

Paid Trail Positions



This is compilation of information about areas that are similar to Big Bear and how they approach the funding for staff involved in Recreational Trail Promotion, Building and Maintenance.

NOTES:

-) The predominant use for these trails is hiking and mountain biking, with a lesser amount of equestrian use.
-) Areas were chosen based upon town size, proximity to a ski resort, level of recreational based tourism, and proximity to land that offers trail opportunities.
-) Information taken from websites, email correspondence, and telephone interviews made during the month of February, 2016. Information should be regarded as generally reliable, but it's quite possible that mistakes in reporting or interpretation were made.
-) More information is available on trail groups in the western part of the United States that don't meet the above criteria. As a general rule, larger areas have paid trail staff, smaller areas do not and rely completely on volunteer efforts.
-) Salaried positions ranged, on average, from \$40-\$60k a year, with hourly wages being around \$15 an hour.

ASPEN, COLORADO

GOVERNMENT AND BUSINESS

1. **City:** The City of Aspen Parks and Recreation Department employs a Trails Manager, Matt Kuhn, who manages over 22 miles of trail. There is also an Open Space Manager, Austin Weiss, who manages trails, too. These positions and all of Parks and Recreation are funded through a local tax. In the summer, Parks also employs three summer trail leaders. In the winter, they employ four snow removal trail leaders and five cross country trail leaders. Also, the city contracts local advocacy groups such as Roaring Fork Outdoor Volunteers to perform trail work on both city boundaries and Forest Service land. RFOV coordinates the volunteers, provides tools, training, food and they invoice the City for their work. RFOV has a four full-time staff members and a seasonal Field Coordinator.
2. **County:** Pitkin County has a dedicated Open Space and Trails Department. There are ten staff members that focus much of their effort on trails within the county -- they even have two dedicated rangers. (See all positions here: <http://www.pitkincounty.com/768/Contact-Us>). A county tax pays for these positions and department. The City council appointed a board and County board meet monthly and work together closely on trail projects.
3. **Federal:** White River National Forest employs Ranger, Martha Marand. Through grants, and support from Aspen Skiing Company and the local national forest advocacy agency, Forest Conservancy, they get a lot of support and trail volunteers.
4. **Ski Area:** Aspen Skiing Company has an environmental program within company where they donate funds to USFS to help with trails staff. Aspen also provides volunteers to work on trails.

TRAIL GROUPS

1. Roaring Fork Outdoor Volunteers: Four full-time staff members and a seasonal Field Coordinator.
2. Roaring Fork Mountain Bike Association: One paid Executive Director
3. Forest Conservancy: One paid Executive Director

BEND, OREGON

GOVERNMENT AND BUSINESS

1. **City:** The City of Bend Park and Recreation District manages 65 miles of trail. They employ a Natural Resource Manager and are in the process of hiring a new one. They also hire seasonal trail crews. These positions and trail maintenance comes from a local tax.
2. **County:** Deschutes County does not seem to have any kind of dedicated trails staff or department.
3. **Federal:** Many trails are on USFS or BLM land and are maintained by volunteers, principally COTA. Any trail maintenance done by the USFS or BLM is through grants.

TRAIL GROUPS

1. Central Oregon Trails Alliance: Unpaid Board
2. Sisters Trails Alliance: Unpaid Board

BRECKENRIDGE, COLORADO

1. **City:** In 1997, Town of Breckenridge citizens voted to add a .5 percent sales tax to be used exclusively for open space acquisition and management. Since that time, over 52 miles of trails have been built and maintained to provide public recreational access. Preserving and providing access to backcountry trails from most neighborhoods in Town has been a priority of the program. The program is overseen by the Breckenridge Open Space Advisory Commission and the Breckenridge Town Council. There are two Open Space Planners and a seasonal six member trail crew (for six months of the year). The sales tax accumulates about \$2 million annually. 90 percent of these funds are used for land acquisition and rest for trail maintenance, construction and funding positions. Scott Reid is the Open Space Manager.
2. **County:** Summit County also has an Open Space Department funded by a property tax. They employ two seasonal trail crews and six office staff. The City and County try to share trail development 50/50.
3. **Federal:** The City has license agreements with the Dillon Ranger District USFS to work on their land because the USFS doesn't have a strong funding source for staff or maintenance like the City does. They are funded mostly through grants. The City primarily maintains non-motorized trails in the surrounding Breckenridge area and the USFS focuses on motorized trails. There is a monthly meeting for all three agencies to collaborate.
4. **Ski Area:** Breckenridge Ski Area provides minimal trail support. Keystone Ski Area has, however, invested in local trails to drive economy in the summer.

TRAIL GROUPS

1. Friends of Dillon Ranger District: Works closely with USFS. Three full-time staff members - Executive Director, Program Manager and Office Manager/Volunteer Coordinator. There are 2-3 seasonal Trail Coordinators in the summer months.
2. Summit Fat Tire Society: Unpaid Board

DOWNIEVILLE/CLIO, CALIFORNIA

GOVERNMENT AND BUSINESS

1. **City:** There is not a lot of City involvement (very small areas.)
2. **County:** Sierra County does not have a dedicated department or staff member for trails.
3. **Federal:** Most trails in this area exist on National Forest Service land. Unfortunately, the Forest Service doesn't have nearly enough funding to manage their trails. The Tahoe National Forest only has two employees to maintain, patrol and police over 300 miles of trail in this district. The USFS partners with Sierra Buttes Trail Stewardship through a Challenge Cost Share Agreements in which SBTS must supply an In-Kind match of 20 percent.

TRAIL GROUPS

- J **Sierra Buttes Trail Stewardship:** Sierra Buttes Trail Stewardship is a non-profit dedicated primarily to the maintenance and enhancement of the trail systems in Plumas and Sierra Counties and beyond. SBTS employs as many as 15 full-time, seasonal employees with an annual payroll of \$420,000. In addition to a paid trail crew, SBTS has donated over 40,000 hours of volunteer labor to both the Plumas and Tahoe National Forests, maintaining over 150 miles of shared use trails, including the creation of 50 miles of new trails. Projects are funded by a combination of grant funding (County, State & Federal), donations, sponsorships, membership dues, Downieville Classic Mountain Bike Race, \$1 for Trails program, \$5 a Foot campaign, Adopt-A-Trail program and proceeds from Trail Map. Another source of funding has come through a dynamic partnerships with Ibis Cycles and Santa Cruz Bicycles. These amazing companies have helped us spearhead multiple \$5 a Foot campaigns, raising over \$100,000.

DURANGO, COLORADO

GOVERNMENT AND BUSINESS

1. **City:** The City of Durango has a Parks and Recreation Department and Open Space which has two crew leaders. All hard surface trails in the City are maintained by the City of Durango Parks and Recreation Department Parks Maintenance Division. The Division also coordinates trailhead repair and maintenance, and weed and fire mitigation within City open space where much of the natural surface trail system is located. The natural surface trails within the City are maintained primarily by Trails 2000 volunteers and others in coordination with City staff. The City of Durango has a Trails Plan that outlines funding for trail development within the city. There are about 100 miles of trail within the City. The two main trail funds that provide money include the Recreation Complex/Trails Fund: one-half of one percent sales and use tax and Open Space, Parks and Trails Fund: one-quarter penny of every dollar. Other public funding sources include tax-deductible private donations and Federal Enhancement Grants administered by the Colorado Department of Transportation, Great Outdoors Colorado Trail Grants, Colorado State Parks State Trails Program Grants and Safe Routes to School Program to the City of Durango Enrichment Fund. The City's trail system has received nearly \$2.4 million in grant commitments since 2001. View the City of Durango Trails Plan:
<http://www.durangogov.org/index.aspx?NID=554>
2. **County:** La Plata County does not have dedicated trails staff. The County worked with the local advocacy group, Trails 2000, to create the La Plata County Trails Plan:
<http://www.co.laplata.co.us/sites/default/files/departments/planning/documents/2000trailsfinalplan.pdf>
3. **Federal:** San Juan National Forest Rangers work closely with Trails 2000 advocacy group.

TRAIL GROUPS

- J **Trails 2000:** One paid Executive Director and currently looking to hire a seasonal Trail Crew Boss. They work closely with City of Durango Open Space and USFS.

FLAGSTAFF, ARIZONA

GOVERNMENT AND BUSINESS

1. **City:** The City of Flagstaff employs a Multi-Modal Transportation Planner, Martin Ince, whose job is to plan and execute trails within the city limit. Funding for this position comes from a local tax on restaurants, bars, hotels and the Open Space Committee funds projects. Martin is responsible for the Flagstaff Urban Trails System which is a city-wide network of non-motorized, shared-use pathways that are used by bicyclists, walkers, hikers, runners, etc. Currently, there are just over 50 miles of FUTS trails in Flagstaff. The overall master plan shows about 80 miles of future trails, to complete a planned system of 130 miles. According to the City of Flagstaff Citizen Survey, 78 percent of Flagstaff residents have used the FUTS trail system in the last year.

There is also an Adopt-A-FUTS for local non-profits, businesses, neighborhood associations, schools, etc. to be involved. The City of Flagstaff Open Space Program also has a dedicated Open Space Specialist, Betsy Emery, who oversees management activities, maintenance projects, and planning (including trails). To see a comprehensive list of what the Open Space Program has accomplished this past year in Flagstaff (through City and Coconino County efforts), check out the annual newsletter:
<http://flagstaff.az.gov/DocumentCenter/View/48333>

2. **County:** Coconino County employs a County Trails Coordinator, Jeffrey Groth, who manages working with land managers, planning and coordinating trail and park systems. This position is paid for through the County budget and County supervisors help with allocating discretionary funds, bonds and grants for projects.
3. **Federal:** Flagstaff is located in the heart of the Cocino National Forest. There is a USFS dedicated Trail Coordinator who is responsible for planning, managing the maintenance and constructoin of new trails, coordinating volunteer crews and environmental clearances.
4. **Other:** There is also a Flagstaff Area Regional Trail Symposium which connects the City, County and Federal governments so the representatives from each can discuss trail projects they're working on, how to collaborate and work toward the Open Space Master Plan."

TRAIL GROUPS

1. Flagstaff Biking Organization: Unpaid Board
2. Coconino Horseman's Alliance: Unpaid Board

HAILEY, IDAHO (SUN VALLEY AREA)

GOVERNMENT AND BUSINESS

1. **City:** The City of Hailey Public Works Department partners with the Hailey Parks & Lands Board to develop mostly hard surface trails within the City. The City only boasts a couple miles of trail within its limits. Since 1997, Hailey has spent \$5,000,000 in Parks and Trails development which has been funded by \$455,000 in grants and gifts, \$611,000 in developer contributions, \$434,000 in city contributions and \$3,500,000 from general obligation bond.
2. **County:** Flathead County does not do much to support trails.
3. **Federal:** Wood River Bicycle Coalition partners with the USFS and BLM to perform trail work.

TRAIL GROUPS

1. Wood River Bicycle Coalition: One paid Executive Director

JACKSON, WYOMING

GOVERNMENT AND BUSINESS

1. **City/County:** The City of Jackson and Teton County have a combined Parks and Recreation Department with Jackson Hole Community Pathways. Together, they plan, design and build pathways and sidewalks in Jackson Hole and the majority of their trail maintenance on soft surface trails involves winter grooming. Their Department is funded through a property taxes and a Business Coalition Fund (\$80,000 - \$120,000).
2. **Federal:** Bridger-Teton National Forest employs a Trail Supervisor, Recreation Staff Officer and in-house federal trail crews primarily though grants. The USFS participates in a Cost/Share Program with the Friends of Pathways which provides \$15,000 annually. Friends of Pathways has a formal partnership with the USFS to collaborate on design, construction and stewardship of local trails.

TRAIL GROUPS

1. **Friends of Pathways:** Friends of Pathways is the community advocate for a complete pathways system, partnering with government agencies for construction support and ongoing education and encouragement programs. Over 42 miles of pathways have been completed in Teton County with an additional 14 miles in Grand Teton National Park. Friends of Pathways is working diligently with local government to help complete the remaining “missing links” of the pathway system proposed by the 2007 Pathways Master Plan. They have four full-time staff including an Executive Director, Educational Director, Trail Program Director and Program Director. There is part-time seasonal staff consisting of 2-3 Trail Crew Leaders and a 6 person Youth Crew (paid \$11/hour). Salaries are funded through private donations, fundraising, grants and some money from the City/County (mainly for trail education.) The Wyoming Business Council Grant provided \$500,000 so they’re living off that for a while.
2. **Teton Freedom Riders:** Unpaid Board

LAKE TAHOE, CALIFORNIA

GOVERNMENT AND BUSINESS

1. **City:** The City of South Lake Tahoe Parks and Recreation Department has one staff member dedicated to trails. Currently, funding for trails comes from ""Measure R"" which is a local tax. At the February 2, 2016 Council Meeting, the Trails & Recreation Master Plan for the South Shore was approved. This plan was created by El Dorado County and the City of South Lake Tahoe. Their aim to to increase outdoor recreation and the trail system within the City and County. Besides the City and County, there are many different agencies involved in providing planning and funding for trails and trailheads in the South Shore, including the Tahoe Conservancy, USFS, Tahoe Transportation District, TMPO/TRPA, and State of California. View the Trails & Recreation Master Plan for the South Shore: <http://www.cityofslt.us/DocumentCenter/View/4638>
2. **County:** El Dorado County manages trails through their Parks Division. There is a Trails Advisory Committee that oversees County decisions and maintenance of trails.
3. **Other:** California Tahoe Conservancy: A government, state-funded agency that purchases and manages land within Lake Tahoe Basin, connecting various government institutions and land managers. They employ an Environmental Planner which works on trail allocation and planning. The Tahoe Conservancy contracts local advocacy groups such as the Tahoe Rim Association to access land and work on trail building projects.

TRAIL GROUPS

1. Tahoe Rim Trail: Five full time staff and one part time.
2. Tahoe Area Mountain Biking Association: Unpaid Board

MAMMOTH LAKES, CALIFORNIA

GOVERNMENT AND BUSINESS

1. **City:** The Town of Mammoth Lakes passed two tax ordinances six years ago that generates approximately \$1.6 million a year – Measures R & U. These measures are for recreation, arts & culture, trails, parks and mobility. The town council realized that they did not have a strategy for how to allocate these funds based on a long term vision that was aligned with the town’s priorities and therefore, with the help of Mammoth Lakes Trails and Public Access Foundation, a new non-government non-profit organization was created to focus on recreation -- Mammoth Lakes Recreation (MLR). MLR has 3 employees including a Director, Trails Coordinator and Assistant. The total salary base plus benefits is approximately \$250,000 per year which is paid out of the \$1.6 million from Measures R & U. The Mammoth Trails Committee has a current 2015/2016 budget of approximately \$560,000 that is being used for a number of identified trails related projects for completion in this current fiscal year.
2. **County and Federal:** County & Federal: Mono County and Inyo National Forest partner closely with Mammoth Lakes Recreation. MLR plans to submit a request to the NFS for a “challenge cost share agreement” for trails summer maintenance for 2016

TRAIL GROUPS

1. Mammoth Lakes Trails and Public Access Foundation: Staff of three including a Graphics Coordinator, Webmaster and Data Systems Manager
2. Friends of the Inyo: Staff of seven - <http://www.friendsoftheinyo.org/foiD7/staff>

METHOW VALLEY, WASHINGTON

GOVERNMENT AND BUSINESS

1. **City:** Town of Winthrop Planner manages in-town network of about two miles. Maintenance of these trails is funded from city plus state money. The Town often partners with Methow Trails but not financially.
2. **County:** Methow Institute Foundation was formed to acquire right-of-way easements through private property and create the Methow Valley Community Trail that passes through Okanogan County. Methow Trails operates the trail system under a non-exclusive franchise agreement with the County which allows them to operate (groom and charge for trail passes) and maintain a trail system in Okanogan County. Methow Trails, Methow Valley tourist businesses, and Okanogan County worked together to establish a 2 percent tax on overnight lodging in the unincorporated areas of Okanogan County. The TAB, or Tourism Advisory Board, distributes these tax revenues to help support efforts by not-for-profit organizations within Okanogan County whose services, advertising, promotion and public relations enhance and encourage tourism. An additional 2 percent tax on overnight lodging was established to support the maintenance of the "Methow Community Trail system." These funds are approved annually by the Okanogan County Commissioners who follow the recommendations of the Okanogan County Marketing Board. These are important sources of funds for Methow Trails and in recent years have amounted to around \$80,000 per year, depending on the committee approval of specific expenses.
3. **Federal:** Some 52% of the trail system in Methow Valley is on U.S. Forest Service (USFS) lands. Methow Trails operates under a Special Use Permit issued by the United States Forest Service (USFS). Partnering together for almost 40 years, Methow Trails and the USFS work very closely to maintain and build new trail.

TRAIL GROUPS

-) Methow Trails: Methow Trails is a non-profit dedicated to creating world-class sport trails, connecting people to the special nature of the Methow Valley and supporting community vitality. The trail system includes over 120 miles. To manage the trail system, Methow Trails has a full-time Executive Director and Trail Manager, part-time Program Manager, part-time trail maintenance assistant, part-time Office Administrator, 8 part-time groomers and a part-time Marketing Manager. These are supplemented with a strong volunteer group and a few contract employees throughout the year. Methow Trails is fortunate to have its primary funding source come from annual ski trail ticket and season pass sales. Roughly 2/3 of Methow Trails annual expenses are covered directly from ski ticket/pass sales. The remaining 1/3 comes from vital partners that help support the trails system year round, including the Washington State Recreation and Conservation Office (RCO), the Community Foundation of North Central Washington (CFNCW), the Methow Fund, the National Forest Foundation, Title II RAC funding, and many others over the years.
- Today the network of trails generate about \$4.5 million directly, another \$4.1 million indirectly, and another \$2.7 million annually through related industry earnings in the Methow Valley. Additionally, some 49 full-time jobs and 159 seasonal full-time and/or part-time jobs can be directly attributed to the network of trails and adjacent lands.

View Methow Trails Master Plan: https://drive.google.com/file/d/0B_fjpiT_VpXKNjBGTG4wcWVxMmc/view

MOAB, UTAH

GOVERNMENT AND BUSINESS

1. **City:** The City of Moab Community Development Department manages trails within the city. There are a couple miles of hard surface trails. In the past, there was a Trails Manager and currently the City is looking to hire someone new.
2. **County:** The real mover and shaker of the Moab area is the Trail Mix Committee which focuses on trails throughout Grand County. In December of 1999, Trail Mix, a County sponsored advisory committee for non-motorized trails, was born. The Trails Mix Committee meets monthly and the County funds the Committee with \$10,000 annually. Other funds for Trail Mix come from map sales and donations. There is one full-time paid Trails Coordinator, Scott Escort. The County, City, Bureau of Land Management (BLM), Forest Service, National Park Service, Utah School Trust Lands (SITLA), Utah Dept. of Transportation and various Moab trail advocacy groups are all involved. Fifteen years after the inception of Trail Mix, Moab has a solid non-motorized trails master plan, an excellent working relationship with all the local land managers, 100 miles of new singletrack and a paved alternative transportation system worth over \$20 million in Grand County. Trail Mix 2015 Budget: <http://www.grandcountyutah.net/documentcenter/view/2653>
3. **Federal:** The USFS performs trail work mainly through Trails Mix.

TRAIL GROUPS

1. Moab Trails Alliance: Unpaid Board
2. Moab Mountain Bike Association: Unpaid Board
3. Ride With Respect: One paid Executive Director and part-time Trail Technician

OAKRIDGE, OREGON

GOVERNMENT AND BUSINESS

1. **City:** The City of Oakridge does not have a dedicated staff member for trails. There are about 15 miles of trails within the city limits and most surrounding trails are maintained by USFS. However, the Mayor, Jim Coey, is an active member of Greater Oakridge Area Trail Stewards (GOATS) and he works with state legislators (under Oregon Parks and Rec) to allocate funding for projects. Overall, the City is dedicated to helping find funding sources for trails. For example, a number of City officials worked together to apply for the Travel Oregon grant which will connect more trails throughout the Oakridge area. Although the City does not have a dedicated staff member, it supports GOATS through a transient room tax which provides about \$5,000 annually. The City also has a fund for GOATS community events, provides materials like timber to build a bridge and a free storage area for GOATS equipment. The City of Oakridge also helped initiate the Oakridge-Westfir Trails Project in 2004 after receiving a grant from the National Park Service Rivers, Trails and Conservation Assistance Program. The grant funded two years of technical assistance towards the development of the Oakridge-Westfir Community Trails Plan. The Oakridge-Westfir Area Chamber of Commerce led the project, and working together with the National Park Service Rivers Trails and Conservation Assistance Program, developed a Trails Committee to guide the planning process. Funding sources include grants, donations and building stakeholder consensus. View CommunityTrails Plan: http://www.ci.oakridge.or.us/sites/default/files/fileattachments/General/page/679/oakridge-westfir_trails_plan.pdf
2. **County:** Lane County does not do much to support trails in Oakridge.
3. **Federal:** Kevin Rowl is the USFS Trails and Off-Highway Vehicle Lead and Snow Ranger in the Willamette National Forest, Middle Fork Ranger District. Kevin coordinates trail building days and works closely with local trail advocacy groups, like GOATS, to maintain and allocate new trails. Kevin also hires seasonal federal employees to help him with specific trail projects and these contractors work with GOATS and Disciples of Dirt directly. His district manages 700 miles of trail.

TRAIL GROUPS

1. Greater Oakridge Area Trail Stewards: Unpaid Board
2. Disciples of Dirt: Unpaid Board

PARK CITY, UTAH

GOVERNMENT AND BUSINESS

1. **City:** Park City's Economic Development, Sustainability Department employs a Trails Coordinator, Heinrich Deters, to manage trails. Park City and the surrounding area boast over 350 miles of recreational trails. These trails are made possible through the efforts and collaboration of Park City Municipal Corporation, Snyderville Basin Recreation, the Mountain Trails Foundation and local resorts. The City contracts Mountain Trails Foundation to perform much of their trail building and maintenance for typically \$25,000 annually. Funds for the Trails Coordinator position and contracting Mountain Trails comes from the Operations and Management budget which is support by a property tax. The City's Economic Development, Sustainability Department is looking to hire another full-time Trails Coordinator. There are 340 trails in greater Park City Area.
2. **County:** Summit County Snyderville Basin Recreation employs a Trails and Open Space Manager, Bob Bracky, through the Open Space Department. Within the Department, there are five additional full-time staff members that assist with trails coordination in the county and six seasonal trail crew staff. These positions are funded through property taxes and impact fees. Budget is \$650,000 for all staffing, trails and open space. They manage about 140 miles of trail.
3. **Federal:** No USFS involvement. Most trails in Park City area are on City, County and private land.
4. **Ski resort:** Park City Mountain Resort manages 50 miles of their own trails and is an active supporter of Mountain Trails.

TRAIL GROUPS

-) Mountain Trails: One paid Executive Director and Office Manager. Part-time staff including an Events/Marketing Director and Website Developer. In the summer, there is a seasonal five person trail crew from about May until September. Mountain Trails also has an Adopt-A-Trail program for local businesses and organizations which helps fund them to maintain more trails. Through this program, fundraisers and donations, Mountain Trails makes an additional \$30,000 a year for trails (to the \$25,000 Park City contracts their work for.)

PRESCOTT, ARIZONA

GOVERNMENT AND BUSINESS

1. **City:** The City of Prescott Parks and Recreation Department has a Trails Coordinator, Chris Hosking, who works on building relationships with landowners, acquiring land to build trails, trail design, planning and working with trail advocacy volunteers. Chris manages 76 miles of trail. Chris's position is funded through a local sales tax. The non-profit group, Over the Hill Gang, builds and maintains most of the City trails. Chris directly manages these volunteers. View here to see a short video of Chris working with the Over the Hill Gang: https://www.youtube.com/watch?v=pWEo_DauwvA
2. **County:** Yavapai County does not have dedicated trail staff. Chris Hosking said the County does not do much to support trails.
3. **Federal:** Jason Williams is the dedicated Trails Ranger and Sarah Thompskin is the District Ranger in Prescott National Forest. The City helped the USFS create the Greater Prescott Trails Plan, and assists in allocating grants along with USFS. One example of a successful trail system they created together is the Prescott Circle Trail.
4. **Other:** The Open Space Alliance is an all-volunteer group that organizes non-profits to work together to identify environmental and recreational projects. Today, it focuses on acquiring easements of private or state lands in Yavapai County. Groups such as Yavapai Trails Association are involved along with Sierra Club, water advocacy groups, Audubon Society and more.

TRAIL GROUPS

1. Prescott Mountain Bike Alliance: Unpaid Board
2. Over the Hill Gang: Unpaid Board
3. Yavapai Trails Association: Unpaid Board

SANTA FE, NEW MEXICO

GOVERNMENT AND BUSINESS

1. **City:** The City of Santa Fe employs Rob Carter, Parks & Recreation Director, along with a trail crew made up of two full-time staff and three seasonal staff. The City also pays \$50,000 annually to Santa Fe Conservation Trust who helps maintain non-paved trails in the foothills of Santa Fe. This money goes toward employing one Trail Volunteer Coordinator, supplies, etc. for the Trust. The Santa Fe Conservation Trust provides the administrative support that keeps the Trails Alliance of Santa Fe working smoothly. This position is possible through a professional services agreement with the City of Santa Fe for "City Trail Volunteer Coordinator" services, an arrangement that was promoted by the City's Bike and Trails Advocacy Committee and funded by City Council. Funding for the City positions and the Trust came from a Capital Improvement Bond in the past, but this year money come from a General City Council Fund. There are 125 miles of trails within city limits.
2. **County:** The County of Santa Fe has an Open Space and Trails Program. There are five full-time County staff members within this program. The program manages 34 miles of trails, and encompasses planning, capital improvements, maintenance, and volunteer opportunities. The City of Santa Fe often works with the County in a joint power agreement. County gets funding through county taxes and occasionally federal grants. On the county-side, the Santa Fe Conservation Trust works with Carol Branch of the Santa Fe County Community Services organizes trail maintenance and community events.
3. **Federal:** There are not many trails in the Santa Fe area that reach federal land. However, the Santa Fe Conservation Trust provides the Forest Service with volunteers when needed.

TRAIL GROUPS

-) Santa Fe Fat Tire Society: Unpaid Board

SEDONA, ARIZONA

GOVERNMENT AND BUSINESS

1. **City:** City of Sedona Parks and Recreation Department created the Trails and Urban Pathways Plan with the trails providing direct access to Coconino National Forest lands and encircling the City. The lead on this project was the Parks and Recreation Director. City Parks Maintenance staff maintains the two current trailheads for entry onto Forest Service Land. Funding for this comes from the City's General Fund, USFS and grants. The majority of the hiking trails in the greater Sedona area are on the Coconino National Forest. View the City of Sedona Trails and Urban Pathways Plan: <http://www.sedonaaz.gov/home/showdocument?id=11629>
2. **County:** Sedona is half Coconino County and half Yavasupai County. Yavasupai County does not do much to support trails and has no dedicated staff member. Like Flagstaff, Coconino County employs a County Trails Coordinator, Jeffrey Groth, who manages working with land managers, planning and coordinating trail and park systems. This position is paid for through the County budget and County supervisors help with allocating discretionary funds, bonds and grants for projects.
3. **Federal:** David Cerniek is the Recreation Staff Officer for Red Rock Ranger District, Coconino National Forest. The USFS employs a full-time Trail Coordinator through grant money. The Trail Coordinator manages the backend planning for all trail projects and often hires a contract Volunteer Coordinator who handles working

with local trail advocacy group volunteers. There are also seasonal trail crews that are occasionally hired. Funding for this comes from grants that the USFS and City of Sedona help allocate."

TRAIL GROUPS

1. **Sedona Friends of Forest:** Friends of the Forest is the most influential trail advocacy group. They partner with the USFS to apply for grants and do extensive trail work, trail patrol, graffiti removal and more.
2. **Keep Sedona Beautiful:** Two part-time office staff
3. **Verde Valley Cyclists Coalition:** Unpaid Board
4. **Sedona Red Rock Trail Fund:** Unpaid Board

STEAMBOAT, COLORADO

GOVERNMENT AND BUSINESS

1. **City:** The City of Steamboat has an Open Space and Trails Program that employs Parks, Open Space and Trails Manager, Craig Robinson, and three full-time crew leaders. The Trails Program is responsible for the trail creation, maintenance and management of approximately 55 miles of trails in the Steamboat Springs area. The funding for these positions and program comes from an accommodations tax of 1 percent which benefits tourism and recreation in the City. View Steamboat Springs Area Open Space and Trails Master Plan: <http://steamboatsprings.net/DocumentCenter/View/303>
2. **County:** Routt County's Purchase of Development Rights Program plays a significant role in land protection and trail development. Voters in Routt County passed a 1.5 mill increase on property taxes dedicated to a purchase of development rights program. The county uses these funds to purchase conservation easements. In many instances, the landowners have partnered with Great Outdoors Colorado (GOCO), the Yampa Valley Land Trust, the City of Steamboat Springs, and other entities to leverage available funds.
3. **Federal:** Routt National Forest maintains trails outside of Steamboat Springs.

TRAIL GROUPS

1. **Bike Town USA Steamboat Springs:** One paid Executive Director
2. **Routt County Riders:** Full-time paid positions for an Administrative Assistant/Communications Director/Event Planner and a Bookkeeper. Pay for hourly trail building employees in the summer months and one key member who manages these employees. The City of Durango occasionally contracts RCR for a set hourly rate which covers insurance, labor, tools, etc.
3. **Steamboat Trails Alliance:** The Steamboat Springs Trails Alliance is a partnership between Routt County Riders, an International Mountain Bicycling Association Chapter, The Steamboat Springs Bike Town USA® Initiative, Yampatika and the Steamboat Springs Running Series. This Alliance created a proposal that the City of Steamboat Springs allow them to receive funds from the accommodations tax of 1 percent which benefits tourism and recreation in the City. The Alliance's goal is 46 trail projects, 130+ miles of trails and \$500,000-\$800,000/year towards trails. View proposal here: <http://steamboatsprings.net/DocumentCenter/View/1927>

TELLURIDE/ MOUNTAIN VILLAGE, COLORADO

GOVERNMENT AND BUSINESS

1. **City:** The Town of Telluride Parks and Recreation Department employs a Recreation Supervisor, Ryan McGovern, who oversees the few trails that are within the town (about 2 miles.) There is also an Open Space Division that has a paid Ranger/Project Manager who performs coordination and work on trails. About 20% of all sales tax goes straight to fund the Open Space Division and trails. This Division manages about 10 miles of trails.
2. **County:** The San Miguel County Open Space and Recreation Department maintains several county trails. They employ a seasonal hourly staff member, Rich Hamilton, who focuses on trail development. This past year, the county spent about \$200,000 on trails which was funded through tax, grants and matching from the state

government. They also employ an Adopt-A-Trail program for local businesses and organizations to get involved and perform trail work.

3. **Federal:** The San Juan National Forest Service has dedicated Rangers who work with local advocacy groups and youth conservation corps on trail work in the surrounding Telluride area.
4. **Ski Area:** The Telluride Ski Resort has built downhill bike trails that can be accessed by a free city gondola that connects the two ski mountains. Trails that cross Mountain Village go on Forest Service Land, so the ski resorts partner with the USFS to do trail maintenance."

TRAIL GROUPS

1. Telluride Mountain Club: One part-time employee
2. San Miguel Bike Alliance: Unpaid Board

VAIL, COLORADO

GOVERNMENT AND BUSINESS

1. **City:** The Town of Vail Public Works within the Parks and Recreation Department employs Greg Berry, Senior Landscape Architect, who manages trails within town boundaries (which is not a lot). Greg's position is funded through a real estate transfer tax fund. All money from this goes to Parks and Rec and Open Space. With this fund, the Town of Vail also hires spring and fall trail crews. The Town of Eagle which is in Vail Valley also has a dedicated staff member who focuses on trails. His name is John Staight and he is the Open Space Coordinator. Read how the Town of Eagle has significantly benefited from an extensive network of mountain bike trails: <http://www.bikemag.com/routes/raptor-speed/#FtbzsMV3vfGIeQY.97>
2. **County:** Eagle County has an Open Space Department which is funded by a 1.5 mill levy tax on property. The Open Space Fund currently collects nearly \$4 million per year for the purpose of supporting recreation and costs associated with the acquisition and preservation of open space. They acquire the space for trails. There is another County Department, ECO Trails, which oversees a multi-use trail system through the Eagle River Valley. ECO Trails was created through a half-percent sales tax to finance mass transportation improvements in Eagle County. Ten percent of the revenues from that tax are designated for a countywide trails system. The remaining 90 percent of the tax is dedicated to transit programs for buses and rail. The ECO Trails partnership includes county government and the towns of Gypsum, Eagle, Avon, Vail, Red Cliff and Minturn. The regional trail system encompasses 63 miles from Vail Pass to Glenwood Canyon with a connection to Red Cliff. ECO Trails activities are overseen by the Eagle County Commissioners, Eagle County Regional Transportation Authority Board and the ECO Eagle Valley Trails Committee. The ECO Board consists of elected officials or appointed representatives from each incorporated town in the county and from county government. There is an ECO Board created by the citizen trails committee to advise them on how the taxes collected for trails should be expended. Staff from each of the towns and the county also participate on the committee. A staff position for ECO Trails was created in 1998 to manage implementation of the program. Additionally, ECO Trails has an Adopt-A-Trail program that connects local businesses and organizations to maintaining trails in Eagle County. Eagle County planner, Adam Palmer, who heads the local trail advocacy group Hardscrabble Trails Coalition is very involved in developing trails throughout the County as well. Here is a nice break down of how government agencies work together and are responsible for different sections of trail throughout Eagle County: http://www.eaglecounty.us/Trails/Trails_Management/
3. **Federal:** The White River National Forest Eagle-Holy Cross District has a Ranger named Sam Massman who manages most of the USFS trails surrounding Vail. The USFS does not have much money to invest in new trails but rather, maintain existing ones. The USFS works closely with local trail advocacy groups and these groups spearhead building new trail. Vail Valley Mountain Bike Association is hiring one paid contractor for the summer/fall who will specifically liaison with the USFS coordinating volunteer trail maintenance. The hope is that position will eventually become a full-time job funded under Eagle County.
4. **Ski Area:** Vail Ski Resort participates in a program called EpicPromise Foundation in which Vail employees volunteer time to work on trails (that are not on Vail property)."

TRAIL GROUPS

1. **Vail Valley Trail Connection:** Unpaid Board. Vail Valley Trail Connection is an organization of dedicated trail enthusiasts, municipalities, business owners, nonprofit organizations who strive to improve Vail Valley's soft trail network. Through public-private partnership, working closely with federal land managers from the U.S. Forest Service, Bureau of Land Management structured and Eagle County, Vail Valley Trail Connection is working to develop a master plan for to connect soft surface trails and communities in Vail Valley. Right now they are working with the Eagle County Commissioners to go to voters in November and ask them to fund soft surface trails through a new tax.
2. **Vail Valley Mountain Bike Association:** Unpaid Board but will be hiring one paid contractor for the summer/fall who will specifically liaison with the USFS coordinating volunteer trail maintenance. The hope is that position will eventually become a full-time job funded under Eagle County. We are also working on other methods of establishing a dedicated funding source for soft trails in our area. Some options are ballot language that allows Eagle County Open Space Department to fund trail building on lands other than county-owned. We believe that in addition to a outdoor lifestyle amenity for residents, expanded multi-use trails are an important piece of the non-ski season economic equation here and would like to see the towns and county in our valley buy into that idea much more.
3. **Hardscrabble Trails Coalition:** Unpaid Board. However, Hardscrabble Trails Coalition receives support and partnership from Eagle County. For example, Eagle County planner Adam Palmer, who heads the local trail advocacy group Hardscrabble Trails Coalition partnered with Mike McCormack, Co-founder of Mountain Bike Junior League in nearby Summit County, Colorado, contract trail builder Matt Thompson of Momentum Trail Concepts and Eagle Mayor Yuri Kostick to develop trails for the Singletrack Sidewalks program which teaches trail stewardship, environmentalism and accountability to youth, and the kids help flag, design, build and maintain trails. "

WHITEFISH, MONTANA

GOVERNMENT AND BUSINESS

1. **City:** The City of Whitefish Parks and Recreation Department Director, Maria Butts, works closely with the non-profit group, Whitefish Legacy Partners, to maintain and build new trail within the city. Essentially, Whitefish Legacy Partners is like the contract agency for the City. Whitefish Legacy has three full time staff members. The City of Whitefish manages the budget for Whitefish Legacy but they do all the fundraising, grants and handle private donations. The City holds licenses for trails, oversee building contracts, maintenance, have a program to cover volunteer liability and manage relationships with the State Department of Natural Resources and USFS. The City does not take on their own staff. Funding comes from the Whitefish Trail Fund which is a trail network on State Trust Lands, private land and federal land. A local resident contributed a \$3,000,000 donation as part of a three-way land trade and trail development project and the Whitefish Trail Fund was formed. Part of the contribution was used to establish a permanent endowment to fund maintenance of the trail which left to Whitefish Legacy Partners. Trails that are outside of the Whitefish Trail are funded through the Tax Increment Fund, Federal Highway Funds, Community Transportation Enhancement Program (CTEP) funds and other grants. To date, Whitefish Legacy Partners and the City of Whitefish have built 36 miles of trail accessed by ten trailheads readily accessed from town.
2. **County:** Flathead County is not very involved in trails.
3. **Federal:** The Flathead National Forest cooperate with Whitefish Legacy Partners on trail maintenance and projects.

TRAIL GROUPS

-) Whitefish Legacy Partners: Three full-time staff including an Executive Director, Program Director and Assistant Program Director.