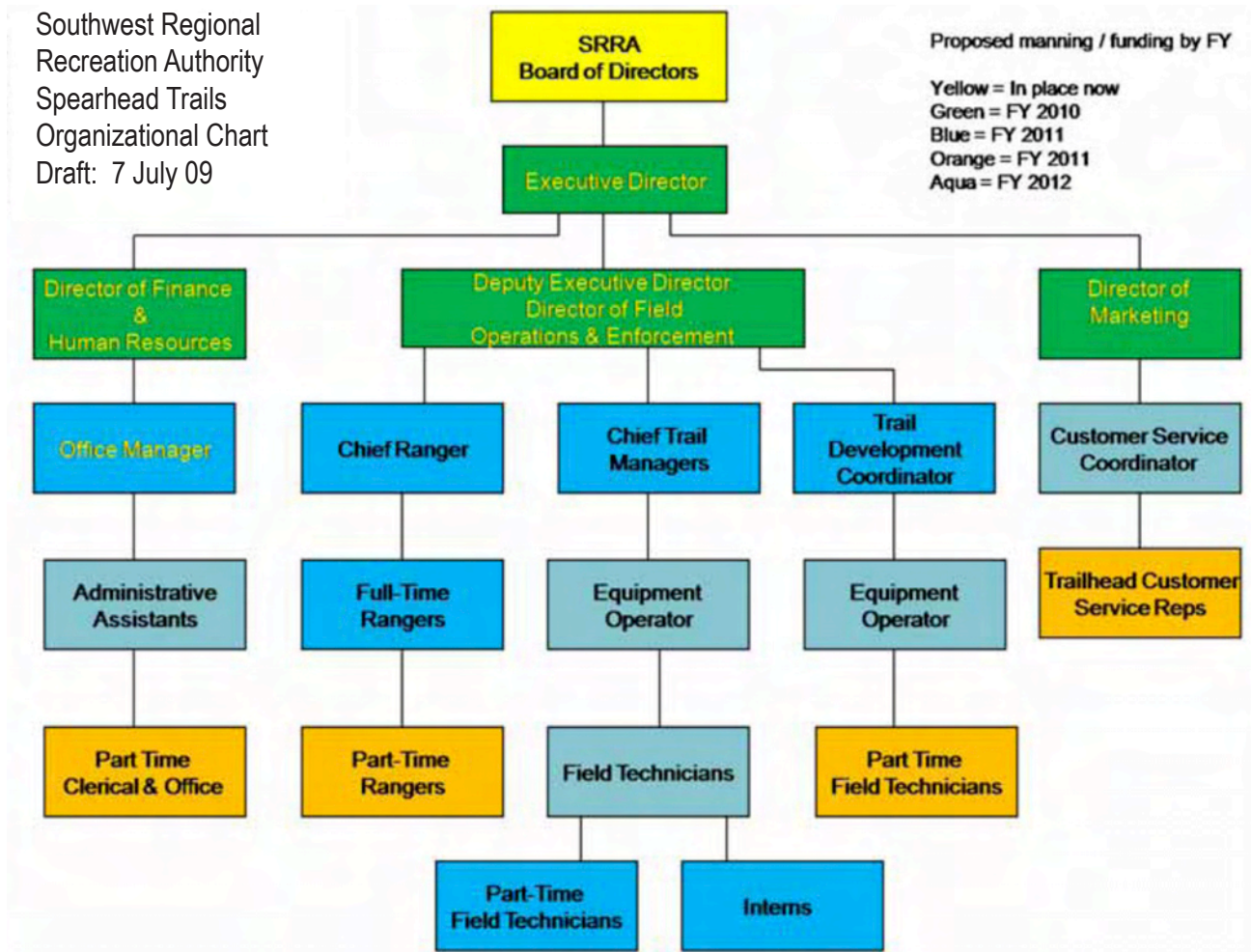


Note 1: The Board may appoint as many non-voting board members as it deems necessary.

Note 2: The Steering Committee is an independent body that advises the Authority on Trails related issues.

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The Spearhead Trails Organizational Chart (Draft)



Note 1: The growth of the organization will be based on the success and growth of the trails in terms of the number of trails and the number of users on the trails.

Note 2: The minimum manning required to begin trail operations is highlighted in Green. This assumes that one of the PDs will assist SRRA by allowing the organizations personnel to fall under the PD for pay and benefits until the organization can manage those functions on its own.

Note 3: The work area will include a seven-county region in southwest Virginia, including Wise, Lee, Scott, Dickenson, Buchanan, Russell, Tazewell, counties and the City of Norton. The location of the Office Headquarters will be determined.

Note 4: This model is based off of the Hatfield-McCoy / Trails Heaven Organization

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JOB DESCRIPTIONS AND SALARY RANGE

EXECUTIVE DIRECTOR

Basic Duties: Acts as Chief Administrative Officer of the Southwest Regional Recreation Authority.

Status: Full-time, salary employee, with a 90-day probationary period: continued employment dependent upon performance review during probationary period. Executive Director will also locate, write and administer grants.

Salary: The starting salary will be \$60,000 to \$120,000 depending upon qualifications.

DEPUTY EXECUTIVE DIRECTOR/DIRECTOR OF FIELD OPERATIONS

Basic Duties: Deputy Executive Director will be responsible for the duties of the Executive Director in his/her absence or if the Executive Director is unable to perform his/her duties. The Director of Field Operations (DFO) will be responsible for supervising all field operations, including inventory, trail layout, trail design, maintenance, construction and law enforcement. The DFO will obtain the necessary equipment for projects, and keeping within the assigned budget. The DFO is directly responsible for prioritizing the goals of the Authority in the field and managing those projects within specific time frames. The DFO will be responsible for all field teams. The DFO will report directly to the Executive Director.

Status: Full-time, salary employee, with a 90-day probationary period: continued employment dependent upon performance review during probationary period

Salary: The salary range will be \$32,000 to \$70,000 depending upon qualifications and/or experience.

CHIEF RANGER/SAFETY DIRECTOR

Basic Duties: Under the authority of the Executive Director, the Chief Ranger/Safety Director is responsible for administrating all law enforcement, and safety programs of the Southwest Regional Recreation Area. The Chief Ranger/Safety Director acts as the primary law enforcement/safety officer, and is responsible for interpreting and overseeing the enforcement of rules, regulations and safety programs of the Southwest Regional Recreation Authority and State Law.

Status: Full time, salary, with a six (6) month probationary term; continued employment after term dependent upon job performance and supervisor evaluation.

Salary: The salary range will be \$27,000.00 to \$35,000.00 per year depending upon qualifications.

CHIEF TRAIL MANAGER

Basic Duties: The Chief Trail Manager will plan, organize and supervise the day-to-day operations of assigned trail systems, trailhead facilities, vehicle, and equipment maintenance. Chief Trail managers will report directly to the Director of Field Operations. The Chief Trail Manager must have a global perspective of the Hatfield-McCoy Regional Recreation Area and be astute to the ways in which each task impacts other projects and the overall goals of the Authority:

Status: Full-time, salary employee, with a 90-day probationary period continued employment dependent upon performance review of probationary period

Salary: The salary range will be \$25,000 to \$35,000 per year, depending upon qualifications and/or experience.

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TRAIL DEVELOPMENT COORDINATOR

Basic Duties: Under the Director of Field Operations, the Trail Development Coordinator will coordinate with landowners, agency personnel and contractors in the management of all trail development: mapping, trail construction, layout, design and license agreements.

Status: Full-time, hourly employee, with a 90-day probationary period: continued employment dependent upon performance review of probationary period

Salary: The salary range will be \$10.00 to \$15.00 per hour, depending upon qualifications and/or experience.

DIRECTOR OF MARKETING

Basic Duties: The Marketing Director will report to the executive director. This person is responsible for identifying and developing revenue sources, writing and administering grant applications and executing a marketing plan that defines the type of advertising, promotional and marketing activities that will provide an economic benefit to the trail system.

Status: Full-time, salary position, with a 180-day probationary period: continued employment dependent upon performance review of probationary period.

Salary: The starting salary will be \$23,000- \$45,000 per-year plus performance based incentives, depending upon qualifications and/or experience.

DIRECTOR OF PERMIT & RETAIL SALES

Basic Duties: The Director of Retail Sales will report directly to the Executive Director. This position will serve dual roles of Retail Sales Manager and Customer Service Manager for SRRA. This individual will be responsible for managing and coordinating all Retail Sales and Customer Service operations for SRRA. This position will also require working closely with the Director of Marketing, assisting with events, trade shows, and other functions promoting SRRA.

Status: Full-time, with a 90-day probationary period. Continued employment dependent upon performance review during the probationary period.

Salary: The annual salary will be determined depending upon individuals' qualifications and/or experience. Minimum salary will be \$23,750 maximum salary will be \$33,750.

OFFICE & HUMAN RESOURCE MANAGER

Basic Duties: Under limited supervision performs highly responsible advanced level administrative support work while providing supervision and management to all full and part time clerical staff. Responsibilities include high level secretarial, clerical, office management and general administrative duties with primary emphasis on relieving top management of administrative details and office management. Works with the Accounts Payable & Payroll Manager in any and all aspects of financial transactions with regards to Accounts Receivable and Invoicing. Shall prepare, submit and administer Recreational Trails Program Grants. Ensures that the company is compliant with regards to annual audits. Ensures that monthly financials and bank reconciliations are completed.

Status: Full-time, with a 90-day probationary period. Continued employment dependent upon performance review during the probationary period.

Salary Range: \$26,000 to \$33,750 depending on experience. This salary will be base salary only and will not limit the employee's ability to earn additional revenue from contractual commissions or bonuses based on performance.

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OFFICE ASSISTANT

Basic Duties: The office assistant assists the Office Manager in the answering and screening of telephone calls and taking messages. This person types letters, memorandums, reports and spreadsheets. Maintains filing and reporting systems. Performs such significant projects and work related duties as may be requested to achieve the goals and objectives of the Office Manager. Performs other work-related duties as required. Must be able to prioritize and perform daily administrative functions to meet requirements of the position. Determining work priorities and organizing time are essential to the position. Prioritizes and performs daily clerical functions to meet requirements of the position. Good verbal and written skills are necessary to accurately convey information between interoffice personnel and customers. The ability to communicate with customers, marketplace and corporate staff in a courteous, tactful and concise manner is essential. Required to review and understand general instructions as well as being able to prepare and convey diversified technical, statistical and/or general type information.

Status: Full-time, with a 90-day probationary period. Continued employment dependent upon performance review during the probationary period.

Salary: Federal Minimum Wage to \$8.50 per hour depending upon qualifications and/or experience.

CUSTOMER SERVICE COORDINATOR

Basic Duties: The Customer Service Coordinator will plan, organize and supervise the day-to-day operations for each trailhead facility located in the Southwest Regional Recreation Area. The Customer Service Coordinator will report directly the Marketing Director and manage the following:

- Directly supervising all Customer Service Representatives.
- Coordinating the daily work schedules of Customer Service Representatives for all trailhead facilities.
- Oversees general maintenance and upkeep for each trailhead facility including inventory and delivery of cleaning supplies.
- Training Customer Service Representatives for the purpose of being customer oriented sales people with a strong knowledge base of the Spearhead Trail System.
- Responsible for inventory and distribution of user permits and general merchandise for each trailhead facility and administrative office.
- Distribution and sale of merchandise and user permits to local vendor businesses for retail sales.

Status: Full-time, with a 90-day probationary period: continued employment dependent upon performance review during probationary period.

Salary: The starting salary will be \$23,750 to \$27,000, plus bonus, depending upon qualifications and/or experience.

MARKETING SPECIALIST

Basic Duties: The Marketing Specialist will report to the Marketing Director. Responsibilities include assisting the Marketing Director with identifying and developing revenue sources and executing a marketing plan that defines the type of advertising, promotional and marketing activities that will strengthen existing revenue streams and create new revenue sources. The Marketing Specialist will work within the guidance of the Marketing Director and Executive Director.

Status: Full-time, salary position, with a 180-day probationary period: continued employment dependent upon performance review of probationary period.

Salary: The starting salary will be \$23,750 to \$32,000 dependent upon qualifications and/or experience.

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ACCOUNTS PAYABLE/PAYROLL MANAGER

Basic Duties: Accounts Payable and Payroll Manager is accountable for all controls inherent to the accounts payable functions, the accurate and timely preparation of checks, control records, accounting reports. The calculation of wages, overtime, and deductions to ensure compliance with federal and state laws. Ensures the payments and government reports are disbursed timely and accurately.

Status: Full-time, salary position, with a 180-day probationary period: continued employment dependent upon performance review of probationary period.

Salary: The starting salary for this position will be between \$19,000.00 and \$24,000.00 dependent upon qualifications and/or experience.

FIELD TECHNICIAN I

Basic Duties: Under the direction of the Chief Trail Manager. The employee will assist in the maintenance of trail systems that combines field work in mountainous terrain. He or she will use off-highway-vehicles, manual/automatic motor vehicles, trailers and the operation of hand and power tools.

Status: Full-time, hourly employee, with a 90-day probationary period: continued employment dependent upon performance review of probationary period.

Salary: The range will be \$7.00 to \$9.00 per hour, depending upon qualifications and/or experience.

FIELD TECHNICIAN II

Basic Duties: Under the direction of the Chief Trail Manager. The employee will assist in the mapping, construction and maintenance of trail systems that combines field work in mountainous terrain. He or she will use GPS/mapping equipment, off-highway-vehicles, manual/automatic motor vehicles, trailers and the operation of hand and power tools.

Status: Full-time, hourly position, with a 90-day probationary period: continued employment dependent upon performance review of probationary period

Salary: The salary range will be \$9.00 to \$11.00 per hour, depending upon qualifications and/or experience.

FIELD TECHNICIAN III

Basic Duties: Under the direction of the Chief Trail Manager. The employee will assist in the mapping, planning, construction and maintenance of trail systems that combines field work in mountainous terrain. He or she will use GPS/mapping equipment, computers and off-highway-vehicles, manual/automatic motor vehicles, trailers and the operation of hand and power tools.

Status: Full-time, hourly employee, with a 90-day probationary period: continued employment dependent upon performance review of probationary period

Salary: The range will be \$11.00 to \$13.00 per hour, depending upon qualifications and/or experience.

HEAVY EQUIPMENT OPERATOR

Basic Duties: Operates engineering, construction, and maintenance equipment to develop new trails, and maintenance on existing trails.

Status: Full-time, fluctuating pay position, with a 60-day probationary period: continued employment dependent upon performance review of probationary period.

Salary: The starting salary will be \$12.00 to \$15.00 per-hour, depending upon qualifications and/or experience. Pay raises will be given in July of each year at the discretion of the Authority. The Authority provides employees with a full range of employment benefits.

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RANGER/LIEUTENANT

Basic Duties: Under the supervision of the Chief Ranger, the Ranger/Lieutenant will provide general assistance, education, and law enforcement services for all users of the Southwest Regional Recreation Area. The Ranger/Lieutenant acts as the primary public contact for trail users, and is responsible for the enforcement of the rules and regulations of the Southwest Regional Recreation Authority and State Law.

Status: Full time, hourly, with a six (6) month probationary term; continued employment in position after term dependent upon job performance and supervisor evaluation.

Salary: The salary range will be \$24,960.00 to \$26,000.00 depending upon qualifications. The Authority provides employees with a full range of employment benefits.

RANGER/SERGEANT

Basic Duties: Under the supervision of the Chief Ranger, the Ranger/Sergeant will provide general assistance, education, and law enforcement services for all users of the Southwest Regional Recreation Area. The Ranger/Sergeant acts as the primary public contact for trail users, and is responsible for the enforcement of the rules and regulations of the Southwest Regional Recreation Authority and State Law.

Status: Full time, hourly, with a six (6) month probationary term; continued employment in position after term dependent upon job performance and supervisor evaluation.

Salary: The salary range will be \$21,320.00 to \$24,440.00 depending upon qualifications. The Authority provides employees with a full range of employment benefits.

RANGER

Basic Duties: Under the supervision of the Chief Ranger, the Ranger will provide general assistance, education, and law enforcement services for all users of the Southwest Regional Recreation Area. The Ranger acts as the primary public contact for trail users, and is responsible for the enforcement of the rules and regulations of the Southwest Regional Recreation Authority and State Law.

• Full Time Ranger:

Status: Full time, hourly, with a six (6) month probationary term; continued employment after term dependent upon job performance and supervisor evaluation.

Salary: The salary range will be \$18,720.00 to \$20,800.00 depending upon qualifications. The Authority provides employees with a full range of employment benefits.

• Part Time Ranger:

Status: Part time, hourly, with a six (6) month probationary term; continued employment after term dependent upon job performance and supervisor evaluation.

Salary: The salary will be \$9.00 per hour for each hour worked, with a maximum number of 1,040 hours per year. No other employee benefits are offered.

RETAIN CENTER MANAGER

Basic Duties: The Retail Center Manger will manage the Spearhead Trailhead Retail Facility which will serve as the Retail Center for the Southwest Regional Recreation Authority.

Status: Full-time, with a 90-day probationary period: continued employment dependent upon performance review of probationary period.

Salary: The starting salary will be \$9.00 to \$12.00 per hour, depending upon qualifications and/or experience.