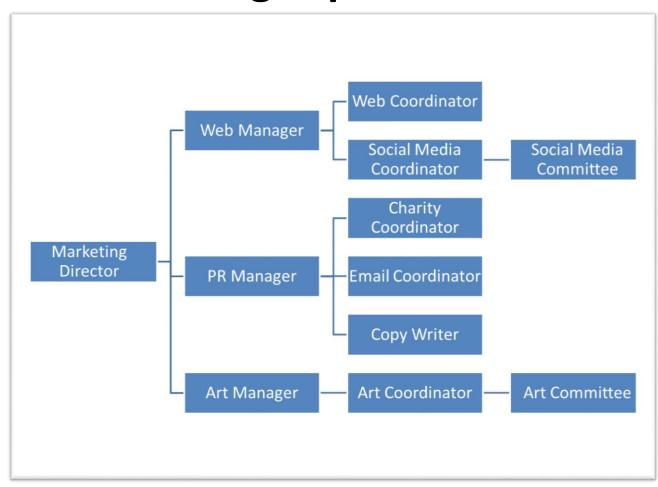
TXRD Operations Manual Revised: August 18, 2014



MarketingDepartment



Marketing Director

Val Kerry

Web Manager

Boi Division

Web Coordinator

Lonescar

Social Media Coordinator

Rozy B Hind

Social Media Committee

Bama

Boss

Val Kerry

Rozy

Bentley

Ninja

Public Relations Manager

Shanx A Lot

Charity Coordinator

Catty Whompass

Event Coordinator

Juicy Cooter

Copy Writer

Sab A. Taj

Email Coordinator

Genna Lee

Art Manager

Art Coordinator

Dusty Doublewide

Art Committee

Mila Juke a Bitch Elle B. Bach

Marketing Department Overview

The American Marketing Association (AMA) defines marketing as "the process of planning and executing the conception, pricing, promotion, and distribution of ideas/goods/services to create exchanges that satisfy individual and organizational goals."

The TXRD Marketing Department is responsible for planning and executing the conception, pricing, promotion, and distribution of TXRD Banked Track Roller Derby as a product in order to satisfy our customers as well as our business goals.

Marketing is also responsible, as a whole, for pitching new ideas for product development, bout marketing, new merchandise items, and cross- marketing with other companies or organizations to promote a single league product. Marketing also promotes a single league image through creatively driven advertisements and marketing campaigns.

Marketing Director Job Responsibilities

- Responsible for the direction of all promotional and advertising outlets
- Organizes managers from all departments to establish updated branding, promotional material, and event tactics
- Ensures all league images shown to the media or public are ones of our choosing
- Ensures managers from all departments follow through on individual tasks as well as maintain their department workloads
- Ensures all information in print or on the web is accurate and up to date
- Maintains and manages yearly marketing budget
- Buy ad placements for the promotion of TXRD bouts and events as necessary
- Create and maintain media-buy contact list

Marketing Director Qualifications

- Personnel and budget management experience
- Good problem-solving and organizational skills
- Fine attention to detail
- Promptness and ability to meet deadlines
- Daily computer, web and email access
- Creative mind that can come up with new ways to put the league in the public eye
- Proactive, interactive, charming personality
- Good reputation within and outside the league

Web Department Overview

The purpose of TXRD's Web Department is to update and maintain www.txrd.com. The website serves as one of our main points of contact with our customers and the public. The department as a whole is also responsible for overseeing all web-based social networking outlets that are utilized by TXRD and individual teams (Twitter, Facebook, etc.)

Web Manager Responsibilities

- Help initiate new ideas and themes for the overall marketing and image of TXRD
- Ensure the accuracy and promptness of all information to be posted to txrd.com
- Post approved events and functions which TXRD is involved to txrd.com
- Delegate and assign web related tasks to the Web and Social Media Coordinators as appropriate
- Oversee all content and image updates, new event updates, blog posts, etc.
- Research opportunities for improvements to the website
- Recruit and screen new developers as needed for the department

Web Manager Qualifications

- Daily web and email access
- Strong attention to detail
- Promptness and ability to meet deadlines
- Website coding experience
- Strong problem solving and troubleshooting skills
- Ability to delegate and train other web department members

Web Coordinator Responsibilities

- Complete tasks assigned by Web Manager as appropriate
- Help to ensure accuracy and promptness of all information and images being posted to txrd.com
- Maintain the TXRD Flickr page and communicate with photographers to get their photos from bouts and events posted and public as soon as possible after the event

Web Coordinator Qualifications

- Daily web and email access
- Strong attention to detail
- Strong problem solving and troubleshooting skills
- Promptness and ability to meet deadlines and take direction
- Some working knowledge of web development

Social Media Coordinator Responsibilities

 Maintain interactions between the league and fans via social networking sites, by responding to fan comments and questions promptly as needed

- Maintain enthusiasm and willingness to discover new social networking avenues for promoting TXRD as a singular product
- Post multimedia as appropriate to keep TXRD on the minds of our fans
- Create and maintain all public web-based invites for bouts, parties, special events, trainings, etc.

Social Media Coordinator Qualifications

- Daily web and email access
- Strong attention to detail
- Promptness and ability to meet deadlines and take direction
- Creative mind that can come up with new ways to put us in the public eye
- Working knowledge of current social media sites

Social Media Committee Responsibilities

Use of individual team social media outlets to further promote bouts and events

Social Media Committee Qualifications

- Daily web and email access
- Promptness and ability to meet deadlines

Public Relations Department Overview

The focus of Public Relations is to identify promotional opportunities, manage media relationships, and coordinate external and internal resources for keeping TXRD current in the public eye through means of free press. The department is responsible for organizing the official response to all media and public requests for information, images, interviews, and/or invitations to promotional events, all with the idea of gaining free exposure with our target audience.

Public Relations Manager Responsibilities

- Help initiate new ideas and themes for the overall marketing and image of TXRD
- Liaison between TXRD and all free media outlets
- Coordinate and manage all Press Releases
- Manage and solicit various media coverage as appropriate
- Coordination of promotional resources as needed, from both within and outside the league
- Delegate and assign PR related tasks to the department members as appropriate
- Recruit and screen new members as needed for the department

Public Relations Manager Qualifications

- Daily web and email access
- Promptness and ability to meet deadlines
- Creative mind that can come up with new ways to put us in the public eye
- Proactive, interactive, charming personality
- Good reputation within and outside the league
- Ability to delegate and train other PR department members

Charity Coordinator Responsibilities

- Liaison with charities for the benefit of the league and the community
- Send out or deliver free tickets to members of media to get them to bouts
- Report bout statistics and recaps to all free media outlets during the regular season
- Identification of suitable charities, and communication with charity managers

Charity Coordinator Qualifications

- Daily web and email access
- Promptness and ability to meet deadlines
- Creative mind that can come up with new ways to put us in the public eye
- Proactive, interactive, charming personality
- Good reputation within and outside the league

Email Coordinator Responsibilities

- Manage all existing email lists including opt outs
- Gather and manage new emails submitted at bouts, special events, online sales
- Use MailChimp to organize and schedule regular email blasts to users

Email Coordinator Qualifications

- Daily web and email access
- Promptness and ability to meet deadlines
- Creative mind that can come up with new ways to put us in the public eye
- Some working knowledge of Can-Spam compliance and email marketing

Copy Writer Responsibilities

 Writing, distribution of press releases, promotional materials, bout recaps, and promotional website updates

Copy Writer Qualifications

- Daily web and email access
- Promptness and ability to meet deadlines
- Creative mind that can come up with new wording to engage audience

Art Department Overview

The Art Department is responsible for the stylization of all promotional materials including but not limited to fliers, programs, web images distributed by the league. They are responsible for keeping the look and feel of TXRD updated and consistent with the image we strive to present to the public as a league.

Art Manager Responsibilities

- Help initiate new ideas and themes for the overall marketing and image of TXRD
- Recruit and screen new artists and designers as needed for the department
- Delegate and assign art related tasks to the department members as appropriate
- Oversee all content and image updates to ensure overall aestheticism
- Approve all art work produced by other members in the department

Art Manager Qualifications

- Daily web and email access
- Promptness and ability to meet deadlines
- Strong attention to detail
- Creative mind that can come up with new designs
- Ability to delegate and train other art department members
- Working knowledge of design software (Photoshop, Illustrator, etc.)

Art Coordinator Responsibilities

- Complete tasks assigned by Art Manager as appropriate
- Help to ensure accuracy and promptness of all information and images

Art Coordinator Qualifications

- Daily web and email access
- Strong attention to detail
- Promptness and ability to meet deadlines and take direction
- Some working knowledge of design and software used

Art Committee Responsibilities

- Complete tasks assigned by Art Manager and Coordinator as appropriate
- Help to ensure accuracy and promptness of all information and images

Art Committee Qualifications

- Daily web and email access
- Strong attention to detail

- Promptness and ability to meet deadlines and take direction
- Some working knowledge of design and software used

Operations Department

Department Mission

Provide unique and high-quality entertainment for our fans, while ensuring the safety of the skaters, and the proud engagement of all our members

Operations Director

Smash-U-Delirious

Bout Producer

varies with bout - usually BOD or former BOD

Bout Job Coordinator

Ghettostar Blacktica

EMT's

Dr. Evil

Pierce

Announcers

Mike and Wes

KCWX Hostesses

Greta G&P

Penalty Mistress (points per bout)

Kate or Dye, Loretta Synn, Ghettostar Blacktica

Production Coordinator

Train Wreck Trina

Track Coordinator

Houston

Production Crew

Floyd

Jason

Paul

Tom

Taylor

Artistic Director

Jonny Stranger

DJ

Kate or DJ Thor on the Floor (Ross: non-member)

Media Coordinator

Husslepuff

Scoreboard

Tony (non-member)

Soundboard

Tom/Scott Bradway(non-member) or the DJ

Webcast

Tom or Scott Bradway (non-member)

Merch Manager

Ditzy Von Teeze

Online Sales Coordinator

Smitey Mouse

Merch Bout Coordinator

Dot Stoevsky

Event Sales

OPEN

Tickets Manager

Open

Vendor Ticket Coordinator

Open

Skater Ticket Coordinator

Mastur Peyton

Door Manager

Wild Carnage

Operations Director Overview

- Follows directives laid out in SOTU Section 2, No. 3 Who Runs This Shit?
- Direct our 'big moneymakers' merchandise, bout production, ticket sales while overseeing each departments contracts, budgets, and goals.
- Direct all aspects of our production of bouts from facility contract negotiations and booking, to the actual build and teardown of track.
- Seek out and/or respond to requests for unusual bout production (out of town/special appearance, etc)
- Direct and motivate the entertainment aspect of the game through the Entertainment Team

Qualifications Required

- Quick thinking and implementing solves problems on the fly
- Daily computer and email access
- Initiative-taking extrovert
- Comfortable in making long-term and big-picture decisions
- Frugal with money will have a Debit Card
- Ability to make supply runs
- Previous TXRD Production or outside managerial experience (as long as it's tempered with trust for the ability of each member to do their jobs especially Production Crew)
- Highly organized for punctuality and deadlines
- Working knowledge of the production aspects of the league and willingness to get 'down-and-dirty' with the physical aspects of bout production
- Ability to be the calm amongst the storm of working with "the guys"

Bout Production

Production Timeline

30-60 days before first game

- Review and approve utilities and Hall set-up diagram with with PEC Utilities
 Coordinator (2013 Ben Hamilton) and your PEC Event Coordinator (2013 Trevor Goodman, Michael O'Dell or Belinda Nash)
- Review season needs with PEC Security Donnell James
- Reserve full season with Enterprise Trucks 2 @ 26'
- Send full season schedule to neighbors for parking/truck load days
- Review all needs/supplies/stock are intact for Media, Production, Sponsorship, Tickets and Merch for first game
- Have Entertainment Team meeting Head Ref, Announcers, Penalty Mistresses,
 Music Manager, Media Coordinator, PR rep
- Affirm Music Mgr has booked entertainment/DJ/anthem singer
- Affirm Bout Job Coordinator is up and running
- Affirm announcers and penalty mistress are in place for season
- Affirm Huns Rugby security is in place for season
- Affirm Tickets are up and running on Frontgate
- Confirm in-house EMT's for season

Week of Bout

- Confirm Bout Producer
- Send Bout Info on Tues to <u>bouts@txrd.com</u> and captains of both teams; this affirms vendor and all manager needs
- Send Weekend Bout Info on Wed to league@, refs@, volunteers@ & sarah from KCWX; this gives info to all participants, including parking, driving and special media info, etc
- Make sure rolling production shelf contains water, all banners sponsor & decor, any fan appreciation needs, puke bucket & rags, projector screen, von dutch bag and ALL penalty needs
- Send parking list to PEC Event Coordinator. Include all TXRD, managers, refs, volunteers, new girls (if applicable), music, vendors, KCWX, Huns Rugby, & Media
- Confirm food for track build and teardown with sponsorship manager

Some Notes on Operations

Financial Goals from our Strategic Plan

Door	2013	2,275 attnd	\$379,080
	2014	2,625 attnd	\$444,600
Merch	2013	\$68,053	
	2014	\$74,858	

Contract Changes for 2014 at the PEC

- 15% increase in rent to \$3950
- All seating and standing risers free, but band stage (\$300) and control tower cost to build (\$200)
- Only 25 tables with linens for free, all others charged at linen cost (this includes VIP, vendors, merch, announcers, etc)
- Only electricity and internet to TXRD is free (vendors must pay for or use extension cords from our areas)
- 2015 season needs to be booked starting in June of 2013 contact Faith Ward at PEC

Production Coordinator

- Staffs (with help of Bout Job Coordinator) each bout for truck pick up, load, truck drop off, track build, track teardown, truck drive, unload, truck drop off
- Checks availability of Production Crew on TXRD Production Crew FB group
- Checks availability of volunteers on TXRD Production Volunteers FB group
- Manages both FB groups and <u>volunteers@txrd.com</u> email list
- Reminds neighbors 48 hours in advance (Pump It Up & more in 2013) via email about truck parking needs with estimated times according to staffed (PIU will put out barriers for reserved loading of the trucks)
- Reminds Crew on FB group of League Meeting and reports excused absences to HR
- Takes initiative as an 'extra body' when needed
- Tracks hours for special projects and reports on Special Projects Google Doc

Track Manager

- Takes the lead in all aspects of track build at event center, with communication to the Production Coordinator
- Attends and/or staffs bouts with Crew for in-game track emergencies
- Ensure track is at top level of safety and maintenance at all times, including bringing extra pieces to bout for track repair in case of breakage
- Reports tool/equipment/supply needs to Operations Director or Production Coordinator as soon as possible

Bout Job Coordinator

- Pre-season collects data for number of staff needed per job
- Sends out bout job staffing requests to all league
- Keeps Bout Jobs Google Doc updated for Ops Director to further communicate staffing needs to volunteers/league
- Collects attendance sheets and then begins to report to HR

Bout Producer

- The "Hostess" of the Bout
- Staffed by a BOD member (or former BOD) the week before the Bout
- Checks in with each department during the bout to see if assistance is needed
- Connects with Palmer Event Coordinator
- Listed as 'day-of bout contact' in Weekend Bout Info sent to league/volunteers/refs etc
- Aids with injuries assists with info for announcers, decision to stall game/clear track, connects with family and friends of injured person, etc.
- Has the ability to make high-level, in-the-moment decisions on bout day in line with TXRD's goals and values
- Assists Palmer folks with anything like making needed announcements (lost kids, bad parking, etc)
- Mingles with crowd and makes sure everyone is satisfied and happy TXRD customers
- Assists in finding handicapped/wheelchair seats for folks
- Facilitates any other requests from any department (water for skaters, tix/door issues, merch needs, announcers/media/penalty/production, KCWX, security, teams, etc)

Entertainment Team

Announcers

- Act as the voice of the game for the spectators. They simplify the game in layman's terms as well as providing an entertainment aspect to the game.
- Work directly with the Operations Director to make sure their needs are met as far as information, scheduling and equipment.
- Announcers will attend soundcheck prior to each bout and should not alter soundboard once it's set up by the Media Coordinator as it's optimized for the Palmer.
- Are responsible for communicating introductions and welcomes to bout, band and guests
- Skater and ref intros
- Re-explaining rules every quarter
- Penalties as needed beyond Head Ref and Penalty Mistress(Mister)
- Score
- Play by Play and Color Commentary
- Quarter and halftime breaks and restarts
- Player stats
- Crowd engagement and hyping
- Sponsorship announcements
- After party arrangements
- Special visitors in attendance
- Birthday spanks at 3rd quarter break

Penalty Mistress/Mister

- Sells tickets to Spank Alley at their discretion (gets the most \$\$ possible)
- Spins the wheel & announces the penalties
- Leads crowd in team/player hype & excitement while being time aware
- Determines winner of pillow fight
- Uses volunteer resources for audience clarity Fritz to skate signs with penalty on them around for all crowd to see, etc.

Artistic Director

- Books the bands or entertainment for pre-bout and half-time, the DJ, the anthem singer, and the sound engineer (if needed) for each bout
- Assists with filling Celebrity "First Whistle" blower as needed
- Communicates with Sound Engineer (currently Brian Nelson) regarding sound needs and connects him with bands
- Make sure all acts that are booked properly cross-market the bout on their website/FB etc. by giving them a proper 'blurb' re TXRD (to be provided by PR)
- Communicates with acts booked re load in and parking
- Sends info on acts booked to PR@txrd.com
- Updates Door List Google Doc under Music column each person in any act gets a plus one.
- Sends parking list needs for bands/sound engineer/entertainment/anthem to Operations Director by Thurs before the bout
- Act as liaison for all acts bout day arrive at least 1 hour early for set up
- Make sure acts know our correct name for announcing at bout
- Refreshments for bands (if applicable)
- Maintain contact list for PR turn in before bout if possible

Notes on Music Budget

- Budget is annual (currently \$3250) and each act payment amount can be varied at the Music Mangers' discretion
- Music Manager must provide a receipt to Accounting detailing act payout, unless Accounting paid out personally at the bout
- Primarily expect to pay bands and hope that entertainment acts will do it free for exposure
- No pay for anthem singers they will receive a plus one and free parking if available
- Sound Engineer is currently at \$400 per game and he provides all PA and mixing with that service.
- DJ works for plus one and is expected to bring music, including the "Price is Right" theme for B-day spanks!

Media Coordinator

- Personally sets up live webcast (with monitors, cables, cameras, etc) for all bouts (along with providing for recording said webcast) and other TXRD Special Events, if applicable
- Sets up all sound (mixers & mix, mikes, cables) for announcers & DJ at bouts and Thunderdome scrimmages
- Sets up scoreboard (and trains operator if needed), projector and screen at bouts and other events
- Arranges for or does teardown of all same equipment
- Stores TXRD bout and other footage and provides copies to whomever requests
- Updates Door Lists Google Doc with any outside help for Media. (Each helper receives a plus one and free parking.)
- Update Operations Director by Thurs before the bout of parking needs.
- Pre-season: will review needs for Media and send requests for equipment or supplies to Operations Director

Merchandise

Merchandise Manager

- Oversees all merchandise sales for league including online, at bouts and other events
- Ensures merchandise carts are rolled to bay doors for truck loading and that merchandise counter is clean and stocked
- Train newbies how to use the cash register and credit card machine
- Ensure that all inventory has PLU number identifier (if applicable)
- Determine merchandise ordering needs and place orders
- Determines prices for all merchandise, including league discounts and sale price reductions, TXRD online sales and Merchify prices
- Manages relationship with merchandise providers
- Keeps contact list for Marketing, PR and Sponsorship Departments
- Reports online, special event, and bout merchandise sales to Accounting (as requested)
- Budget determined by the BOD and sales projections
- Merchandise designs determined by need for fresh looks can be recommendation by PR, Marketing, the BOD, Merchandise Manager, or Operations Director. Process for selection to be determined as best befits the league & TXRD brand.

Online Sales Coordinator

- Update new merchandise and remove old merchandise on the website on a monthly basis
- Sets up photo shoots and uploads photos
- Fulfill online merchandise orders on a weekly basis
- Inventory online merchandise sold and report to Merchandise Manager (as requested)
- Supplies Merchify with logos and manages all aspects of that relationship

Bout Day Coordinator

- May be responsible for making sure merchandise is ready for truck load the day before bout by packing loading and securing on rolling shelves, and rolling to bay doors
- Arrives early to set up merchandise booth 2-4 hours
- Counts merchandise bank and sets up cash register
- After closing, runs the inventory/sales report from the cash register, and includes it, credit card receipts and cash in bank for return to Accounting
- Merchandise is packed, loaded and secured on rolling shelves at the end of the bout for truck load

Event Sales

- Has merchandise available at all events requested by PR and/or BOD to increase income and provide high value of experience at TXRD branded events
- Staff events and trains staff on sales prices, bank, credit card usage, etc.
- Provides stock for event and keeps an inventory list
- Ensures all necessities for particular event are provided, e.g. table, TXRD banner, bank, credit card (square for iPhone?), bin with merchandise, proper selection for crowd expected, marketing material (flyers/bus cards), etc.
- Ensures all necessities get back to Thunderdome and all monies turned into accounting after event

Tickets

Ticket Manager

- Fulfills duties on TXRD Tickets Google Doc and updates doc as needed
- Manages Door Lists Google Doc managers have access to make changes before each bout
- Manages Plus Ones Google Doc before each bout with help of members and HR
- Fills out Tickets/Accounting Data Google Doc after every bout
- Maintains contact list for marketing
- Sets up season ordering through Frontgate tickets
- Works with Marketing/PR/Web to promote ticket sales
- Provides paper tickets for promotions/PR events, skater tickets and vendor sales
- Provide/purchase/develop hand stamps (or wristbands), VIP passes, and season passes
- Make sure that tickets bin is in order for upcoming bout
- Ensure that there is correct change for door cash box

Vendor Coordinator

- Set up delivery and pick up dates to tickets vendors for full season
- Deliver tickets to vendors and explain ticket accounting process
- Provide and ensure prominent placement of banner/poster for TXRD sales in store
- Collect ticket \$\$ and turn into Ticket Manager

 Keep accurate records on Ticket Vendor Sales Google Doc and analyze for continuing partnership with outlets

Skater Ticket Coordinator

- Receive paper tickets from Tickets Manager
- Sign out tickets to league members on specific days/times
- Keep track of sales and report to Skater Tickets Google Doc
- Collect money from skaters no later than the Thursday after the bout or report for penalty

Door Coordinator

- Arrives 1 hour prior to the doors opening with Tickets Bin including hand stamps (or wristbands), VIP passes, season passes, and will call lists
- Sets up tables using signs (Will Call, Have Tickets, Need Tickets) and checks CC machines status
- Receive & counts bank from Accounting Manager
- · Trains staff and manages all issues at door to ensure quick flow
- Close door at 3rd quarter break
- Return bank to Accounting Manager after reconciled
- Ensure Tickets Bin is secured in whatever form necessary

Business Department

Business Director

Soviet Crusha

Secretary of Skate

Dixie Sanchez

Accounting Manager

Bendy Davis

Accounting Committee

Available

Sponsorship Manager

Scrappy

Sponsorship Committee

Maya Mayhem

Annie Smokely

Rolla Parks

Sacralicious

Blocktober Fest

Warehouse Keeper/Manager

Lizzard

Warehouse Maintenance Committee

Attila the Nun

Blocktober Fest

ThumpHer

Karlapatra

Clubhouse Keeper/Manager

Clubhouse Committee

Archives Coordinator

Bessie Mae

Currently non-existent (but desired) positions:

Business Development Manager

Business/Executive Director

- Annually reports the change of Board members to the Texas Secretary of State's office
- Responsible for focusing on the league's long-term goals
- Keeps an eye on contracts and anything that relates to revenue/expenses generated for or by the league
- Works directly with Business Development Department to ensure adherence to the goals the league has voted in place
- Works with Accounting Department on budgets, banking, loans, long-term savings/investments and financial planning
- Works with our bankers and attorney, and assists with implementing the business plan
- Maintains our business operations of merch
- Ensures Business Development Department is actively working on the internal organization/business plan so we can move forward with prospective offers to 'own' our location

Qualifications required/preferred

- Good problem-solving and organizational skills
- Daily computer and email access
- Proactive, interactive personality
- Good reputation within and without league
- Previous managerial experience
- Previous experience in business
- Professionalism
- Knowledge of contracts and basic accounting
- Open communication with Board members regarding any and all projects

Managers under the Business/Executive Director

- Business Development
- Accounting
- Merchandise
- Sponsorship

Secretary of Skate

The purpose of the Secretary of Skate is to maintain the league voice, as well as relay information to the league.

Meeting Agendas and Minutes

• Attend board meetings, league meetings, and manager meetings as needed

- Set up email reminders for league meetings 1 week prior to meetings
- Set up email reminders for league meetings with updated agenda 1 day prior to meetings
- Send out agenda requests 1 week prior to Board/Manager meetings
- Compile agenda and bring copies to Board/Manager/League meetings
- Compile and send meeting minutes out to Board and post on the Yahoo Group no more than 7 days after the meetings.
- Document votes at board, manager, and league meetings (file separately in Yahoo files section)

Meeting Minutes should include

- All participants present
- Date
- Start and End times
- Location
- Agenda items with detail of what was discussed per item
- Any Votes taken- Ratio of vote- End decision to vote (also kept separately on spreadsheet filed in yahoo group files section)
- Tabled items on the agenda that should remain on the following agendas until handled

League Communication

- Send league-wide emails and notifications as appropriate
- Primary contact for all inquiries and forward to correct manager/committee
- Secretary of Skate is the vessel through which all league emails flow
- Handle all incoming email through info@txrd.com.
- Update Skate of the Union seasonally
- Add events and meetings to the Yahoo Group calendar

Job Requirements

- Must have a laptop with Microsoft Office (Word, Excel); regular phone and email access
- Have good note-taking skills
- Check email daily

Secretary of Skate works directly with

- The League to ensure proper routing of information coming and going through the league
- Board/Managers to ensure proper documentation of all meeting minutes and agendas to keep them organized and informed

Accounting Manager

Responsibilities include

- Manage the income and expenses for the company
- Maintain league bookkeeping
- Reconcile bank accounts monthly
- Transfer money from PayPal account when necessary
- Manage all receivables & payables
- Receive and determine approval of budget requests from various departments, based on yearly budget
- Submit budget increase requests to Board for approval
- File monthly sales tax return & annual federal/state tax returns on time
- Supply the league with the annual budget, based on the financial of the previous season
- Send managers monthly budget updates based on actual spending
- Manage bout money
 - o create banks for Tickets, Merch, and Spank Alley
 - o collect money at the end of the bout
 - o distribute payments to various parties, i.e. security, lights, sounds, bands, etc.
- Issue reimbursements of approved expenses to league members with receipt only
- Issue sponsorship percentage payout to league members based on Sponsorship Distribution Policy outlined in the SOTU
- Communicate with all league member concerning financial matters & respond to financial concerns

Bout Timeline

• Before first bout of the season

- 1. Create bank for Tickets (\$700 in 5s and \$300 in 10s)
- 2. Create bank for Spank Alley –\$50 for spank alley (\$25 in 1s and \$25 in 5s)
- 3. Create bank for Merch \$300 for the season (to be managed by Merch)
- 4. Have banks available at the venue at least 1 hour before doors open

At Bout

- 1. Pay bands (Bands Manager), sound, and security personnel and document payment (receipts)
- 2. Check in on Tickets (after half) and Merch (at end of game)

After Bout

- Verify reconciliation form is completed in bank bag for Door, Merch, and Spank Alley
- 2. Confirm batch report has happened if CC machines are used.
- 3. Collect money, count and document money intake, and deposit money as soon as possible
- 4. Reconcile and Square sales between merch and door.
- 5. Prepare bout financials for presentation to the board and managers within one week from the bout/event

Event timeline

- Create bank for special events as needed
- If banks are distributed, they should return reconciled

Budget Requests/Approvals procedure

The Accounting Dept. and the BOD evaluate budgets. The accounting Dept. provides a general guideline of the budget for each dept. based on the previous year's spending report. With the basic guideline the Dept. Manager should then define what the plans are for the allotted basic budget, and submit requests or changes.

When determining a budget, there are key things to take into consideration:

- What basic needs does the department have?
- What items are needed on a regular basis for the department (e.g., can bulk purchases save funds)?
- Are there any items that would increase the efficiency of the dept.?
- Are any improvements needed?
- Are there any items that are considered Assets (if so, that does not necessarily come out of a departmental budget)?
- What are the department's goals and what items would be needed to fulfill those goals?
- How can the department cut costs?
- How much should be estimated for a cushion? (This is different for each department.)

Submitting Annual Budget Request

- At the end of the season the Manager should review how the budget was used
- Submitting a Single Budget Request or Exceeding your Budget.
- Determine what will be needed next year
- Create a list of potential purchases for the season
- Do a little research on costs, see if there are deals or ways to reduce costs
- Submit via Email to the BOD and Accounting the list of items/purchases for the entire year with total estimated costs
- The BOD will review the request and remove any items they feel are not necessary or in the best interest of the company and its owners.
- If approved the BOD will send an email to Accounting and to the Dept. with the outlined items approved and total costs allotted to the dept. for the year.

Submitting a Single Budget Request or Exceeding your Budget

- Send an email to Accounting and to the BOD with a details about the budget request
- The BOD will review the request and determine if it's a justifiable expense that the company should make.

 The BOD will send an email to Accounting and to the Dept. approving or denying the request.

Reimbursements/Petty Cash/Opening Bank procedures reimbursements

- Reimbursements will be given when the following are provided:
 - 1. A detailed list of items purchased
 - 2. The department each item was purchased for
 - 3. All the receipts
 - 4. A printed email stapled to receipts that shows Dept Manager approval for the purchases
- Large Ticket items should not be purchased by an individual, Contact Accounting to make large purchases via the Company Credit Card.
- All reimbursements must be approved by the Dept Manager and Accounting must be notified via email

Petty Cash

- Petty Cash is only provided to certain depts.
- The dept is provided with a set Petty Cash amount and a money bag where the money and all receipts should be kept
- The Manager of the dept should monitor/manage the petty cash
- Petty Cash is not for large purchases, please contact Accounting for large purchases.
- Petty Cash may be replenished at League Meetings each month
- Petty Cash purchases should be outlined in the dept budget under basic items needed

Opening Bank

- An Opening Bank is provided to the Merch and Tickets depts, periodically to Special Events
- The Opening Bank is given to Merch and Tickets prior to the first bout of the season.
- The Opening Bank is NOT returned when deposits are made to accounting after each event, the Manager keeps it until the end of the season.
- Merch and Tickets are responsible for maintaining their Opening Bank (replenishing the set # of 1's, 5's and 10's to make change)

Sales Tax

- We pay Sales Tax on Tickets and Merch.
- Sales Tax is 8.25%.
- If we sell a ticket for \$10 we get \$9.18, minus the cost of the ticket (.15), total \$9.03.

- If we sell a shirt for \$20 we get \$18.35, minus the cost of the shirt (+/-\$5) and the cost of printing (+/-\$1), total leaving us with +/-\$12.35
- There is a Sales tax Google doc to help calculate what is owed each month.

Accounting works directly with

- All department managers
 - 1. To provide a budget for the season
 - 2. To provide financial reports monthly

Sponsorship

The Sponsorship Department is responsible for the presentation of all Sponsorship materials. Sponsorship works with the Art Department to ensure the presentation materials flow with the seasonal marketing campaigns. Sponsorship is also responsible for training league members to sell sponsorships and following through with promised sponsor benefits.

Sponsorship Manager Responsibilities

- Work with Marketing and Art Managers to set Sponsorship package prices and design Sponsorship materials
- Follow through with banner production; program placement and website placement for each sponsor
- Decorating the sponsorship/VIP tables for all bouts
- Coordinate with the creative committee on bout themes.
- Ensure each sponsor receives:
 - 1. Receipt
 - 2. Copy of Contract
 - 3. Promo items
 - 4. League contact information
 - 5. Email confirmation one week prior to bout of reserved admittance based on contract agreement
 - 6. Logo placement where applicable
- Update and printing of Sponsorship packets as necessary
- Distribution of Sponsorship packets and training to all teams equally
- Receive Sponsorship payments and submit to Accounting Department to be deposited and dispersed as appropriate
- Maintain contact list for marketing and end of year holiday cards
- Handle recruiting and collecting funds for vendor space at bouts
- Submit funds to Accounting Department with receipts
- Create and send sponsor thank you cards at the end of each season
- Distribute Sponsorship package to league members and publish on Yahoo Group
- Train league members on how to recruit and sign up a sponsor using Sponsorship package paperwork.
- Coordinate sponsor website ads with Web Department so that they are placed on the right page for the contracted amount of time

- Maintain database of all present and archived TXRD sponsor contracts
- Maintain a guick reference contact spreadsheet that includes:
- sponsor name
- phone
- address
- business contact
- dates of contract
- contract details
- VIP list eligibility
- Make goodie bags that include sponsor swag
- Maintain communication with sponsors and potential sponsors through sponsorship@txrd.com
- Sign off on sponsorships recruited by league members to ensure that all paperwork has been properly completed
- Conduct yearly sponsor survey for possible improvements

TIMELINES

Beginning of Season

- Sponsorship package completed two months prior to start of season
- Train league members on how to recruit sponsors and use package
- Publish sponsor package on Yahoo group and distribute to league members as hard copy
- Coordinate website ads with web team so that they are on website in timely manner
- Majority of sponsors should be on board before the first game
- Book after-party sponsors

End of Season

- Create and send thank you cards to sponsors
- Conduct sponsor survey to use in creation of following seasons sponsor package
- Create Sponsorship package for following season

Sponsorship Packages

- Create sponsorship package for the League and team sponsors each season including:
 - 1. description of league and it's national press
 - 2. sponsorship package options
 - 3. contract
 - 4. special requirements page for web ads

Bout Timeline

Prior to bout day sponsorship needs to confirm with vendors and apprise them

- of any venue changes. Sponsorship also needs to remind sponsors of reserved seats at the bout by phone or email week of bout.
- Give VIP sponsor list to tickets representative one day prior to bout
- Arrive at event center at 4 pm to set up and decorate sponsorship/VIP tables and to assist vendors in setup and insure their booth needs are met.
- Greet sponsors as they arrive and check in with them at least once a half.
- After the bout thank the sponsors for their attendance.
- Provide Goodie bags with sponsorship swag to Penalty Mistress for distribution
- Stay in event center assisting vendors until they have left premises, and collect payments from them at the end of the night unless prior arrangements have been made. (Sponsorship cannot leave with vendors still in the event center)

Sponsorship works directly with

- Marketing/PR/Art- Marketing/PR/Art Managers to create sponsorship opportunities and further business leads
- Business Development Manager to provide leads for possible business opportunities and ideas for more appealing sponsorships
- PR-Writer/Editor to create and edit verbiage for sponsorship packages
- Accounting/Accounting Manager to keep current records of budget expenses

DESIRED POSITIONS/DEPARTMENTS

Business Development Department

The Business Development Department is comprised of:

- Business Development Manager
- Business Development Assistant
- Business Development Advisors

Business Development works directly with all departments to facilitate business opportunities. Communication between these departments is vital. The Business Development department receives leads from other departments, such as Special Events and Marketing, to expand on the business opportunities available with events created by these departments. They also facilitate business opportunities on their own.

The development of the company is the primary responsibility of this department. If you thrive on a challenge and are motivated, creative and can hit the ground running, this is your role.

Business Development Manager responsibilities

- Initiate, develop, negotiate, review all partnerships and/or contracts
- Identify, qualify and drive new business opportunities
- Lead business development through marketing initiatives

- Works with the Board/Business Director to document strategic direction
- Creates and monitors annual monetary forecast
- Serve as the official legal contact with our representing legal council
- Main contact for any skater hires, and manages the split of any revenue
- Keeps eye out for trademark violations

Competencies Required

- A deep and thorough understanding of our organizational goals and policies
- Thorough understanding of Regulations of Four on the Floor, and all documents given to members
- Understanding of standard business practices including accounting, marking, and finance
- Positive in thoughts, approach and personality
- Verbal and written communication skills
- Negotiation skills
- Strong leadership skills
- Clarity of thoughts is must
- Positive attitude
- Should have positive body language

Additional Requirements

- Constant communication accessibility
- Access to all formal/legal documents
- Access to accounting detail

Business Development works directly with

- Sponsorship- Sponsorship Manager to follow up on leads provided for business opportunities
- Marketing/PR- Marketing/PR Managers to follow up on leads provided
- Special Events/SE Manager to follow up on leads provided
- Merch- Merch Manager to follow up on leads provided
- Accounting- Accounting Manager to keep current records of budget expenses

Contract Development Process

- Business Development creates a contract (either generic or specific to the circumstance) or receives a contract offer from someone else.
- Department Manager (most related to circumstance), and Business Development Manager (if needed), meets with contact and goes over contract outlining each company's needs/expectations.
- Contact or TXRD accepts contract (move on to step 6) or makes a counter offer.
- Counter offer is taken back to Business Development and the Departments that are affected by the deal for review/decision.

- Department Manager and Business Development Manager, if needed, meets again with the contact to negotiate final contract.
- Contract is signed by all parties and each party receives a copy. (TXRD should get the original signature copy.)
- Contract gets filed away in the Business Development files, separate from member (HR) files.
- Business Development creates a soft copy of the contract and downloads it into the database that Chola created for TXRD.

Archives Manager

The Archives Manager responsibilities include:

- Keep track of TXRD's coverage in print media, television, and on the internet
- Obtain copies of articles that TXRD appears in and physically file them in the Media section of the archive corresponding to when the article appeared
- Maintain a computer file folder of places and articles featuring TXRD on the internet
- Keep copies of flyers, bout programs, lineups, old merch, and anything else of importance to TXRD history

Suggested additional positions as necessary:

Internet Archivist (Best suited to someone who works at a computer. Access to a printer would be helpful.)

Responsibilities

• Search Google and newswires online daily for any mention of TXRD.

Video/Media Archivist (Best suited to someone who has cable, DVR and a DVD burner.)

Responsibilities

Record and burn copies of TXRD's appearances on TV

Display Coordinator

Responsibilities

Decorate the lobby of the Convention Center with displays containing items from the archive. Ideally, these displays would rotate every game or so, with themes such as "Last Season..." with the flyers, programs and lineups from the matchup (i.e. Putas vs. Holy Rollers) from the previous season, and little blurbs containing highlights in skater's own words (we would petition skaters in advance for their memories from the game).

Achieving League Goals:

Goal 1: Be financially stable.

In 2012 the league dipped into its cash reserves to build a new practice track and to invest with a marketing consultant. This has caused the reinstatement of membership dues. The goal is to become cash flow positive in 2013 and remove the dues requirement once again. Being financially stable means much more than having money in the bank. It also involves:

- Leveraging assets (cash, investments, facilities, etc.) to ensure maximum possible income
- Carefully monitoring expenses
- Having security against financial and other business risks
- Ensuring accurate financial record-keeping and compliance with legal tax requirements
- Investing in the long-term sustainability of league operations

TXRD must increase revenue to meet its financial obligations over the next three to five years.

(Note: In typical businesses, financial management is all about maximizing value for the shareholder. However, in TXRD's case, few members expect to derive financial benefits from their investment in the league and thus, it has not historically been a priority to ensure dividends are taken regularly.)

Strategy	Tactic	Measurement/Deliverable
Maximize existing revenue: Sponsorship	 Put a cap and specific requirements on any inkind sponsorships (noncash). Consider adding a sponsorship requirement to league membership to increase the accountability of each league member for some tangible (\$\$) component of league revenue. Make sure the Sponsorship Team Liaisons are strong, active and providing actual support needed to drive CASH sponsorship revenue. Set cash Sponsorship goal of \$25,000 for 2012, with 10% increase annually. 	 Edited Sponsorship structure and written goals, agreed with Sponsorship Manager Possible addition to league member requirements in SOTU.

Ensure financial security against any loss of income. (Short- term)	 Continue to maintain cash reserve to cover a minimum of 3 months' operating expenses (possibly more). Specific cash savings amount to be determined by Accounting Manager upon review of monthly operating expenses. (Currently \$10-\$12,000 per month – total of \$30-36,000 cash reserve). 	Monthly bank account statements showing minimum cash reserve amount
Ensure financial security maximizing return on assets. (Long- term)	 Determine specific long- term financial goals (purchase \$30,000 performance track every five years and \$25,000 practice track every ten years, for example), and work with a certified financial planner to invest appropriately in CDs, mutual funds, etc. 	 Notes from quarterly meetings with financial planner. Quarterly financial report published to league members.
 Monitor and plan for upcoming expenditures. (Short-term) 	 Conduct department planning session with each manager semiannually, including thorough financial review. 	 Meeting notes from semiannual planning sessions.
 Keep long-term projections updated and make informed financial decisions. 	 Update financial projections and annual budget at least once a year. 	 Quarterly financial report published to league members. Updated Annual Projections every offseason.
 Ensure accountability and transparency at every level of management. 	 Ensure that all board members have a firm grasp of the league's financial situation AT ALL TIMES, as their primary responsibility is to ensure the sustainability of league operations. Consider adding a financial update to each board meeting. 	 Accurate financial records at all times Accurate count of tickets sold for each bout, broken down by type (door/vendor/skater) Zero outstanding skater ticket balance after each bout. Quarterly financial report published to

	 Consider re-designing skater ticket sales process to ensure that all tickets and revenue are accounted for AT ALL TIMES. Track the number of tickets sold for each bout. 	league members.
 Incentivize effective management performance; improve or remove ineffective managers 	 Provide refreshments at all manager meetings Develop formal procedure to improve or remove ineffective managers 	 Retention line item in financial projections Written procedure to improve/remove ineffective managers in Ops Manual

Goal 2: Maintain excellent internal communications & interdepartmental cooperation.

One Director noted that 'people not reading things' was the biggest challenge TXRD faces. Communication is a challenge that may always plague TXRD; it is only natural in an organization with so many people heavily involved in the daily operations who also have other full-time obligations. The league does its best to provide appropriate avenues for different types of communication (Yahoo group, SOS to league emails, Skater Reps, League Meetings, Manager Meetings, etc.) and the league survey showed relative approval/progress in this area.

Strategy	Tactics	Measurement/Deliverable
Ensure managers are informed of related departments' work	Each Director to host monthly meetings with department managers to discuss progress and provide feedback/guidance.	Agendas/Meeting notes from monthly department meetings.

Goal 3: Secure a home as both practice and performance space.

Since moving in to the space at 9402 United Drive, we now have a real Thunderdome where we can host "underground" games as well as offer space rental to others in the derby community. This coincides with goal #2 of the league: Foster the growth of roller derby communities, both TXRD and worldwide. Space rental will be a key element to bringing in additional revenue. The role of the Spacebooking Sales under the training department will be essential to promoting our available space to members of the community. At any time, we have 4 spaces available for rent: Banked Track, Flat Track, Yoga Room, and Office Space. At this point, the yoga room has yet to be rented.

Strategy	Tactics	Measurement/Deliverable

Ensure subletting income is	Create a Spacebooking Sales	Monthly reconciliation with the
a growing part of TXRD	role (Coordinator?	Spacebooking manager to
revenue	Manager?) to proactively sell	make sure all booked
	our available space/times.	space/time has been
		paid/invoiced.

HUMAN RESOURCES DEPARTMENT

Department mission: To promote fun and respect with clear boundaries and self-responsibility within membership.

HR Director

Greta Ground-n-Pound

HR Manager

Dyers Eve

Membership Points Manager

Rasta Fury
Sassy Squasher (in training)

Attendance Coordinator

Ali Mony

HR Email Coordinator

Lacy Bones

HR Penalty Coordinator

HR Committee

Ali Mony (sabbatical/ILOA request tracker) Dill Dozer (league job tracker) Str8 Jaket (retirement tracker)

Draft Coordinator

Mean Jolene

Retention Manager

Blocktober Fest

Skater Reps

Candy Slam

Hermoine Danger

Captains

Hellcats

Captain Glitterotica

Co-Captain Val Kerry

Holy Rollers

Captain Anita Confess

Co-Captain Candy Slam

Cherry Bombs

Captain Ninja Please

Co-Captain Maya Mayhem

Rhinestone Cowgirls

Captain Dee Toxin

Co-Captain Alley Bamazon

Putas del Fuego

Captain Cora Zone

Co-Captain Pea Khante

Hired Gun\$

Captain Loretta Synn

Bench Managers

Cherry Chainsaw

Dee Toxin

Jonny Stranger

HR Director

- Responsible for monitoring the internal operations of our business.
- Ensures the Operations Manual, SOTU, and League Job Directory are updated and distributed in a timely manner.
- Ensures that HR is documenting and reporting membership points, attendance, member information, and penalties on a monthly basis.
- Works closely with the Skater Reps to monitor the overall feeling of the league and ensure clear communication between the BOD and the league.
- Promotes peace within the league, while keeping general chaos to a natural minimum.
- Acts as a liaison to make sure all decisions made go through the proper channels.
- Conducts orderly voting procedures.
- Assists in the facilitation of new member orientation sessions and C4 meetings.
- Maintains regular contact with department managers to discuss progress and provide feedback/guidance.
- Keeps department members motivated and on budget.

- Excellent problem-solving and organizational skills
- Able to manage disputes in a professional manner
- · Ability to maintain confidentiality
- Project/deadline management skills
- Daily computer and email access
- Proactive, interactive personality
- Previous managerial/human resources experience

HR Manager

The HR Manager is the head of the HR Department. The person in this role will carry out and/or oversee the fundamental HR needs of the league. The HR Manager is ultimately responsible for all of the tasks listed below, which are easiest to manage through a variety of sub-Manager, Coordinator, and Committee positions. It is HIGHLY recommended that the HR Department consist of at least 1 representative from each team, so that person can act as an "HR Rep" for the team and answer any HR questions before sending them to the entire HR Department. The HR Manager and Director may modify the exact structure of the HR positions according to need. In addition to overseeing the below positions, the HR Manager is also responsible for monitoring league member status and bouting eligibility, new member orientation and paperwork (including forms to be signed at tryouts), master member list maintenance (the database should be fully updated and accurate at all times), compilation of league member information for tax returns (to begin in November), the retirement process, and recruiting other members for the HR Department as necessary. The HR Manager may also personally check in on league members that are neglecting their league requirements.

Competencies Suggested for this role

- Good delegation and management skills
- Familiar with and comfortable using spreadsheets (mainly Google Docs)
- Self-Motivated
- Attention to detail
- · Good time management skills
- Daily access to email

Membership Points Manager

The Membership Points Manager is responsible for tracking and entering each league member's points on a monthly basis.

Membership Points Manager responsibilities:

- Enter all points acquired by each league member no later than the league meeting each month. The monthly points are considered final on Sunday following the league meeting at midnight.
- Respond to league members regarding point discrepancies, and direct them to the appropriate Manager.

- Communicate with the League Job Tracker to ensure everyone's league job is recorded accurately, and that each person is receiving the appropriate amount of points for their job each month.
- Communicate with the Attendance Manager, Bout Job Coordinator, and league meeting attendance tracker to be sure all points, including excused and unexcused absences, are documented on the tracking worksheet.
- Check other tracking documents to ensure members' Special Project points (entered by the appropriate Manager) are included.
- Communicate with the Penalty Tracker when the points are considered final, so HR penalties can be issued in a timely manner.
- Tracks league meeting attendance directly into Membership Points document.

Attendance Manager

The role of an Attendance Manger is to be the official attendance bookkeeper. The Attendance Manager works in coordination with the Training and HR Departments in order to ensure that league members are meeting required practices in accordance with league policies.

Attendance for regularly scheduled practice is tracked in a notebook at the warehouse on a daily basis. It is the skater's responsibility to sign into the attendance book. The Attendance Manger is not responsible for practice discrepancies due to a skater's failure to sign in to the attendance book. It is advised that a skater or team keep an accurate account of individual attendance to practice.

Attendance Manager responsibilities

- Maintain spreadsheet of each member's practice attendance.
- Post updates to the attendance spreadsheet (either by uploading to the Yahoo group or updating the Google doc) on a weekly basis.
- Report attendance violations to HR Manager

Penalty Tracking Coordinator

The Penalty Tracking Coordinator is responsible for issuing penalties for league members in violation of league requirements. The Coordinator reviews the Membership Point Tracking document on a monthly basis to ensure that members are meeting their league requirements.

Penalty Tracking Coordinator responsibilities

- Work in coordination with the Membership Points Manager, HR Manager, Bout Job Coordinator, Tickets Manager, and Dues Coordinator (if applicable) to process penalties for attendance, point, tickets, and dues violations.
- Review the membership point tracking document after the points have been finalized by the Membership Points Manager for the previous month to determine which member(s) received a penalty (per the penalty section in the SOTU).
- Send an email notification to league members who have been issued minor and/or major penalties, detailing the specific penalty, the date when the penalty was

- issued, and consequences. CC the HR Manager on this email, and update the penalty tracking spreadsheet with this information.
- After penalties are issued, communicate penalty consequences with the Tickets
 Department if a league member loses their +1, and the Training and HR
 Departments if a league member received a consequence of making up a
 membership point or practice credit the following month.
- If a league member receives a major penalty, notify him/her that they have 1 week to respond and appeal the penalty before it gets sent to the BOD. Forward the league member's response to the BOD along with the penalty notification email.

Email Coordinator

The Email Coordinator handles all emails sent to emailhelp@txrd, and responds to all email/Yahoo group related questions sent to the main HR@txrd mailing list.

Email Coordinator responsibilities

- Upon entry into the league, the Email Coordinator is responsible for setting up each
 member with access to the Yahoo group and an @txrd email account within a week of
 induction into the league. It is advised to also send out an FAQ document about
 forwarding email and use of the Yahoo group, as these are things that most new
 members have questions about.
- Board, manager, and department email lists should be edited at every election period. Email the BOD to verify in November and June to verify that the lists are correct.
- Make changes to team and department email lists as requested.
- Manage list membership to reflect retirement within a week of notification and email
 the skater and HR when this is done in case there is a special arrangement such as
 mentoring. (It is strongly advised that skaters only be removed from team lists at their
 own or a Captain's request or if someone is in the process of changing teams as many
 teams prefer to keep veterans updated.)
- Add all members of training class to newgirls@txrd.com and remove dismissed skaters as necessary.
- Moderate email usage (such as unapproved use of league@txrd.com and reply-all) and Yahoo threads (suspending incoming messages on incendiary threads until oversight mediates).
- Reset passwords for users as needed and add nicknames to commonly shortened or misspelled names.
- Updates TXRD Wikipedia rosters.

League Job Tracker

The league Job Tracker (aka "Job Lady") is responsible for ensuring each league member has a league job. New league members should have a league job within 2 months of membership.

- Communicate with Managers and BOD members on a monthly basis to see if any Departments have open positions or need help with Special Projects.
- Communicate open positions and projects to the league

- Facilitates communication between the interested member and the manager over the vacancy.
- Communicate with the Membership Points Manager if a member has added or changed jobs, no later than the league meeting of the following month.
- Update the League Job Directory, and ensure the league has access to the most recent copy of the document.

Leave Tracker

The Leave Tracker is responsible for maintaining records and for correspondence regarding Sabbatical, Injured Leave of Absence (ILOA), and other leave requests as outlined in the SOTU. Duties include:

- Processing leave requests (including ILOA, Sabbaticals, and other leaves as described in the SOTU), and informing members about the rules and limitations of each leave type
- Responding to all requests for information about taking leave
- Updating Membership Points Manager and Penalty Tracker when a member begins or returns from leave, so their status can be updated on applicable tracking documents
- Maintaining Sabbatical and ILOA tracking documents on Google docs
- Sending courtesy reminders to returning members at least 1 week before their projected return
- Monitoring the membership tracking document regularly to ensure members on leave are documented correctly

Dues Coordinator

The Dues Coordinator works in coordination with the HR Department in order to ensure that league members are paying dues, when dues are in effect, and are properly suspended when delinquent.

- Collect dues at monthly league meeting using a current league roster.
- After each league meeting, gather a report of members that have failed to pay dues and report these names to the HR Department.
- Send out formal notification to league members that have a delinquent status and request payment. Delinquent skaters lose voting and skating privileges, free entry to bouts, and all other privileges of membership until dues are current.
- Manage delinquent memberships by submitting a list of frequent violators to the HR Manager.
- Update the Dues Report spreadsheet within one week of the monthly league meeting, and maintain as necessary.
- Deposit funds into TXRD bank account.

Retired Skater Tracker

- Respond to league member requests to retire.
- When a retirement request is received, check with the HR department to ensure the league member is retiring in good standing.
- Work with the Leave Tracker to answer questions about retirement versus taking a sabbatical.
- Document a skater's retirement date on the master member's list and the tax information spreadsheet.
- Communicate with the Membership Points Manager and HR Manager when a skater has requested retirement.
- Work with Accounting to process \$10 investment payout to retired skaters after completing HR databases to reflect retirement.
- Email the Tickets Department, so the retired skater is moved to the proper door list (for free entry to bouts).

Draft Coordinator

The Draft Coordinator is responsible for coordinating all aspects of the draft, and maintaining regular contact with the HR Director regarding the draft details.

Draft Coordinator responsibilities

PRIOR TO DRAFT

- Work with Performance Director and the Sponsorship Manager to determine the draft date and party location, at least 45 days ahead of time (drafts are typically held in May and November)
- Notify Captains and Red Coats of the date and time of the draft meeting and the draft party.
- Email a reminder to the Captains 45 days prior to draft notifying them if they plan on releasing someone, asking who wants to retire, who wants to trade teams, and instruct them to submit this information 30 days out from the draft date.
- Request final rosters to be submitted no later than 2 weeks out from draft date.
- Contact HR to verify which skaters are returning from retirement or are retiring before sending out official rosters.
- Coordinate with draft party location for space, music volume and need for PA, and send draft party details to the PR Department.
- Compile bios, recommendations (if applicable), pictures, and top three picks of all skaters in the draft pool and send to team captains at least 7 days before the draft date.
- Set up draft dinner with Hired Gun\$ and New Girls, if applicable. Notify New Girls how
 to be dressed for "kidnapping". Notify board whores what time to meet up with Hired
 Gun\$.

DRAFT MEETING

- Bring a copy of the official team rosters and the bios from all skaters entering draft.
- Announce all rosters, absorbed skaters, number of roster openings, and the draft pick order.

- Facilitate gentlewomen's agreements and votes, allowing each team to voice their opinion based on any changes to the official 2 week roster.
- Begin draft in order and maintain control of time.
- Facilitate trades, if applicable, at the end of the meeting.
- Handle any issues that arise between captains as it pertains to the rules in SOTU, with guidance from the HR Director.

DRAFT PARTY

- Coordinate with owner/manager and set up for space/PA with location.
- Enforce the time period with NGC's during their "kidnapping" and team captains to remain on timeline.
- Help Red Coats and Captains announce the trades in order and answer any questions during the announcements.
- Help clean up and return/put away PA.
- Send a thank you note to the draft party location host.

Retention Manager

The Retention Manager is in charge of revitalizing and retaining league membership by keeping the "League First" mentality a priority, promoting a camaraderie between all members of the league. The Retention Manager is responsible for hosting regular events, activities, and celebrations, and recognizing the hard work each member contributes to the success of the business.

Retention Manager responsibilities

- Host at least 3 events a season, including Rollerball and an annual League Retreat/boat party.
- Organize the production of each event, including:
 - 1. Location
 - 2. Food
 - 3. Decorations
 - 4. PA/Sound
 - 5. Announcers
 - 6. Music/Bands
 - 7. Tickets/VIP/Guest List
 - 8. Production supplies/materials
 - 9. Permits and opening banks from Accounting Department (if applicable)
- Recognize inactive league members (due to injury or retirement) and find ways to ensure their continued support by and involvement in the league.
- Survey the league once per season for input on special events and retention strategies in general.
- Work with HR to conduct Exit Surveys to help determine why league members retire, and formulate a plan for the Retention Department based on the results of these surveys.
- Manage budget and report to overseeing HR Director and Accounting Department.

- Excellent communication and organizational skills
- Previous event planning or project management experience
- Good time management skills
- Enthusiastic
- Regular computer and email access

Skater Representatives (aka "Skater Reps")

The department is comprised of 2 Skater Reps, elected annually by the league (in December). The function of the Skater Reps is to work as unbiased listeners to promote league unity and healthy communication between league members, departments, and the BOD. They treat all issues with respect and channel the issue in the appropriate direction for a fast solution.

Skater Rep responsibilities

- Respond promptly to complaints emailed to skaterreps@txrd or submitted via phone or in person.
- Represent the league by attending BOD meetings regularly to share information about the general "climate" of the league, and/or share any other particular issues or opinions of note.
- Monitor the Yahoo Group occasionally and monitor freak-outs with a calm and thoughtful manner. Skater Reps have administrative access to be able to remove posts from the group, if deemed necessary.
- Have working knowledge of the HR penalties section of the SOTU.
- Maintain contact with the HR Director regarding situations being mediated.

When a complaint is received, the Skater Rep will act as a mediator between the two parties involved to remedy the problem. If no headway is made, the skater rep will bring the problem to the attention of the HR Manager and Director, with a recommendation of whether or not the situation should be considered for an HR penalty.

Recommended course of action when responding to complaints:

- Respond immediately, thanking the person for their email and acknowledging their concerns.
- Decide which Skater Rep is going to take the lead on the issue.
- Ask the person what action they would like to pursue:
 - 1. a mediation between involved parties
 - 2. a discussion with one or both parties individually
 - 3. an HR penalty
 - 4. something else?
- Tell the person who submitted the complaint exactly what steps will be taken, and when they can expect to receive a response.

- Investigate by discussing the situation with all parties. If it is determined that an HR penalty may be applicable, submit the recommendation to the HR Manager and Director
- Respond to the person(s) involved, and inform them of the decision made (if applicable, since penalties are kept confidential).

- Good listener
- Ability to maintain confidentiality
- Willingness to intervene in emotional situations
- Unbiased and unemotional personality
- Daily phone and email access

Other HR Duties

These responsibilities may be delegated to HR Committee members or Special Project Officers by the HR Manager as needed:

- Tracking league meeting attendance (currently completed by Points Tracker)
- Announcing birthdays and anniversaries at league meetings (currently completed by HR Manager)
- Logging Special Event attendance
- · Organization, filing, document creation, or any other needs of the HR Department

Human Resources works directly with

- Training Team Internal Training Manager to maintain skater status
- All Department Managers to keep up to date records for league member requirements
- Board HR Director to maintain league requirements/consequences

Performance Director

Vision Statement

To be a strong, self-sustaining organization that enriches the lives of its members and enhances the spirit of its community through our shared passion for the sport of roller derby, our dedication to personal empowerment and our unyielding commitment to having fun!

Mission Statement involved in this position

- Promote the sport of roller derby in Austin and beyond
- Ensure the safety and continued skill development of all skaters
- Support the empowerment and development of our members

Proposed Goals

Goal 1: Be financially stable.

Strategy	Tactic	Measurement:
Develop new revenue streams: SPACE RENTAL	 New position created: responsible for managing negotiations, contracts and relationships with external trainers who rent space at the warehouse. Lease space as appropriate to maximize use of warehouse capacity at all times. 	 Track rental @ \$50/hour Contracts with external trainers/space rental tenants Position assigned and working
Develop new revenue streams: BOOT CAMPS	 Assign a new position responsible for bringing in external training revenue by organizing and selling three (3) boot camps per year, 20 participants each, for \$20 per person. 	 \$400 per bootcamp / min \$1200 for the year / min
 Develop new revenue streams: PRIVATE BOUTS / PARTIES 	 Assign a new position responsible for bringing in external revenue for hosting private parties/bouts at the warehouse 	Underground Bouts increase in the off season.

Goal 2: Develop the athletic and performance skills of our skaters while ensuring their safety.

Strategy	Tactics	Measurement
 Further formalize the importance of safety as a priority for TXRD. 	 Created New Position: Safety Coordinator. This position has the responsibility for checking equipment, organizing bout security, track safety, rules compliance, etc. 	 Safety coordinator job description in Ops Manual
Replace 'Grandma' – the practice track.	 Seek bids and time estimates for completion from all possible sources to replace the track (see Appendix for quote from current Production Crew). Conduct cost/benefit analysis for each and hold a league vote to make a decision on which option is best (this will be a MAJOR financial commitment for the league – board or management approval won't be enough). 	 New Track built in Feb. 2012. The "Stinger" Complete
 Repair the performance or 'travel track' and begin plans to replace when it is required. 	 Get list of needed repairs from Production Manager, along with time estimate for completion and list of resources needed. Plan to purchase/build new travel track in the next 5-7 years. 	 Travel track repairs completed. Savings for new travel track in long-term financial plans.

Training Team Jobs: (needs to be updated to reflect 2014 Season)

Performance Director

Bentley Screws

Secretary of Training

Abbey Roadkill

Training Team Manager

Open

Internal Trainers

Holy Rollers

Elle

Mini

Rozy

Boi

Candy

Lacy

Cherry Bombs

Sac

Smokely

Maya

Rhinestones

Nicki

Diablo

Dozer

Dusty

Bama

Loretta

Putas

Cora

Holly

Shanx

Boss

Husselpuff

Hellcats

Axe

Dixie

Voting Members

Holy Rollers

Lacy Bones

Rozy B Hind

Cherry Bombs

Annie Smokely

Sacralicious

Rhinestones

Diablo

Abbey Roadkill

Putas

Cora Zone

Boss

Hellcats

Axe C Dent

Dixie Sanchez

New Girl Coordinators

Ghettostar Balactica

Clinic Coordinator

Katniss

Hired Gun\$ Manager

Loretta Synn

Rules Coordinator

Dee Toxin

Referee Liaison

Putahontas

Head Ref & Referees

Head Ref - Neil B4 Zod (Neil Martin)

That Girl (Natalie Shiro)

Buck Nekkid (Tony Ortiz)

Redd Nekkid (Cami Warren)

T-Ref (Travis Howsman)

Wright On (Doug Wright)

Hatchet Ma (Heather Young)

Warden (Tammy Brooks)

**Current Trainees: Cassandra Boston and Dave Birt

Statistics Coordinator

Nicki Ticki Timebomb

Safety Coordinator

Mad Maxican

Equipment Coordinator

Polly Urethane

Spacebooking Manager

Cora Zone

External Trainers for Pay

Polly Urethane
Lacy Bones
(\$ to Accounting Manager)

Travel Team Captains

Ghetto Husselpuff

InterLeague Coords

Vicky and Pope

Underground Bout Coordinator

Mo-Lest-Her

Wreck League Coord.

Bentley Screws

The Training Team consists of coaches and training team administrators. The Training Team's function is to improve overall skater skills, organize practices, standardize rules, record statistics, and focus on the safety of our skaters. By overseeing these details, the Training Team is an integral part of the functionality of the league. Duties and responsibilities are as follows:

Performance Director

- Maintain the Training Department. Keep jobs filled. Encourage empowerment and improvement for each job skill on the business end of training.
- Create and maintain the League Practice Schedule; which includes: League practices, Team practices, New Girl practices, Wreck League practices, TXJRD practices, Travel Team practices
- Enforce Training Team standards
- Handle all disciplinary actions against a skater regarding training/skating
- Attend all Training Team, League and Board meetings
- Facilitate measures that will decrease the risk of injury to our skaters
- Maintain transparency with all decisions by communicating with other BOD members
- Schedule outside trainers and work with interleague to market training sessions to those outside the league (ie: Certifiable Derby)
- Maintain excellence in training / Continue to search for new avenues to develop training?
- Facilitate connection between league as a whole and training
- Execute action items from league training feedback surveys
- Continuously search for new ideas to bring back to the league that will enhance training methods or on-track product
- Continuously search for new ways to share the Banked Track experience with non-TXRD members, that increases revenue (ie: creation of Wreck League)
- Support the empowerment and development of all members

- Create and maintain budget (crusha)
- Make all purchases specified in budget and update budget log (crusha)
- Work with all revenue generating sections (ie. new girl coordinators, boot camp coordinators, outside trainers, underground bout coords) of training to ensure that proper accounting procedures are followed
- Tie-Breaker (if needed) for Exception Requests
- Maintain the "waiver" document

- Daily phone and email access
- Ability to delegate and manage a team of 15+ people
- Ability to think on a macro scale
- Working knowledge of all bouting rules and regulations
- Ability to commit to a two-year term strongly recommended
- Good communication skills

Secretary of Training

- Take minutes at meetings and share with Training Team via Google docs
- Send meeting agenda reminders 1 week before meeting date
- Send compiled agenda to team 3 days prior to meeting, and amend agenda as needed
- Send out exception requests to voting members and compile votes using online form;
 report vote outcome to requesting skater
- Maintain training exception spreadsheet with approval denials and not used tags on each request
- Help Performance Director with miscellaneous administrative duties
- Maintain the shared Google compiled agenda document

Training Team Manager

- Update the league of any changes due to special events, emergencies, schedule conflicts, etc.(via Gmail with league@)
- Schedule and maintain trainers and back-up trainers for the practice schedule
- Assign Training Team Voters (2 per team)
- Train the trainers: skills, agendas, safety, etc.
- Create an evaluation process for Trainers for:
 - 1 Becoming a trainer and 2 Maintaining "trainer" status
- Ensure that there are two closed bout practices the week of the Bout
- Ensure that there are two off track bout practices during closed bout practices
- Post training standards in a place everyone can see
- Create, execute, analyze a Training Feedback Survey twice a year
- Report survey results to the Training Team
- Schedule evaluators for all league Evaluations (ie: returning skaters, new girls)
- Create and distribute a Training Handbook for all new trainers supplying them with practice agendas, goals, rules, and safety requirements
- Schedule trainer retreat

• Communicate with the Performance Director for any help needed, any communication problems, any difficulty with league members, etc.

Internal Trainers

- Attend two training team meetings per year
- Prepare a detailed practice agenda and Gmail the agenda to the league within 24 hours before their assigned practice begins, including 'open' and 'closed' status
- Assist in skater development
- Promote a positive learning environment for skaters
- Perform evaluations for Try-outs and New Girl classes when requested
- Assist in Boot Camps and Wreck League as needed

Voting Members

- Consists of two trainers from each team (assigned by Training Team Manager)
- Vote on all training exceptions within the requested timeframe
- Set standards for accepting and denying exceptions at the beginning of the season
- Vote on rules at the end of the season

New Girl Coordinators

- Schedule, train, and initiate the try-out process (two times a year)
- Keep up with incoming tryout e-mails
- Modify and update all paperwork for upcoming class
- Communicate with the Training Team Manager for Evaluators for the eval process
- Organize new girl orientation and equipment purchase
- Responsible for getting all paperwork to and from new girls.
- Set up a list of guest trainers and clear them through the Performance Director
- Make cuts as needed and notify girls within 48 hours of the evaluation process
- Set up and monitor the New Girl Facebook page
- Settle any personality conflicts and discipline problems
- Look for both skill and business potential in each possible new girl
- May work under Internal Operations Board Member's direction to host a job fair for the
 new girls, so that the Internal Operations Board Member may place them in league jobs
 they are most suited to once they become members. NGC can be a resource to the
 Internal Operations Board Member regarding each new girls' skills, personalities and
 responsibility levels.

Boot Camp Coordinator

- Prepare any paperwork needed: Waiver copies, End of Training Evaluation, Equipment Check-out Form copies, etc.
- Recruit and organize non-trainer volunteers: Money person, Waiver person, Equipment Check-out person, etc. (report names to Perf. Director for points)
- Open / Close the warehouse for Boot Camps (If you are not available, make sure you designate another league member)

- Make sure that each participating skater fills out an Evaluation before they leave (need pens / pencils and forms) - give these to Bentley for review
- Communicate with Marketing for ads and such to promote the Boot Camps
- Create an announcement for the Red Coats to announce at the bouts (Give this to Mike on the day of the bout)
- Hang flyers and promote Boot Camps at the bouts (if you are skating, find a replacement volunteer to do this for you)
- Collect and store the money/ cash / checks / Credit Card machine (from your volunteer) and turn into Crusha ASAP for recording.
- Collect waivers from your volunteer. These will be stored in the middle of the track. There is a folder in the bottom of the rolling cart. If you are unhappy with this folder, please feel free to re-organize it. (Thank you in advance!):)
- Keep open communication with Polly, so she can always blast Boot Camp info to her list
 of skaters (Polly is awesome and a great contact to have... use her!)

Hired Gun\$ Drill Sergeant

- Facilitate a meeting following each draft to discuss team expectations and guidelines
- Create draft bios for each HG, including: skills, strengths, league job, practice attendance record, photo
- Send draft bios to Draft Coordinator
- Communicate between captains and HG's for any skating requests in a timely manner
- Communicate any concerns to the Performance Director (ie:attitude, attendance)

Rules Coordinator

- Up to date on the current rules of the game
- Promotes engagement with the rules
- Executes optional annual rules quiz
- Records any questions regarding rules, and presents them at training team meetings for discussion
- Works with Travel Team Manager, Head Referee and Performance Director to set a schedule for end-of-season rule revision meetings
- Gathers input from the Head Referee and other league members to include on meeting agendas
- Facilitates discussion of agenda items during rules meetings
- Compiles meeting minutes (composed by the Secretary of Training) and voting items to send out to the 2 voting members from each team
- Tallies votes and incorporates results into the rule set
- Sends draft rule set to TT Manager for review
- Produces final copy of rules for current season
- Informs league of revised rules
- Distributes final rule set via Google Docs
- Provides referees with most recent copies of the rules

Referee Liaison

- Maintain 'referee-level' knowledge of game
- Facilitate communication between the Refs and the League
- Collaborate with refs to come up with list of goals and standards for the season
- Help in the recruiting process
- Act as final connection between Captains and Referees for discrepancies (if ref coordinator is skating in bout defer to Performance Director)
- Assist the Head Referee in handling incoming formal complaints sent to refs@txrd.com
- Enforce Training Team & League standards
- Report all disciplinary actions regarding any Referee to the Board
- Make sure the Refs are informed on all League Meetings and Events

Head Referee / Referees

- Head Referee is designated by the Performance Director at the beginning of the season.
- 6 referee positions per bout to be assigned by the Head Referee: 2 line referees, 2 penalty referees, and 2 point referees.
- Must be 21 years of age.
- Must go through referee training and evaluation under the direction of the Head Referee
- Must have an exemplary understanding of the rules
- Must regularly attend bout practices.
- Required to attend the two closed bout practices the week before the bout.
- Must have regular phone and email access, must communicate with head ref for any absences or conflicts.
- Referees are to have NO physical relations with a skater. This rule calls for dismissal.

Statistics Coordinator

- Works together with training team to collaboratively create and maintain a reliable stats system that reflects what the league values
- Post compiled records of all statistics taken at bouts to the Yahoo Group or Google doc
- Send stats to Media Department to add to DVD bout footage
- Deliver completed stats to KCWX by the Monday following the game via scan or hardcopy.
- Send stats to PR Department to post on bout recaps
- Train stats collectors during bout practices when the referees are present.
- Maintain a group of 5-10 trained dependable stats collectors
- Keep updated stat forms on file to be filled out at bouts
- Bring forms to bouts to record stats, then collect post bout
- Schedule a team with Bout Job Coordinator for recording statistics during each bout

Safety Coordinator

 Maintain a shared Google doc of compiled data for all injured skaters to track type of injuries, dates occurred, how the injury occurred, return to practice dates, and return to bouting dates

- Keep copies of doctors' notes and ensure that HR has copies for skater records, when applicable
- Track injured and sabbatical skaters' plan to return to skating; work with TT manager to schedule evaluations for these skaters and monitor their required attendance to return to bouting (A skater is required to be evaluated if they are off skates for 90+ days)
- Observe/report practice habits of skaters or trainers that may compromise the safety of skaters
- Alert production of track maintenance issues that may compromise the safety of skaters
- Maintain first aid kits to be kept in the center of the practice track
- Provide information, instructions, and directions to Emergency Care facilities to be kept in the center of the practice track.

Equipment Coordinator

- Operate and communicate with Performance Director in a timely manner
- Notify Performance Director when there is an equipment need
- Order/purchase training equipment/supplies after approval from Performance Director is received
- Keep accurate record of training equipment ordered, purchased, received
- Maintain current inventory of skates and safety gear available for events, bootcamps, and try-outs
- Communicate with New Girl Coordinators about protective equipment that is available
- Determine when the lifecycle for equipment has ended and should be disposed
- Keep the equipment shelves in a neat and orderly fashion

Spacebooking

- Provides link for spacebooking calendar to external trainers
- Confirm the shared Google calendar is updated
- Updates the shared Google calendar with league practices, boot camps, try-outs, and events that occupy space making it unavailable for rental
- Helps to reconcile scheduling conflicts
- Communicates with the Performance Director

External Trainers for Pay

- Polly Urethane (former Recruitment Coordinator job)
 - Create curriculum for level 1 and level 2 weekly practice
 - Attend and train practices
 - Schedule guest trainers when needed
 - Arrange evaluations to pass through to the next level of training
 - Monitor and update Google doc for registration
 - Work with Director to collect revenue and records to reconcile
 - Maintain waivers for everyone participating in the training
- Smarty Pants (Nadia Kean)
 - Book space rental during available times via spacebooking website
 - Maintain records of space rental fee due to TXRD
 - Work with Director to collect revenue and records to reconcile

Maintain waivers for everyone participating in the training

Lacy Bones (Aubrey Hooser)

- Book space rental during available times via spacebooking website
- o Maintain records of space rental fee due to TXRD
- Work with Director to collect revenue and records to reconcile
- Maintain waivers for everyone participating in the training

Travel Team Captains

- Provide direction that aligns with the league's goals for travel tea
- Facilitate fundraiser
- Maintain a weekly practice / agend
- Work with the Interleague Coordinators to schedule bouts, either away or home
- Keep an updated roster of Travel Team participants

Interleague Coordinators

- Maintain positive relationships with other leagues
- Survey travel team and/or league to determine interleague bouting interests
- Manage incoming game invitations
- Reach out to visiting leagues for scrimmage opportunities
- Present interleague bouting opportunities to the Travel Team Captains and Performance Director.
- Negotiate dates and compensation packages for interleague games
- Organize travel details for home and away games
- Coordinate production details (programs, rosters, intros, volunteers)
- Complete registration forms, waivers, insurance forms, and other contracts for interleague games
- Communicate with the Underground Bout Coordinator for any in house bouting
- Manage JRDA (Junior Roller Derby) guest list for bouts

Underground Bout Coordinator

- Coordinate / create bouts to take place at the Thunderdome
- Keep a mind-set of making profits for the off-season
- Organize all volunteers, skaters, themes, special events, etc.
- Communicate with marketing, accounting, performance director for all needs

Wreck League Coordinator

- Prepare all registration packets for potential skaters
- Manage the registration table at TXRD events
- Schedule the WL Trainers and Guest Trainers
- Communicate with the Performance Director to schedule the upcoming WL season
- Supply the Trainers with the WL waivers and contact information for each skater
- Maintain the WreckLeague@TXRD email page

- Answer all emails in a timely manner
- Collect payments and turn them into the Accounting Director.