

Chapter 1

STAFFING AND BUDGETING

Any site, be it large or small, will require the presence and services of a number of staff persons who devote all or some portion of their salaried time in work related to the site's visitors. These staff persons are the men and women who order the supplies, answer the phones and respond to the mail, sell the tickets, clean the grounds and pay the bills. A well-organized staff can greatly enhance the quality of a visit to a World Heritage Site. This chapter considers staffing needs according to four different categories -- administration, visitor services, maintenance and security. It also examines the different elements that make up a budget. An accurate record of income and expenses that can be consulted at any time is an important management tool. With an efficient staff and a well-regulated flow of money, a manager will earn the satisfaction of overseeing a smoothly running World Heritage Site.

STAFFING

Administrative Positions

The people who fill these positions are responsible for the overall quality of work of different kinds. The following is representative of administrative positions likely to be found at a site.

The Director - The director is responsible for developing and recommending all visitor related policies and procedures to the governing authority. He or she also is responsible for the overall planning, management, budgeting and evaluation of all visitor-related programs and activities. The director also prepares the job descriptions, conducts the interviews, does the hiring and also the evaluation of staff members working in visitor-related capacities.

The Curator - The curator is responsible for insuring the accuracy of all educational and interpretive materials concerning the site that are made available to visitors. He or she works closely with the **Conservator** who insures that all valuable resources and artifacts are properly and adequately protected.

The Concession Manager - He or she is responsible that concession services (providers of food, transport, security, crafts and publications) adhere to the site's governing policies. The concession manager prepares contracts for bids and tenders for all visitor services, evaluates them and makes recommendations to the director.

He or she also monitors and insures that performance and quality standards are met.

The Office Manager - The office manager is responsible for personnel, financial matters, payroll, supply and communication functions related to visitor services (see below).

Visitor Services

Information Clerk - As the first point of contact for the visitor, the information clerk is responsible for providing basic printed and verbal information about the site. Multilingual skills may be required.

Admission Sales Clerk - Responsible for the maintenance and operation of ticket sales.

Guides - Guides are responsible for providing personal verbal interpretation of the site for all visitors. Multilingual skills may be required.

Shop Manager - He or she is responsible for the overall management of visitor-related shops -- inventory, stocking, display, sales, record-keeping and reporting.

Sales Clerk - The sales clerk reports to the shop manager and provides sale services to visitors.

Stock Clerk - The stock clerk maintains the shop inventory and restocks the sales areas.

Security Protection

Guards - Guards provide security services day and night. They must often be trained to operate site-protection systems, and should possess adequate skills for dealing with the visiting public in a polite yet purposeful manner. Background checks should be made with local police departments on all prospective guards. In some cases, guards must know how to use firearms and/or to handle guard dogs. For large sites with many guards, a military-like organizational structure may be utilized - captain, sergeants, etc.

Maintenance

For sites with large numbers of visitors, certain members of the maintenance staff may be assigned to work only in visitor-related services.

Foreman - The foreman is responsible for planning, organizing, supervising and evaluating the work of subordinate staff.

Engineer - The engineer is responsible for the maintenance and operation of all mechanical systems related to visitor accommodation -- electrical, heating, air-conditioning, plumbing.

Laborer/Cleaner - He or she is responsible for daily servicing of all visitor areas -- trash collection, storage and removal, cleaning and restocking of public facilities.

Gardener - The gardener is responsible for public garden areas. Increasingly, historic gardens or landscapes around World Heritage Sites are being developed and supervised by professional personnel. Even if historic designs cannot be duplicated, appropriate plans and trees can be reintroduced.

BUDGETING

Any site that receives visitors will have both income and expenditures that must be tracked accurately. Income is earned from many sources; funds are spent in many different ways. It is important for planning purposes to record the different kinds of income and expenditure on separate lines. Then, at a glance, a manager can see how much income was earned from ticket sales, or how much was spent on entertainment. A manager can also use the budget to make decisions -- how best to increase income, for example, or cut expenditures. The following serve as a basic checklist of possible budget line items.

The Income Budget

Money coming into a site is reflected in the income budget. A site's income budget should be reviewed regularly during the fiscal year in order to monitor actual performance against the planned budget. In preparing the annual budget, it is useful to include the project and actual budget performance of five previous years. This information can help identify the site's income trends. There should also be a clear understanding of what income monies can be kept at the site and how much has to be forwarded to the central office or the controlling national government agency.

Appropriations - The funds allocated from public funds by local, state and/or national governments.

Grants-in-aid - The funds received as a grant from a public governmental body or international institution.

Admissions - The receipts from paying visitors to the site. For record-keeping, budgeting and long-range planning purposes, it is useful to account for admissions by category -- adult, child, student, senior citizen, group, complimentary, etc.

Donations - The funds received from solicited and unsolicited donations from private and public organizations. Individual projects or activities may be the target of special fund-raising appeals. Donors may restrict the use of donated funds for specific purposes. This should be clearly noted. Income from visitor donation boxes should also be included as a line item.

Memberships - The funds received from individuals and/or organizations paying an annual supporting fee.

Interest - The funds earned by the site on its money deposited with financial institutions. It is wise to keep cash related to visitor income in interest-bearing checking and/or savings accounts. If daily receipts at a site are high, deposits should be made every day. It is possible to earn different degrees of interest, depending on whether the deposit is short, medium or long-term. Managers should plan cash deposits and project needs to maximize interest earned.

Property Rentals - The funds earned from the renting of buildings, areas or grounds of the site for purposes compatible with policy. At sites with many buildings, there may be rental income from housing, food services, shops, guest houses, etc. Some sites may earn rental income from agricultural land, grazing allowance or forest usage.

Rental Fees for Special Property Uses - The funds received from the use of any part of the site by an outside organization for receptions, dinners, performances, festivals, fairs, movie production, etc.

Contractual Services - The funds received in exchange for the provision of a specified service -- replication of period furniture, printing and reprinting a publication, technical services etc.

Licensing Fees and Royalties - The funds, usually derived over a long period of time, from payment of an up-front fee and a continuing royalty on all sales of significant site items which have been authentically replicated: period furniture, historical fabric, architectural ornament, garden sculpture, etc.

Sales of Items and Services - The funds received from the sale of everything made available to the visitor within the site: postcards, publications, souvenirs, film, food, beverages and accommodations.

Sales and/or Service Taxes - The funds received from the collection of all sales taxes applied to items and/or services provided at the site. Many sites will be legally required to collect these taxes and to forward them to a government authority. Taxes should be separately accounted for: sales, meal, room occupancy, beverage, etc.

The Expense Budget

Cash expended to operate a site, pay the employees, provide for security, etc., is reflected in the expense budget. The expense budget should be monitored monthly to examine actual expenditures against projected budgets. Line items commonly include:

Staff Salaries - The funds necessary to pay the regular, part-time and overtime salaries of the site's staff.

Staff Benefits - The funds necessary to pay for the approved benefits available to salaried employees. These may include travel benefits, health and dental insurance, retirement plan contributions, workman's compensation, annual vacation and sick and family leave.

Rent and Utilities - The funds necessary to pay for rented space and utilities, which can include water, electricity, telephone and heat.

Insurance - The funds used to purchase insurance cover to legally protect the site administration and officials in case of visitor accidents, legal actions and theft and/or damage of property.

Equipment - The funds used to purchase, service and maintain any equipment required to accommodate and handle visitors.

Capital Projects - The funds used to maintain, preserve, restore and/or construct visitor-related facilities.

Maintenance Service Contract Fees - The funds used to retain contractors to regularly inspect and service any equipment such as elevators, security alarm systems, etc.

Travel - The funds used to pay for approved staff travel related to visitor services. This would include items such as training programs, conferences, etc.

Advertising - The funds used to design and pay for public advertisements in the print and electronic media.

Printing Services - The funds used to print materials given or sold to visitors.

Consultant Contracts and Fees - The funds used to pay for professional consultant services related to any aspect of visitor services.

Security Equipment - The funds used to acquire and maintain site security systems, equipment and services.

Sales Stock Purchases - The funds used to purchase items sold at site outlets to visitors.

Entertainment and Hospitality - The funds used to receive and entertain important visitors to the site and for staff parties, receptions for volunteers, community leaders and media representatives.