



**Ozark Trail Association
Annual Board Meeting
Zoom Video Conference
Saturday, January 30, 2021**

An annual meeting of the directors of the corporation was held on Saturday, January 30, 2021, at 9:00 A.M., via the Zoom Conferencing Service, for the purpose of electing board directors and officers, reviewing the prior year's business, discussing corporate operations for the upcoming year, and for the transaction of any other business that may properly come before the meeting, pursuant to notice and in accordance with Bylaws of the Ozark Trail Association, A Missouri Nonprofit Corporation.

Ms. Abi Jackson was elected Chairman of the meeting and Mr. Jeff Goetter was appointed Secretary thereof.

The secretary announced that the meeting was held pursuant to notice, if and as required under the bylaws of this corporation.

The secretary announced that the following directors were present at the meeting:

Ms. Kathie Brennan	Mr. Mark Goforth
Mr. Stephen Thompson	Mr. Garret Doak
Mr. Roger Allison	Mr. Jeff Goetter

The secretary then announced that the presence of these directors at the meeting represented a quorum of the board of directors as defined in the bylaws of this corporation.

The following persons were also present at the meeting:

Mr. David Epps	Mr. Terry Hawn
Ms. Abi Jackson	Mr. James Schneider
Mr. Tim Seener	Mr. Jon Breithaupt
Mr. Ron Koskovich	Ms. Rosie Koskovich
Mr. Steve Liescheidt	Mr. Jackson Rhoades
Ms. Hannah Hussey	

The secretary announced that the minutes of the Quarterly Board meeting held on November 11, 2020 were provided at the meeting. After discussion, a vote was taken, and the minutes of the meeting were approved by the directors in attendance.

The first item of business was the opportunity for open public discussion by meeting attendees. Mr. Jon Breithaupt of the Forest Service shared the skill college is planned for the weekend of 9-17-21 and they are looking for trainer assistance, see **attachment 1** for the areas needing assistance. Also discussed planning for the Great Outdoors act and once it is passed and official, he will be getting 2 temporary employees we will be able to team.

The next item of business in accordance with the BYLAWS OF OZARK TRAIL ASSOCIATION, A MISSOURI NONPROFIT CORPORATION Article IV Section B, Term and Election of Directors, were for elections to be held for directors of the Board of Directors. After discussion and the recommendation from the nominations committee, the following persons were elected to serve as directors of the corporation:

Mr. Stephen Thompson
Mr. Jim Schneider
Mr. Tim Seener

The chairman announced that the next item of business was the election of the officers of the corporate in accordance with the BYLAWS OF OZARK TRAIL ASSOCIATION, A MISSOURI NONPROFIT CORPORATION Article VI, Officers, Section A, Number and Elections. After discussion, the following persons were elected to serve in the following capacities:

Ms. Kathie Brenan, President
Mr. Mark Goforth, Vice-President
Mr. Roger Allison, Treasurer
Mr. Jeff Goetter, Secretary

The next item of business was the proposed changes to the corporations Bylaws presented by Mr. Jeff Goetter. The proposed formation of an Advocacy Committee was discussed, and further action was put on hold until all the directors had time to fully review the proposal and will be taken up on a special call Directors meeting to be scheduled in early February 2021. The proposed name change of the Fundraising committee was discussed and upon a motion duly made and approved, the Bylaws will be modified.

The next item of business was the **President** report from Ms. Kathie Brennan. The year of 2020 was a challenging year, but everything that happen with the trail, the organization, and the volunteers was still amazing. Ms. Brennan passed on her thanks to everyone. Ms. Brennan also announced this will be her last year holding the office of President and asks everyone to assist with finding a replacement.

The next item of business was the **Vice President** report from Mr. Goforth. Discussed work on helping with the trail's skills college, tool sharpening, and other equipment.

The next item of business was the **Treasurer's** report by Mr. Roger Allison. The Financial report was reviewed and is attached. Discussion on the endowment will be postponed and a special meeting will be called. The proposed 2021 Budget was approved. See **attachment 2** for reports.

The next item of business was the **Chief Operations Officer** report by Ms. Abi Jackson and may be viewed in **attachment 3**.

The next item of business was reports from the Standing Committees.

The **Communications Committee** was reported on by Mr. Garret Doak and may be viewed in **attachment 4**.

The **Construction & Maintenance Committee** was reported by Mr. Terry Hawn and maybe viewed in **attachment 5**.

The **Planning and Development Committee** report was not provided. It was reported trail build activities have been held at the southern border.

The **Education and Outreach Committee** report was not provided. It was reported Ms. Jen Potts has been reaching out to REI and has arranged section displays for the Brentwood, MO store.

The **Finance Committee** was reported on by multiple persons and reports may be viewed in **attachment 6**.

The next item of business was a call for new business items.

Mr. Jeff Goetter reported we are now using Google Drive as a place to store and share documents. Policies and procedures are being developed.

After discussion April 24, 2021 was selected as the date for 2nd Quarter Board of Directors meeting.

On motions duly made and carried by the affirmative vote of all directors in attendance at this meeting, the following resolutions were adopted by the directors entitled to vote at the meeting:

RESOLVED, that the Board of Directors hereby authorizes and approves changing the name of the Fundraising Committee and hereby amends Article VI, Section C Item 4 of the organizations Bylaws to replace all references to Fundraising with Finance.

WHEREAS the Bylaws of the Corporation provide that the Board has the power to fix the number of directors of the Corporation. **NOW THEREFORE BE IT RESOLVED** that the number of directors constituting the Board is hereby changed from eight (8) to nine (9).

There being no other further business before the Board, on motion duly made seconded and carried, the meeting was adjourned.

Respectfully submitted,

Jeffery J. Goetter
Secretary, Ozark Trail Association Board of Directors

Attachment 1 – Trail College

Trail Skills College Courses that need volunteer instructors:

- Trail Tread Maintenance: 0800 to 1000 on 9/18
- Trail Crew Leadership: 0800 to 1000 on 9/19
- Intro to Trail Maintenance: 1015 to 1200 on 9/18
- Intermediate Trail Maintenance: 1300 to 1500 on 9/18
- Hand Tool Maintenance: 1300 to 1500 on 9/18. Mark Goforth has volunteered.

Attachment 2 – Financial Data

Treasurer's Report

Ozark Trail Association
Annual Board Meeting January 30, 2021

Financial Statements

- Preliminary Statement of Activities (P&L) or 2020 attached.
- Statement of Financial Position (Balance Sheet) still under construction.
- Year-end bank balance \$119,877.35.
- With advent on an Endowment we will need to add to our chart of accounts.

Budget for 2021.

- Proposed budget for 2021 attached.
- Proposed 17% increase in revenues over 2020.
- Includes \$7,500 item for an independent audit of our financial statements.

Proposed Independent Audit.

- We should anticipate that an audit will a requirement, either explicit or implicit, imposed by donor and makers of grants. E.G. It is a requirement of the Missouri State Employees Charitable Campaign.
- It will approve our appearance as a transparent non-profit entity.

Endowment Update

- We received a \$25,000 donation in February 2020 to initiate the Endowment. We expected a pro bono lawyer to develop documents for governing the Endowment. That did not occur.
- Base upon research I have done I believe we need an agreement between OTA and the donor to document that the donation is "donor restricted" in perpetuity. This also documents the donors wish that donation be used only as principle for the Endowment and establishes the basis for our accounting for the donation as a **donor restricted asset**. I have attached a form agreement between a donor to the Endowment and OTA that I recommend the Board adopt by resolution. The form agreement can be used for the initial donation and any subsequent donations.
- I have also attached an initial investment policy for adoption by the Board.
- We have several options for investing.
 1. Select an investment advisor/brokerage firm and deposit the money with them and have them invest generally per the asset allocation in the investment policy. I recommend we solicit proposals from several firms and compare their fee structures and proposed investments.
 2. Turn the money over the Community Foundation of the Ozarks (CFO) either by establishing an **irrevocable** endowment fund or a revocable fund.
 - a. In the case of the irrevocable endowment the money is no longer the OTA's. Instead, we have an interest in the fund in that we are entitled to distribution of earnings as determined by CFO.
 - b. In the case of both the irrevocable and revocable funds, CFO determines the asset allocation and distribution rate. The current administrative fee charged to funds administered by CFO is 1.15% per annum, charged quarterly.



- c. I do not personally agree with CFO asset allocation. Sometimes it does not make sense to diversify into an asset class that has not done well and is not likely to do well until the economic situation changes. You are missing out.
 - d. CFO does provide some perks in education and fundraising opportunities if an organization becomes one of its Agency Partners.
 - e. And obviously the OTA would have to expend much less effort if CFO did all the investment management.
- It is my recommendation that we solicit proposals from several investment firms, select the one we like the best and set up an account. I will draft the RFP's have them reviewed by a Board Committee appointed by the President and issue them the firms. I have contacts at Edward Jones and Merrill/Bank of America. Any suggestions on other firms are welcome. I have drafted a resolution approving the form agreement and the investment policy and authorizing the President to appoint a investment committee to select the investment advisor and the President and Treasurer to establish an account for the Endowment.

Ozark Trail Association
Profit & Loss Budget vs. Actual
January through December 2020

	Jan - Dec 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
40000 - Donations				
40100 - Individual Contributions	22,124.30	8,000.00	14,124.30	276.55%
40200 - Entity Contributions	5,532.41	6,000.00	-465.59	92.24%
Total 40000 - Donations	27,656.71	14,000.00	13,656.71	197.56%
42000 - Grants				
42100 - Business Grants	5,902.50	5,000.00	902.50	118.05%
42300 - Foundation Grants	6,000.00	6,000.00	0.00	100.0%
Total 42000 - Grants	11,902.50	11,000.00	902.50	108.21%
45000 - Recreational Trails Program				
45300 - RTP Reimbursements	33,955.47	20,000.00	13,955.47	169.78%
Total 45000 - Recreational Trails Program	33,955.47	20,000.00	13,955.47	169.78%
50000 - USFS Cost-Share				
50200 - USFS Cost-Share Reimbursements	2,055.34	15,000.00	-12,944.66	13.7%
Total 50000 - USFS Cost-Share	2,055.34	15,000.00	-12,944.66	13.7%
52000 - Membership Revenue				
52100 - Memberships	15,223.03	10,000.00	5,223.03	152.23%
Total 52000 - Membership Revenue	15,223.03	10,000.00	5,223.03	152.23%
54000 - Merchandise and Misc. Sales				
54300 - Inventory Sales				
54340 - Map Sales	6,853.40	9,000.00	-2,146.60	76.15%
54350 - Merchandise Sales	3,626.95	3,000.00	626.95	120.9%
Total 54300 - Inventory Sales	10,480.35	12,000.00	-1,519.65	87.34%
54400 - Cost of Inventory Sales				
54440 - Map Costs	-7,289.60	-7,100.00	-189.60	102.67%
54450 - Merchandise Costs	-584.00	-1,300.00	716.00	44.92%
54490 - Other Inventory Costs	-2,979.86			
Total 54400 - Cost of Inventory Sales	-10,853.46	-8,400.00	-2,453.46	129.21%
Total 54000 - Merchandise and Misc. Sales	-373.11	3,600.00	-3,973.11	-10.36%
58000 - Special Events Income				
58001 - Mega Cash In	461.00	2,000.00	-1,539.00	23.05%
58010 - Trivia Cash In	4,743.19	6,000.00	-1,256.81	79.05%
58015 - OTA MTB Cash In	0.00	4,000.00	-4,000.00	0.0%
58030 - Challenge Hike Cash In	18,927.03	14,000.00	4,927.03	135.19%
58035 - Devil's Toll Race Cash In	4,766.67	8,000.00	-3,233.33	59.58%
58050 - Al-Pint Night Cash In	0.00	1,500.00	-1,500.00	0.0%
Total 58000 - Special Events Income	28,897.89	35,500.00	-6,602.11	81.4%
Total Income	119,319.83	109,100.00	10,219.83	109.37%
Gross Profit	119,319.83	109,100.00	10,219.83	109.37%
Expense				
72000 - Salary and Wage Expenses				
72200 - Staff Wages	39,612.89	38,003.87	1,609.02	104.23%
72300 - Mower Wages	25,175.86	10,000.00	15,175.86	251.76%
72500 - Payroll Expenses	3,299.79	3,000.00	299.79	109.99%
Total 72000 - Salary and Wage Expenses	68,088.54	51,003.87	17,084.67	133.5%
74000 - Promotion and Awards				
74200 - Awards and Gifts	0.00	100.00	-100.00	0.0%
74300 - Booths	1,168.86	500.00	668.86	233.77%
Total 74000 - Promotion and Awards	1,168.86	600.00	568.86	194.81%
75000 - Contract Services				
75200 - Accounting Fees	3,245.00	3,175.00	70.00	102.21%
Total 75000 - Contract Services	3,245.00	3,175.00	70.00	102.21%
81000 - Nonpersonnel Expenses				
81100 - Office Supplies	532.87	1,000.00	-467.13	53.29%
81300 - Computer and IT				
81390 - IT Subscriptions	2,483.68	2,000.00	483.68	124.18%
Total 81300 - Computer and IT	2,483.68	2,000.00	483.68	124.18%
81400 - Postage & Shipping	807.34	800.00	7.34	100.92%
81700 - Printing	198.05	100.00	98.05	198.05%
Total 81000 - Nonpersonnel Expenses	4,021.94	3,900.00	121.94	103.13%
82000 - Facilities Expenses				
82200 - Utilities	1,362.04	2,000.00	-637.96	68.1%
82300 - Telecommunications	1,264.33	1,250.00	14.33	101.15%
82600 - Facilities Maintenance	92.85			
Total 82000 - Facilities Expenses	2,719.22	3,250.00	-530.78	83.67%

Ozark Trail Association
Profit & Loss Budget vs. Actual
January through December 2020

	Jan - Dec 20	Budget	\$ Over Budget	% of Budget
83000 - Travel and Meetings				
83600 - Mileage Reimbursements	74.00			
Total 83000 - Travel and Meetings	74.00			
85000 - Other Expenses				
85100 - Advertising Expenses	0.00	500.00	-500.00	0.0%
85200 - Dues and Subscriptions	619.39	200.00	419.39	309.7%
85500 - Insurance	9,564.09	10,500.00	-935.91	91.09%
Total 85000 - Other Expenses	10,183.48	11,200.00	-1,016.52	90.92%
86000 - Other Business Expenses				
86700 - Organizational Expenses	11.25	25.00	-13.75	45.0%
86800 - Bank Fees	2.71	5.00	-2.29	54.2%
Total 86000 - Other Business Expenses	13.96	30.00	-16.04	46.53%
87000 - Special Events Expenses				
87001 - Mega Cash Out	288.88	2,000.00	-1,711.12	14.44%
87010 - Trivia Cash Out	296.26	1,000.00	-703.74	29.63%
87015 - OTA MTB Cash Out	103.00	400.00	-297.00	25.75%
87020 - Work Outings Cash Out	1,100.38	1,000.00	100.38	110.04%
87025 - Workshops/Training Cash Out	0.00	100.00	-100.00	0.0%
87030 - Challenge Hike Cash Out	3,625.71	2,500.00	1,125.71	145.03%
87035 - Devil's Toll Race Cash Out	1,306.00	3,100.00	-1,794.00	42.13%
Total 87000 - Special Events Expenses	6,720.23	10,100.00	-3,379.77	66.54%
88000 - Tools and Equipment				
88100 - Fuel	1,533.68	2,000.00	-466.32	76.68%
88200 - Maintenance	1,104.66	1,000.00	104.66	110.47%
88300 - Repairs	1,928.75	100.00	1,828.75	1,928.75%
88400 - Tool and Equip Purchases	1,304.50	1,000.00	304.50	130.45%
88600 - Safety	331.41	200.00	131.41	165.71%
88700 - Signage	521.07	150.00	371.07	347.38%
88800 - Kitchen Supplies	0.00	60.00	-60.00	0.0%
88900 - Tools and Equipment - Other	0.00	100.00	-100.00	0.0%
Total 88000 - Tools and Equipment	6,724.07	4,610.00	2,114.07	145.86%
Total Expense	102,959.30	87,868.87	15,090.43	117.17%
Net Ordinary Income	16,380.53	21,231.13	-4,870.60	77.06%
Other Income/Expense				
Other Income				
60000 - Other Revenue	33,397.78			
Total Other Income	33,397.78			
Net Other Income	33,397.78			
Net Income	49,778.31	21,231.13	28,527.18	234.37%

Notes

- Other Revenue Detail: \$25,000 DESIGNATED - Endowment Fund, Class Unrestricted Funds:132 - Unrestricted Designated. Absent a donor agreement this classification may be justified for 2020.
- Other Revenue Detail: \$8,217 Paycheck Protection Program Forgivable Loan, Class 120 - Temp. Restricted Funds

Ozark Trail Association Budget 2021

Ozark Trail Association Budget 2021

ADMIN
FUNDRAISING
PROGRAMS - CONSTRUCTION & MAINTENANCE
PROGRAMS - DEVELOPMENT
PROGRAMS - PROMOTION

	2020 Actuals	2020 Budget	2021 Budget	Notes
Ordinary Income/Expense				
Income				
40000 · Donations				
40100 · Individual Contributions	22,124.30	8,000.00	16,200.00	
40200 · Entity Contributions	5,534.41	6,000.00	2,000.00	
Total 40000 · Donations	27,658.71	14,000.00	18,200.00	
42000 · Grants				
42100 · Business Grants	5,902.50	5,000.00	5,900.00	
42300 · Foundation Grants	6,000.00	6,000.00	6,000.00	1
Total 42000 · Grants	11,902.50	11,000.00	11,900.00	
45000 · Recreational Trails Program				
45300 · RTP Reimbursements	33,955.47	20,000.00	28,000.00	
Total 45000 · Recreational Trails Program	33,955.47	20,000.00	28,000.00	
50000 · USFS Cost-Share				
50200 · USFS Cost-Share Reimburseme	2,055.34	15,000.00	25,000.00	
Total 50000 · USFS Cost-Share	2,055.34	15,000.00	25,000.00	
52000 · Membership Revenue				
52100 · Memberships	15,223.03	10,000.00	15,000.00	
Total 52000 · Membership Revenue	15,223.03	10,000.00	15,000.00	
54000 · Merchandise and Misc. Sales				
54300 · Inventory Sales				
54340 · Map Sales	6,853.40	9,000.00	6,000.00	
54350 · Merchandise Sales	3,626.95	3,000.00	6,000.00	
Total 54300 · Inventory Sales	10,480.35	12,000.00	12,000.00	
54400 · Cost of Inventory Sales				
54440 · Map Costs	-7,289.60	-7,100.00	0.00	
54450 · Merchandise Costs	-584.00	-1,300.00	0.00	
54490 · Other Inventory Costs	-2,979.86		0.00	
Total 54400 · Cost of Inventory Sales	-10,853.46	-8,400.00	0.00	
Total 54000 · Merchandise and Misc. Sales	-373.11	3,600.00	12,000.00	
58000 · Special Events Income				
58001 · Mega Cash In	461.00	2,000.00	1,000.00	
58010 · Trivia Cash In	4,743.19	6,000.00	0.00	
58015 · OTA MTB Cash In	0.00	4,000.00	2,000.00	
58030 · Challenge Hike Cash In	18,927.09	14,000.00	14,000.00	
58035 · Devil's Toll Race Cash In	4,766.67	8,000.00	3,000.00	
3 Legged Monster			8,000.00	
58050 · AI-Pint Night Cash In	0.00	1,500.00	1,500.00	
Total 58000 · Special Events Income	28,897.95	35,500.00	29,500.00	
Total Income	119,319.89	109,100.00	139,600.00	2
Gross Profit	119,319.89	109,100.00	139,600.00	

Ozark Trail Association Budget 2021

Ozark Trail Association Budget 2021

ADMIN
FUNDRAISING
PROGRAMS - CONSTRUCTION & MAINTENANCE
PROGRAMS - DEVELOPMENT
PROGRAMS - PROMOTION

	2020 Actuals	2020 Budget	2021 Budget	Notes
Expense				
72000 · Salary and Wage Expenses				
72200 · Staff Wages	39,612.89	38,003.87	38,003.87	
72300 · Mower Wages	25,175.86	10,000.00	35,000.00	
72500 · Payroll Expenses	3,299.79	3,000.00	3,000.00	
Total 72000 · Salary and Wage Expenses	68,088.54	51,003.87	76,003.87	
74000 · Promotion and Awards				
74200 · Awards and Gifts	0.00	100.00	637.50	3
74300 · Booths	1,168.86	500.00	100.00	
Total 74000 · Promotion and Awards	1,168.86	600.00	737.50	
75000 · Contract Services				
75200 · Accounting Fees	3,245.00	3,175.00	3,245.00	
75400 · Other Professional Fees	0.00	0.00	7,500.00	4
Total 75000 · Contract Services	3,245.00	3,175.00	10,745.00	
81000 · Nonpersonnel Expenses				
81100 · Office Supplies	532.87	1,000.00	500.00	
81300 · Computer and IT	0.00	0.00	0.00	
81390 · IT Subscriptions	2,483.68	2,000.00	2,100.00	
Total 81300 · Computer and IT	2,483.68	2,000.00		
81400 · Postage & Shipping	807.34	800.00	950.00	
81700 · Printing	198.05	100.00	875.00	5
Total 81000 · Nonpersonnel Expenses	4,021.94	3,900.00	2,325.00	
82000 · Facilities Expenses				
82200 · Utilities	1,362.04	2,000.00	1,500.00	
82300 · Telecommunications	1,264.33	1,250.00	1,265.00	
82600 · Facilities Maintenance	92.85		100.00	
Total 82000 · Facilities Expenses	2,719.22	3,250.00	2,865.00	
83000 · Travel and Meetings				
83600 · Mileage Reimbursements	74.00		100.00	
Total 83000 · Travel and Meetings	74.00		100.00	
85000 · Other Expenses				
85100 · Advertising Expenses	0.00	500.00	300.00	
85200 · Dues and Subscriptions	619.39	200.00	700.00	
85500 · Insurance	9,564.09	10,500.00	10,500.00	
Total 85000 · Other Expenses	10,183.48	11,200.00	11,500.00	
86000 · Other Business Expenses				
86700 · Organizational Expenses	11.25	25.00	25.00	
86800 · Bank Fees	2.71	5.00	5.00	
Total 86000 · Other Business Expenses	13.96	30.00	30.00	
87000 · Special Events Expenses				
87001 · Mega Cash Out	288.88	2,000.00	1,000.00	
87010 · Trivia Cash Out	296.26	1,000.00	0.00	
87015 · OTA MTB Cash Out	103.00	400.00	103.00	
87020 · Work Outings Cash Out	1,100.38	1,000.00	1,025.00	6
87025 · Workshops/Training Cash Out	0.00	100.00	2,500.00	7
87030 · Challenge Hike Cash Out	3,625.71	2,500.00	2,000.00	
Friends & Family Event			1,000.00	8
3 Legged Monster			5,270.00	9
87035 · Devil's Toll Race Cash Out	1,306.00	3,100.00	3,000.00	
Total 87000 · Special Events Expenses	6,720.23	10,100.00	15,898.00	

Ozark Trail Association Budget 2021

Ozark Trail Association Budget 2021

ADMIN
FUNDRAISING
PROGRAMS - CONSTRUCTION & MAINTENANCE
PROGRAMS - DEVELOPMENT
PROGRAMS - PROMOTION

	2020 Actuals	2020 Budget	2021 Budget	Notes
88000 · Tools and Equipment				
88100 · Fuel	1,533.68	2,000.00	1,500.00	
88200 · Maintenance	1,104.66	1,000.00	1,000.00	
88300 · Repairs	1,928.75	100.00	500.00	
88400 · Tool and Equip Purchases	1,304.50	1,000.00	1,500.00	
88600 · Safety	331.41	200.00	100.00	
88700 · Signage	521.07	150.00	900.00	10
88800 · Kitchen Supplies	0.00	60.00	50.00	
88900 · Tools and Equipment - Other	0.00	100.00	0.00	
Total 88000 · Tools and Equipment	6,724.07	4,610.00	5,550.00	
Total Expense	102,959.30	87,868.87	125,754.37	
Net Ordinary Income	16,360.59	21,231.13	13,845.63	
Other Income/Expense				
Other Income				
60000 · Other Revenue	33,397.78			
Total Other Income	33,397.78			
Net Other Income	33,397.78			
Net Income	49,758.37	21,231.13		

NOTES:

- 1 Check into Carl Morrow Grant, Lattner Foundation Grant
- 2 17% increase over 2020
- 3 \$175 AAT Shirts, \$312.50 AAT Tools, \$50 AAT Misc (certificates, prizes/giveaways)
- 4 Independent Audit
- 5 \$25 AAT Stickers, Finance Committee - Corporate Sponsorships
- 6 \$125 AAT Kick-Off Events
- 7 Trail Skills College - 2020 LAD Grant
- 8 Finance Committee - Budget Request
- 9 Canoes are largest expense at \$2,700
- 10 Metal trail markers from MVE

Ozark Trail Association Endowment Fund
Donor Agreement Form

THIS AGREEMENT, between _____ (the "Donor"), and the Ozark Trail Association, Inc. a Missouri not for profit corporation and an exempt organization under Section 501 (c) (3) of the Internal Revenue Code (the "Association"), is as follows:

The Ozark Trail Association acknowledges the receipt of a donation in the amount of \$_____ to establish, or to contribute to, the **Ozark Trail Association Endowment Fund**, (hereinafter called "Fund"), subject to the terms and conditions herein set forth. The fund is to be held in perpetuity as an irrevocable organizational endowment fund. **This is a permanent fund of the Ozark Trail Association, Inc.** The donation received under this agreement shall be recorded as a donor restricted asset on the books of the Association.

The purpose of the Fund is to generate income to support the annual operating budget of the Association. The distributable amount of the fund shall be such amount in accordance with current applicable laws as the Ozark Trail Association deems appropriate, in accordance with the payout provisions incorporated in the investment policies adopted by the Ozark Trail Association and as may be amended from time to time. The Ozark Trail Association may periodically disburse the distributable amount to its general fund accounts.

The Fund may be added to from time to time, and it is hoped that other individuals, organizations and corporations will also add to the Fund.

The Ozark Trail Association may invest and reinvest the assets of the Fund as it determines in its discretion. All assets transferred to the Ozark Trail Association Endowment Fund shall be subject to the conditions set forth in the Association's governing instruments, including its Articles of Incorporation and Bylaws, as they may be amended from time to time, and any resolutions and procedures in effect from time to time. The Association may at its option transfer the Fund to a community foundation for the purpose of management of the Fund.

All the provisions of such governing instruments of the Ozark Trail Association and such resolutions and procedures are incorporated in this agreement and by reference made a part hereof.

In the event the Association is formally dissolved, merges, or otherwise ceases to exist as a legally operating entity, the Board of Directors of the Association shall dispose of or transfer all assets, to include endowments in accordance with State and Federal laws regarding nonprofit corporations and tax-exempt entities. The Association shall to the extent possible transfer any endowment funds available to the endowments of similar nonprofits eligible under Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Law).

Donor

Kathie Brennan, President
Ozark Trail Association Inc.

Date

Date

OZARK TRAIL ASSOCIATION, INC. INVESTMENT POLICY

PURPOSE OF INVESTMENT POLICY

The Ozark Trail Association, herein after the “Association”, is a Missouri not for profit corporations and an entity exempt from taxes under Section 501 (c) (3) of the Internal Revenue Code. The purpose of this Investment Policy is to provide a clear statement of the Ozark Trail Association’s investment objective, to define the responsibilities of the Board of Directors and any other parties involved in managing the Association’s investments, and to identify or provide target asset allocations, permissible investments and diversification requirements. This policy will particularly apply to the **Ozark Trail Association Endowment Fund**, (the “Endowment”).

INVESTMENT OBJECTIVES

The overall investment objective of the Association is to maximize the return on invested assets while minimizing risk and expenses. This is done through prudent investing and planning, as well as through the maintenance of a diversified portfolio.

The specific objective for the Endowment is to grow the fund through retained earnings, capital appreciation and additional donations to a size where it will generate income equal to 25% of the Association’s annual operating budget.

GENERAL PROVISIONS

- All transactions shall be for the sole benefit of the Association.
- The Directors shall consider updating the Association’s investment policy on an annual basis.
- The Directors shall conduct an annual review of the Association’s investment assets to verify the existence and marketability of the underlying assets or satisfy themselves that such a review has been conducted in connection with an independent audit (if any) of the Association’s financial statements.
- Any investment that is not expressly permitted under this Policy must be formally reviewed and approved by the Directors.
- The Directors will endeavor to operate the Association’s investment program in compliance with all applicable state, federal and local laws and regulations concerning management of investment assets [including IRC §4944 if the Association is classified as a private foundation for federal tax purposes.]
- Investments shall be diversified with a view to minimizing risk.

DELEGATION OF RESPONSIBILITY; RELIANCE ON EXPERTS AND ADVISORS

- The Board of Directors has ultimate responsibility for the investment and management of the Association’s investment assets.

- The Board may delegate authority over the Association's investments to a properly formed and constituted Investment Committee, being a Board Committee comprised only of directors.
- The Board or Board Committee may hire outside experts as investment consultants or investment managers.
- The Board may also establish an advisory committee (which may include non-directors) to provide investment advice to the Board or to the Board Committee. Advisory committees have no authority to act for the Board, but may monitor compliance with the investment policy, recommend changes, and assist the Board or Board Committee in selecting and retaining Investment Managers to execute this Investment Policy.

RESPONSIBILITIES OF THE BOARD, OR IF AUTHORITY IS DELEGATED, THE INVESTMENT COMMITTEE

- The Board, or if authority is delegated, the Investment Committee, is charged with the responsibility of managing the investment assets of the Association. The specific responsibilities of the Board or the Investment Committee, as applicable, include:
 1. Communicating the Association's financial needs to the Investment Managers on a timely basis.
 2. Determining the Association's risk tolerance and investment horizon and communicating these to the appropriate parties.
 3. Establishing reasonable and consistent investment objectives, policy guidelines and allocations which will direct the investment of the assets, to be reviewed by the Board on an annual basis.
 4. Prudently and diligently selecting one or more qualified investment professionals, including investment managers(s), investment consultant(s), and custodian(s).
 5. Regularly evaluating the performance of investment manager(s) to assure adherence to policy guidelines and to monitor investment objective progress.
 6. Developing and enacting proper control procedures; e.g., replacing investment manager(s) due to a fundamental change in the investment management process, or for failure to comply with established guidelines.

RESPONSIBILITIES OF INVESTMENT MANAGERS

- Each investment manager will invest assets placed in his, her or its care in accordance with this investment policy.
- Each investment manager must acknowledge in writing acceptance of responsibility as a fiduciary.

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- Each investment manager will have full discretion in making all investment decisions for the assets placed under his, her or its care and management, while operating within all policies, guidelines, constraints, and philosophies outlined in this Investment Policy. Specific responsibilities of investment manager(s) include:
 1. Discretionary investment management, including decisions to buy, sell, or hold individual securities, and to alter allocation within the guidelines established in this statement.
 2. Reporting, on a timely basis, monthly investment performance results.
 3. Communicating any major changes in the economic outlook, investment strategy, or any other factors that affect implementation of investment process.
 4. Informing the Board, or if authority is delegated, the Investment Committee, regarding any changes in portfolio management personnel, ownership structure, investment philosophy, etc.
 5. Voting proxies, if requested by the Board, or if authority is delegated, the Investment Committee, on behalf of the Association.
 6. Administering the Association's investments at reasonable cost, balanced with avoiding a compromise of quality. These costs include, but are not limited to, management and custodial fees, consulting fees, transaction costs and other administrative costs chargeable to the Association.

GENERAL INVESTMENT GUIDELINES

- A copy of this Investment Policy shall be provided to all Investment Managers.
- The Association is a tax-exempt organization as described in section 501(c)(3) [or section 501(c)(6), etc., as applicable] of the Internal Revenue Code. This tax-exempt status should be taken into consideration when making Organization investments.
- The Association is expected to operate in perpetuity; therefore, a 10 year investment horizon shall be employed. Interim fluctuations should be viewed with appropriate perspective. [The foregoing may or may not be included, as applicable, depending upon the Association's liquidity requirements.]
- A cash account shall be maintained with a zero to very low risk tolerance to keep cash available for grant distributions, tax obligations and other anticipated expenses.
- Transactions shall be executed at reasonable cost, taking into consideration prevailing market conditions and services and research provided by the executing broker.
- Permitted investments include: [Provide a list of permitted investments here] Cash and cash equivalents, marketable securities including equities and fixed income securities, and mutual funds holding the aforementioned assets.

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- Transactions shall be executed at reasonable cost, taking into consideration prevailing market conditions and services and research provided by the executing broker.
- Permitted investments include: [Provide a list of permitted investments here] Cash and cash equivalents, marketable securities including equities and fixed income securities, and mutual funds holding the aforementioned assets.

Attachment 3 - COO Report

COO Report
January 25th • Abi Jackson
4th Quarter 2020

1. MAINTENANCE

- *2020 USFS Cost-Share*
Prepared and submitted the final cost-share invoice totaling \$15,963.13 to reimburse expenses for staff, hired maintenance crews/contractors, chainsaw/mowing supplies, vehicle maintenance, and printing.
- *USFS OHV Meeting*
Attended a meeting to discuss unauthorized use of OHVs on the Ozark Trail and off the county and FS roads open to motorized vehicles in the Hazel Creek area of the Potosi Unit. Discussed concerns over car break-ins at trailheads with LEO Casey Hutsell.

2. DEVELOPMENT

- *2017 RTP*
Submitted an extension request to extend the project period one year. This grant has now been extended through 12/31/21. A reimbursement of \$33,955.47 was received. A supplemental payment for the remaining invoice amount is pending.
- *Mega*
Assisted with prep for Mega Event. Coordinated electronic registration, crew leader packets, radios, sign-in sheets, crew lists, etc. Attended Mega at Round Spring on October 10, 2020.
- *Adopt-A-Trail*
Continued collaboration with Stephen Thompson, AAT Coordinator, and Donna Kridelbaugh to further develop the Adopt-A-Trail Program. Mailed out adopter supplies as needed.
- *Trail Skills College*
Met with USFS and BCHMO representatives to begin planning for the 2021 Trail Skills College.

3. PROMOTION

- *Website*
Continued collaboration with Zak Graham, Scott Hayden, Chad Bercheck, and Garrett Doak to plan upgrade and perform maintenance. Made updates to the website as needed. Please direct any website questions, concerns or complaints to me.
- *Social Media*
Created monthly membership promotional graphics and welcome graphics highlighting new and renewing members for social media and made posts regularly.
- *Newsletter*
Worked with Kathie Brennan, President, to design and send multiple e-newsletters.

4. FUNDRAISING

- *2020 OT Challenge Hike*
Continued to collaborate with Garrett Doak, director, to close-out 2020 event and begin planning for 2021 event. Updated logo and forms.
- *Devil's Toll Race*
Paid merchandise invoices and mailed items to participants. After cancellation of event, 25 people chose to donate their entry fee in exchange for merchandise. Many participants chose to apply their entry fees to the 2021 event.
- *Ozarks One-Eyed Dog MTB Race*
Updated and submitted the 2021 permit application to the USFS.



- *Membership*
Continued work with Garrett Doak, Membership Coordinator. Mailed new member kits, manually entered check payments, mailed life member certificates, and sent donation acknowledgements.
- *3 Legged Monster*
Submitted permit applications to the USFS and MDC.
- *Merchandise*
Ordered 500 copies of the OT Guidebook, 100 stickers and 100 patches.

5. ADMINISTRATIVE

- *Accounting*
 - 2019 990: Communicated with accountant throughout the quarter on financials and the 990. Worked with Roger Allison, Treasurer, to finalize a detailed list of payables and receivables coded to the appropriate categories in the COA. A copy of the 990 was sent to all board members for review on Nov. 11th and was filed on Nov. 13th.
 - Bookkeeping: Entered fourth quarter banking information into Quickbooks. All payables, receivables and deposits have been tracked and coded to the appropriate categories in the chart of accounts and there are detailed and organized electronic files of all documents.
- *Executive Committee Meeting*
 - Organized an Executive Committee meeting on November 9th for the purpose of receiving and reviewing committee 2021 budget requests and goals in the hopes of developing a routine process to improve committee functionality.
- *Miscellaneous Additional Collaboration*
 - Worked with Kathie Brennan, President, to submit public comment letters concerning Riding for a Reason, Inc. and the Crane Lake High Hazard Dam Safety & Compliance Project.
 - Communicated with committee chairs. Participated in committee meetings and discussions.
 - Attended the Q4 2020 Board Meeting plus committee, staff, AAT, Trail Skills College, accounting, and website meetings.
 - Met with Kathie Brennan, President, and Jon Breithaupt, USFS Wilderness and Trail Manager.
 - Met with Fundraising Committee Chair, Hannah Hussey, to set up the CafePress store.

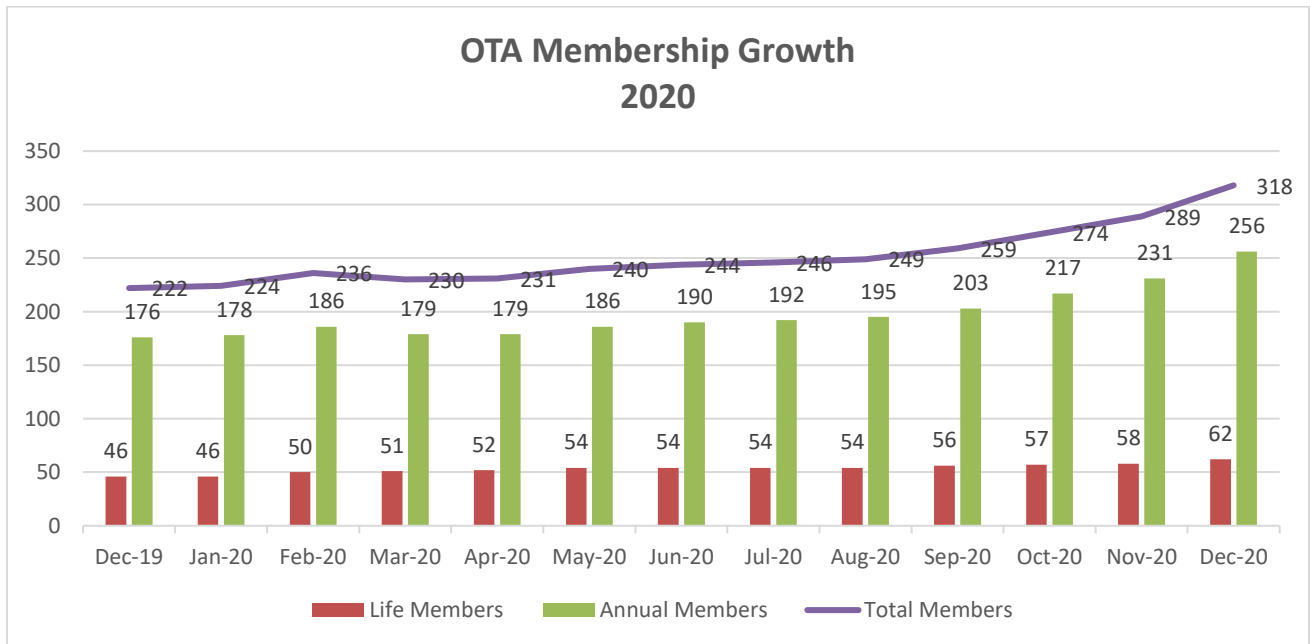
All other general and miscellaneous office duties have also been completed during this time.

Attachment 4 –Communications Report

Membership Coordinator Update

2020 Membership Highlights

- 35% increase in Life members
- 45% increase in Annual members
- 43% increase in total membership



2020 end of year membership counts:

- Life Members: 62 (+16)
- Annual Members: 256 (+80)
- Total Members: 318 (+96)

Other 2020 Accomplishments

- Established load procedures to populate Constant Contact with all constituent inputs:
 - Membership
 - Email Subscription requests
 - OTA Store
 - Event Participants
- Established process for email contacts to new members at 3, 6 and 9 months, with support from C&M, P&D and E&O Committee chairs

2021 Membership Plans

- More of the same
- Virtual annual membership meeting (date TBD)
- “Friends and Family” celebration picnic (COVID-dependent)

Attachment 5 – Construction & Maintenance Committee Report

2021 OTA Construction and Maintenance Report

2020 proved to be a challenging year. Despite being shut down from March through the end of May and very restrictive fall maintenance/build schedule, the OTA and its volunteers along with AmeriCorps crews, still managed to keep the trail open for unprecedented numbers of users.

We had to cancel or postpone several 2020 events including the Spring Mega, OT Challenge Hike, 3-Legged Monster Race and the Devil's Toll Race. We managed to have the OT in shape to hold fall events including the OT Challenge Hike, One-Eyed Dog Bike Race, the BT Epic Bike event, the Fall Mega and the 100 Mile Endurance Run. We also held the first 2 build events in Udall Missouri to begin connecting the OT and the OHT.

We have established the entire 2021 Calendar year maintenance and construction schedule as well as a robust list of Ozark Trail enhancement projects using new grant money expected from the USFS. These projects include:

Trailhead benches at each end of the 14 sections of the Ozark Trail
Improved or new Kiosks and signage at each of the trailheads
We have a large scale trail re-hab project that encompasses updating trail tread all along the 235 mile Backbone as well as tread rehab on the orphan sections as well
Start the process of creating 4th Edition of the Ozark Trail Guide.

We have started 2021 off with a 10 day AmeriCorps Crew working out of the Winona USFS facilities clearing trees, lopping, leaf blowing, putting up trail assurance markers and performing trail assessment. We also started collecting data for the 4th Edition of the Trail Guide. We also started work on rough cutting the trailhead benches. We have enough benches cut to take care of the 4 southern sections of the OT and 1 set of benches for the Northern sections of the trail, We will begin installation of the southern trailhead benches during the Winona maintenance weekend in March 2021.

We also have started the process of re-hab on the Karkahgne, Trace Creek and Courtois sections of the OT. As soon as we learn if we have additional USFS grant money becoming available, we will schedule additional work crews from AmeriCorps to begin working on re-habbing the entire OT backbone starting with a priority list of tread work on file.

In addition to the new trailhead benches, we also plan on adding or updating the kiosks at each trailhead as well as improving signage at all trailheads and secondary trail access points.

We have 16 trail maintenance and construction events scheduled for 2021 which includes at least 2 builds to connect the OT and the OHT in and around Udall, Missouri. We have planned a Spring and Fall Mega as well as support for a full list of OTA sponsored events including: OT Challenge Hike, Devil's Toll Race, One-Eyed Dog MTB Race, 3 Legged Monster Race and the OT100 Endurance Race.

2021 Promises to be an eventful watershed year as we prepare the Ozark Trail for the next 100 years.

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2021 Promises to be an eventful watershed year as we prepare the Ozark Trail for the next 100 years.

Adopt-A-Trail Program (2021 Goals)

Summary: The Adopt-A-Trail Program Improvement Team composed of Stephen Thompson (AAT Coordinator), Donna Kridelbaugh and Abi Jackson have been working on enhancing the program since May 2020. An active AAT program with engaged adopters will provide a solid and consistent level of maintenance across the Ozark Trail. Due to inevitable transitions in volunteer leadership and other organizational changes (e.g., upgraded website), it is good timing to (re)establish basic program processes, while evaluating improvements needed to increase communications and promotion of the program and further integrate within the OTA structure.



Current stats

- 136 total AAT segments (to increase with Upper Current section)
- 10 segments open for adoption (two segments open for co-adoption)
- 90 total unique adopters, co-adopters or groups
- 62 (46%) segments with unknown status if adopter is active*
- 38% of adopted segments had at least one report since Jan. 2019**




* No recent report, response to survey and/or other knowledge of activity.
 ** Based on an assessment of reports submitted from January 2019 — July 2020.

AAT volunteer survey results

A survey was sent out in Sept. 2020, with 33 adopters (37% response rate) providing feedback on the AAT program. Of those adopters, **92% plan to renew** their agreements on the same trail segment next year, and **64% had worked on their trail segment two or more times** so far this year.

Individual comments about trail conditions were passed onto the C&M committee. Overall comments included a desire for **advanced training** (i.e., chain sawyer certification), **more collaboration** among fellow adopters and sawyers on trail maintenance, **centralized communications** and reporting directly with the AAT coordinator, and **increased coordination** between adopters and those planning volunteer events to ensure adopters are focusing efforts where and when needed.

The table to the right summarizes adopter input on future program ideas. Although, the last set of ideas was not as popular, we will follow up with individuals who expressed interest.

% Adopters reporting somewhat or very interested in the following program ideas		
	Earn free tools (e.g., loppers, hand saw) for maintenance needs	68%
	Participate in a spring maintenance/adopter kickoff event near you	68%
	Earn trail adopter swag (e.g., patch, t-shirt, mug)	61%
	Gain access to promotional discounts for trail gear	52%
	Participate in training sessions (e.g., maintenance basics, advanced skills)	53%
	Host a volunteer event on your trail segment	44%
	Serve as a coordinator among adopters for an entire section	41%
	Coordinate with a co-adopter on your segment	35%

Adopt-A-Trail Program (2021 Goals)

Goals – in order-of priority	Objectives – activities planned
<p>Rework baseline processes and documents to ensure data is most current, share relevant information with adopters and streamline routine tasks.</p>	<ul style="list-style-type: none"> • Update AAT handbook and in an electronic format. • Establish OT reassurance marker distribution process. • Develop an annual adopter renewal process. • Add the Upper Current section to the AAT system. • Create FAQ document/webpage format with resources. • Continue sending a quarterly adopter newsletter. • Update the contact database/assess who all is active.
<p>Increase coordination and reporting to track work accomplished, assess trail conditions and enable work planning.</p>	<ul style="list-style-type: none"> • Re-establish a reporting and tracking system. • Provide co-adopter option where assistance is needed. • Re-introduce the section coordinator role to ensure open communications and collaboration among adopters, AAT Coordinator and C&M committee. • Administer an annual trail conditions survey to gather information for work planning/mowing crew needs. • Compile and share an annual accomplishments report.
<p>Elevate the status of the program and build community through adopter recognition/awards, training opportunities and work events, plus regular promotions across communication channels.</p>	<ul style="list-style-type: none"> • Provide additional training opportunities for adopters at all skill levels (e.g., instructional videos, chainsaw training). • Increase recognition of adopters to include awards presented at annual OTA Friends & Family event (plus informational booth) and options to earn free tools/swag. • Host annual AAT spring kick-off events at regional/section level to coincide with renewal agreements each year. • Create a regular schedule of social media posts (e.g., feature adopter, adoptable segment) on AAT program.

Adopt-A-Trail (AAT) Agreement Form

Return to:
Ozark Trail Association
406 W. High St., Potosi, MO 63664
otaadoptatrail@ozarktrail.com



Thank you for volunteering to maintain the following segment of the Ozark Trail! This form constitutes a mutual agreement between the OTA and the named volunteer(s). The adopter agrees to perform basic trail maintenance tasks as outlined in the AAT Handbook, while the OTA will provide logistical support in the form of tools, resources and related information. This agreement is renewable each calendar year upon written or verbal confirmation. Please contact us any time with any questions or needs.

TRAIL SEGMENT (to be completed by the AAT Coordinator)

Section: _____
Segment Code: _____
Description: _____
Start/Stop Miles (Length): _____
Land Manager: _____
Managed Uses: _____ Hiker/Pedestrian _____ Bicycles _____ Pack/Saddle

ADOPTER INFORMATION (to be completed by the primary contact)

Name(s): _____
Group Name: _____
Address: _____
City: _____ State: _____ Zip: _____
Phone: _____
Email: _____

Please list any additional email addresses for group members to receive the AAT newsletter. _____

What is your communication preference? _____ Phone _____ Email _____ Mail

PLEASE READ, INITIAL EACH STATEMENT AND SIGN BELOW:

I agree that myself and each member of my group has read and signed a Volunteer Liability Form and mailed the completed forms back to the Ozark Trail Association to keep on file.

I/We agree that I/we have reviewed the AAT handbook and related resources.

I/We agree to visit our adopted trail segment at least three times a year to perform basic trail maintenance (i.e., remove debris, trim back vegetation and check on trail conditions).

I/We agree to submit regular adopter reports through the OTA website with work accomplished, number of volunteer hours, and further work needed (e.g., tree obstructions, drainage issues).

I/We agree to contact the AAT Coordinator if unable to make it to the trail segment as scheduled or unable to continue to volunteer as a trail adopter.

Signature

Date

Attachment 6 – Finance Committee Report



Ozark Trail Association Fundraising Committee Board Meeting Report January 30, 2021

Executive Summary:

The fourth quarter of 2020 closed out with several accomplishments for the Fundraising Committee. The success of the Fundraising Committee in 2020 is due to the dedicated volunteers of the Ozark Trail Association. Not only Fundraising Committee Members but also number volunteers from other committees and volunteers working on special projects; notably the website team.

The 2021 Fundraising Committee Goals and budget request is included in Exhibit A as presented at the Executive Committee meeting in November 2020. One addition is a line item in the budget for an independent audit of the Ozark Trail Association finances pending Board approval.

A summary of the 2020 Fundraising Committee Goals can be found in Exhibit B.

People: The committee membership expanded to include a dedicated person focused on Corporate Sponsorship, Jim Schneider. The Treasurer of the Board, Roger Allison, joined in an advisory capacity with a specific interest in establishment of the Ozark Trail Association endowment.

Revenue: Ozark Trail Association membership had continuous growth each quarter. Both lifetime and individual memberships grew to their highest level since the new reporting structure was established in Q4 2019. For details please see the membership report provided by Garrett Doake.

CafePress was established as the new platform for merchandise sales and potentially other items in the future. The Ozark Trail Association store can be accessed here:
<https://www.cafepress.com/profile/ozarktrailassociation>

Endowment: Please see Endowment Proposal submitted by Roger Allison.

Strategy: An OTA Fundraising Strategy Proposal has been developed to generate revenue growth especially related to Sponsorship by Corporate Sponsors and Foundations is included in this report to the Board. Ask: Please review the OTA Fundraising Strategy Proposal and provide feedback to [Jim Schneider](#) and [Hannah Hussey](#) prior to February 15, 2021.

Summary of considerations taken in the preparation of the proposal:
Review of Ozark Trail Association current and historical materials, revenue, and strategy has been completed to establish a baseline. Discussions and review of other trail system's sponsorship and funding strategies were compiled to understand different funding plans. Fundraising Committee Notes are included in Exhibit C.

Exhibit A

Ozark Trail Association
Finance Committee
2021 Goals

The intent of these goals is to set direction, motivate, and provide transparency for the Fundraising Committee.

Committee Chairperson: Hannah Hussey
Membership Coordinator: Garrett Doak
Corporate Sponsorship: Jim Schneider
Members: Abi Jackson, Kathie Brennan, Roger Allison

1. Strategy and Structure
 - a. Incorporate Programmatic Business Models into the strategic three year plan for the development of a sustainable revenue generation program for the Ozark Trail Association.
 - b. Review key skills that are necessary to deliver the Fundraising Committee's strategic plan based on the integration of the Programmatic Business Model and continue recruiting for the key skills.
2. Revenue
 - a. Increase net revenue by 5% through fundraising efforts, grants, and renewable memberships (10% increase over 2020), etc.
 - b. Partner with OTA Programs and Committees to develop and prioritize ready to go projects that are in need of funding.
 - c. Continue development of corporate sponsorship program by analyzing results from 2020 scouting program. Refine pitches for corporations and develop/expand key sponsorships.
3. Reporting and Compliance
 - a. Partner with Chief Operations Officer to identify key reporting metrics and timelines for reporting revenue.
 - b. Meet all legal reporting requirements on time as agreed upon with the Chief Operations Officer.



Ozark Trail Association
Fundraising Committee
2021 Budget Requests

1. Q2 \$7500 for independent audit of Ozark Trail Association Finances.
2. Q2 \$1500.00 for Friends and Family Membership event to strengthen relationships. Communicate appreciation that the OTA has for the members and the value that they bring to the organization.
3. Q2 \$1500 discretionary spend for merchandise for events.
4. Q3 \$1000 for development of Corporate Sponsorship program materials.

Quarter	Total \$
Q1	\$0.00
Q2	\$10,500.00
Q3	\$1,000.00
Q4	\$0.00
Annual 2021 Budget Request	\$4,000.00

Exhibit B



Ozark Trail Association Fundraising Committee 2020 Goals

The intent of these goals is to set direction, motivate, and provide transparency for the Fundraising Committee.

1. Strategy and Structure
 - a. Create a strategic three year plan for the development of a sustainable revenue generation program for the Ozark Trail Association.
 - b. Identify key skills that are necessary to deliver the Fundraising Committee's strategic plan, pair skills with projects in the strategic plan, and begin recruiting for the key skills. [Jim Schneider joined the Finance Committee and will be focusing on Corporate Sponsorship.](#)
2. Revenue
 - a. Increase net revenue by 5% through fundraising efforts, grants, and renewable memberships, etc. [Proposal for enhanced merchandise, branding, and revenue share by utilizing CafePress presented to Board at August 29th Board Meeting.](#)
 - b. Partner with Planning Committee to develop and prioritize ready to go projects that are in need of funding.
3. Reporting and Compliance
 - a. Develop process for vetting new fundraising events, monitoring the status of events, and evaluate success after the event. [Vetting process has been established and was approved by the Board in January 2020.](#)
 - b. Partner with Chief Operations Officer to identify key reporting metrics and timelines for reporting revenue.
 - c. Meet all legal reporting requirements on time as agreed upon with the Chief Operations Officer.

Exhibit C Fundraising Committee Meeting Minutes



Ozark Trail Association
Fundraising Committee
October 05, 2020 7PM
Zoom

Attending:

Garrett Doak
Hannah Hussey
Abi Jackson

Agenda

1. Check in with everyone.
2. Membership updates See Below
3. Challenge Hike See Below
4. Corporate Sponsorship
 - a. Add brochures to Echo Bluff materials for Jen
5. CafePress Store
 - a. Integration with Website
 - b. Setup Plan
 - i. Zack needs well defined project for linking the CafePress Store
 - ii. Align visuals between CafePress and OTA Website and WooCommerce
 - iii. Abi and Hannah work on CafePress
6. Proposal for Executive Meeting
 - a. Membership targets
 - b. If anything from Challenge Hike?
 - c. Follow up with Jim on Corporate Sponsorship for the meeting
 - d. Goals

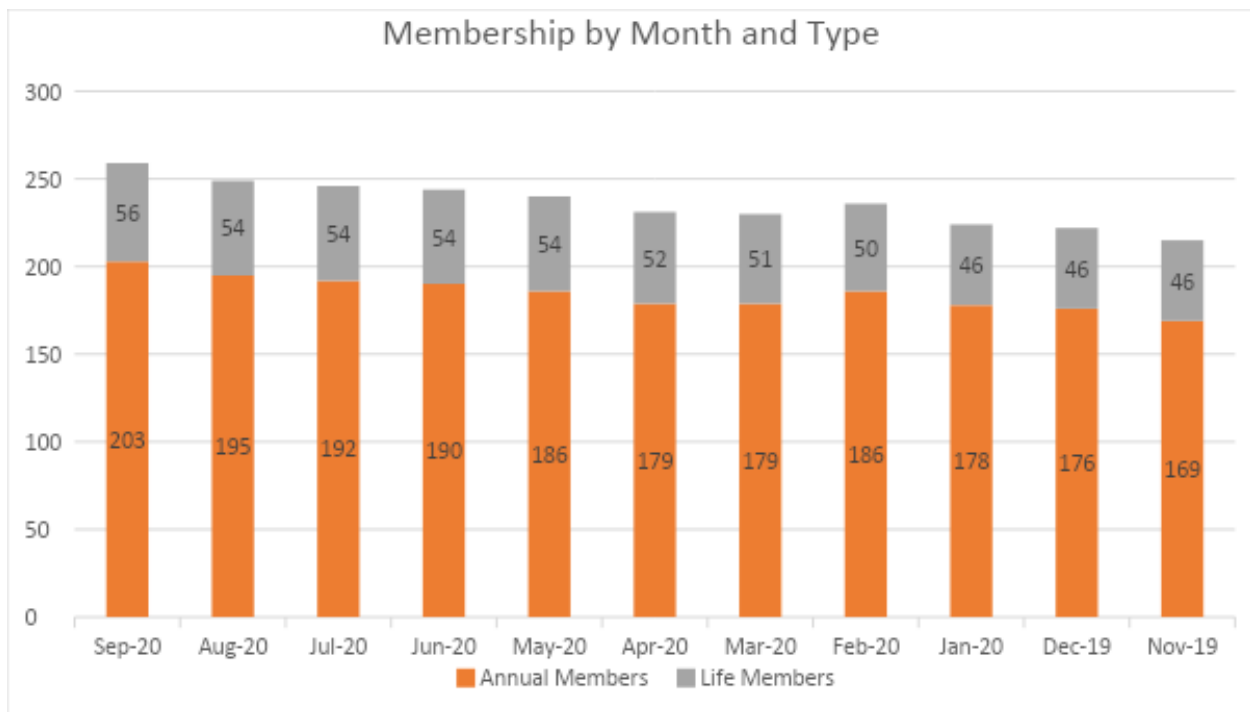
NEXT MEETING - November 02, 2020 at 7:00 PM

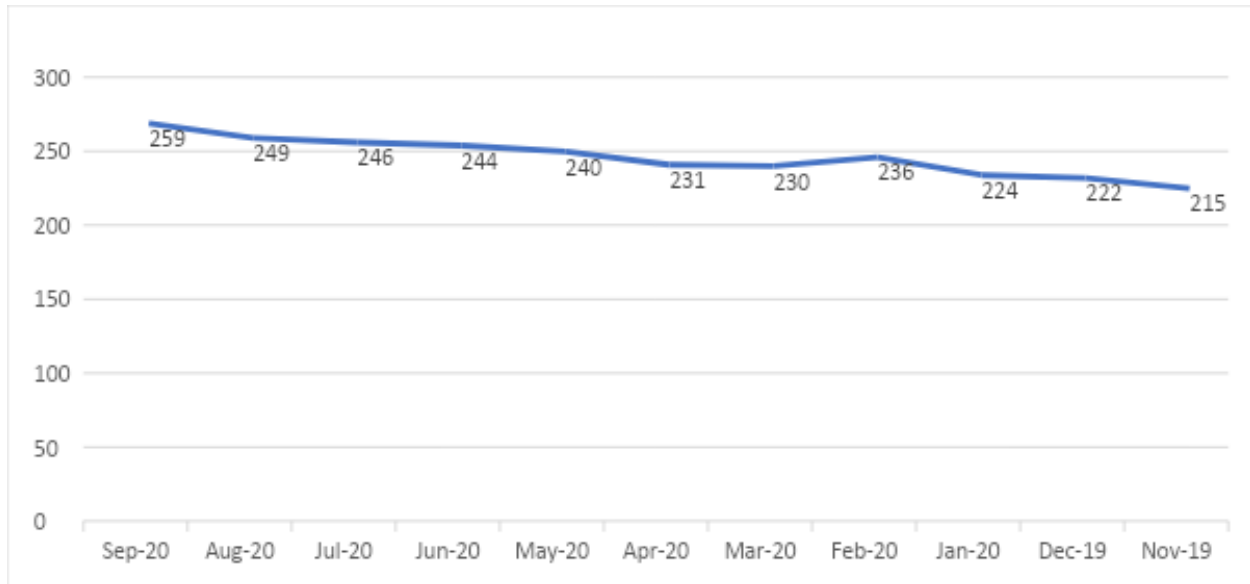
Membership Report

Ozark Trail Association
Fundraising Committee
Membership Coordinator Update

September 30 Membership Counts

- Annual Members: 203
- Lifetime Members: 56 (+2 !!!)
- TOTAL Members: 259





September Membership Activity

- New Members: 12
- Renewing Members: 13
- Expired (Lost) Members: 3

October Membership Activity

- Already renewed: 3
- Need to Renew: 15
 - Of the 15, 5 are auto-renew
 - Of the 15, 7 are first-year members

September Coordinator Activity

- Sent reminder and 'please come back' emails to expired members
- Added 67 new email addresses to Constant Contact, from new members, work events, and email subscribers
- Continued practice of emailing first-year members to show them love. I am sending emails at 3 months, and providing lists to C&M chair (Terry Hawn) for six months and P&D chair (Mark Seesing) for nine months. Need to work Jen Potts into the rotation.
- Sent individual emails to seven first-year members whose memberships expire in October, asking them to renew

Garrett

Challenge Hike Report

OTA Finance Committee
Special Events Report: 2020 OT Challenge Hike

The 2020 OT Challenge Hike was held Friday – Sunday, September 11-13, 2020. Twelve hikers + two sweeps hiked all or part of the 17.8 mile trek. Five helpers assisted at the aid station.

The event generated ~\$19K in revenue, with ~\$3.6K in associated expenses (just under 19%).

I plan to organize the fifth annual event for September 10-12, 2021. I am considering a few changes:

- Possibly a hike and float
- Possibly based out of Round Spring, using the Current River Challenge (or could stay at Bass')
- Possibly lowering the revenue target to entice more people to raise funds

I need to close on these decisions shortly so that the next fundraising cycle can begin.



Ozark Trail Association
Fundraising Committee
November 02, 2020 7PM
Zoom

Attending:

Garrett Doak
Hannah Hussey
Abi Jackson
Jim Schneider

Agenda

1. Check in with everyone.
2. Updates
 - a. Membership
 - i. Full 12 month view is available (keep rolling 12 month view)
 - ii. Growing, 27% membership increase in last 12 months
 - iii. 16 new members in Octobers, 18 members renewed
 - iv. PCT annual meeting was attended, very professional. Friends and family event would be very informal, annual member meeting should be very professional, scripted. PCT 2019 highlights, 2020 updates.
 - b. Corporate Sponsorship
 - i. See Corporate Sponsorship Report
 - ii. 2021 Goals - Continue w/ discovery phase, report learnings, begin formation of plans
 - iii. Utilize Corporate Sponsorship items in Executive Committee Meeting to engage Planning/Development and Outreach Committees
 - c. Events
 - d. Merchandise
 - e. Executive Committee Meeting
3. Action Items
 - a. Schedule
 - b. Data-who do we serve, who are our members, who uses the trails

NEXT MEETING - December 07, 2020 at 7:00 PM

Ozark Trail Association



Fundraising

Committee

December 07, 2020 7PM

Zoom

Attending:

Garrett Doak
Hannah Hussey
Jim Schnieder
Kathie Brennan
Roger Allison

Agenda

1. Membership Report
 - a. Should Lifetime Memberships go into an Endowment Fund or Capital Fund
 - b. Are we doing a year end membership drive? No-we are on a rolling 12 month schedule, not tied to a calendar year.
 - c. Continue to review membership strategy of other organizations to consider for future development of membership program.
2. Cafe Press - <https://www.cafepress.com/profile/ozarktrailassociation>
 - a. Send code, image, and verbage to Garrett
3. Corporate Sponsorship
4. Document Storage
5. 2021 Goals
6. Article IV.B.(4) Fundraising. The Fundraising Committee shall oversee and be responsible for increasing the paid and volunteer membership of the Corporation, cultivating individual and corporate donors, and running membership drives, giving campaigns and other activities related to the Corporation's income. The Fundraising Committee shall also establish levels of membership with corresponding benefits as may seem appropriate from time to time. The Fundraising Committee shall be ultimately responsible for all grant applications

and obligations, and shall seek to find and utilize sources of donated goods and services of all types as needed by the Corporation.

7. Endowments
8. Succession Planning

NEXT MEETING - January 04, 2021 at 7:00 PM

OTA Fundraising Strategy Proposal

January 2021

Objectives

- Support the OTA and volunteer community efforts to build and maintain the OT
- Build on the great foundation established by the OTA by providing additional financial resources to support the growing operational and project needs and aspirational goals of the Association.
- Increase the number and type of funding resources to reduce the potential risk from losing funding from existing sources.
- Provide direct funding for identified operating expenses, initiatives and projects.
- Establish an ongoing fundraising function within the OTA to exploit new opportunities and sustain existing sources.
- Increase the financial assets and liquidity of the OTA to meet unexpected expenses or opportunities.

Background

Based on research completed with other similar but larger trail organizations including the ATC, the following needs to be place to support viable and effective fundraising:

High ratings from the nationally recognized non-profit rating agencies

This entails having good and transparent: financial records available, mission statements, strategic plans, and association governance structure. Donor organizations rely on this information to assess the viability, quality and fit of non-profit organizations. This information needs to be readily accessible through our website.

Optimized Social Media channels to communicate the OTA mission and the great work

This enhance our visibility and legitimacy and serves as a communication channels to corporate and foundation key contacts to build relationships with these organizations.

Clear and defined Vision, Mission and Strategic plans.

Our ability to precisely define and align our needs against our resources available demonstrates strong governance. This also includes the ability to demonstrate and communicate results and benefits.

Current Assessment & Needs

- Current funding resources are limited, primarily from membership dues, and special funding from government agencies. These sources are not expected to expand significantly in the near future.
- The OTA can increase the channels and penetration of other sources to increase funds available to support ongoing operations, trail expansion and other projects.
- The OTA should take action to key aspects of the association infrastructure to build and effective fundraising effort as noted on the previous slide:
 - **High ratings from the nationally recognized non-profit rating agencies**
 - **Optimized Social Media channels to communicate the OTA mission and the great work**
 - **Clear and defined Vision, Mission and Strategic plans**

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 - **Clear and defined Vision, Mission and Strategic plans**

Recommendation # 1- Define the OTA

- **Develop the following:**
 - **A comprehensive OTA vision and mission statement that is supported by:**
 - **A 1 to 5 year strategy that articulates what we are focused on so that we can:**
 - **Define our funding needs and against this strategy .**
- These will be primary sources of information provided to partners outlining what and why we are asking for support.
- Define specific “big” projects intended to raise visibility and be source of funding need for major efforts such as trail builds.
- Demonstrate, track or prove we achieved the benefits or accomplished what we proposed.
- Are we looking to add or extend trails? What do we need to do to accomplish this? Are land purchases required?
- Identify other needs such as operating expenses, equipment, other maintenance needs, like signage replacement or upgrades, parking, etc..
- We should create a list of needs and if possible, possibly tie to specific trail sections
- Publish a formal budget for operations and projects
- What are our current sources of funds? Create and publish an annual report

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Recommendation #2 – Optimize our Social Media presence

- **Address shortcomings with Rating Agencies and provide additional information needed to improve our scores and ratings**
- **Develop and leverage contacts:**
 - Board Members and others. Who do we know and who do they know?
 - Determine who should be the face of the OTA with external foundations to make.
 - What other associations and government agencies support us? Who else can we talk to? What are we doing with the Forest Services, National Park Service, State Parks, etc that we can reference?
 - Increase our presence on LinkedIn. Who should be on the site?
 - Americantrails.org –How are we leveraging? Develop strategy to leverage 58 state and local trail organizations. Make connections with American Trails Board of Directors
- **Develop and Align to a social media strategy for fundraising effort**
 - What do we communicate, how and when?
 - Who is the target audience?
 - Do we have a plan?
- **Website Updates**
 - Put corporate sponsorship information online
 - Promote partnerships with other government agencies and organizations. This lends legitimacy to our organization.
 - Add board members and key organization contacts with background information

Recommendation #3 – Build and Expand Funding Sources

Objective: Develop mutually beneficial relationships with national and local businesses, and nonprofit foundations to provide operational funding for the OTA.

Strategy Overview: The following sources of potential sponsorships have been identified. A specific strategy and fundraising goals will be developed for each

- Corporate and Privately owned companies focused on outdoor recreation, specifically with products for hiking and camping. This includes clothing and other apparel, shoes, hiking equipment, tents, etc.
- Other corporate and privately owned companies that have a community outreach and support resources that align to the OTA mission. Examples include food and beverage, banks, utilities, etc.
- Non-profit charitable foundations.
- Other national non-profit associations supporting outdoor recreation and conservation efforts. Examples include the Conservation Alliance and the Outdoor Alliance.
- Small businesses near the Ozark Trail that would benefit from patronage of trail users, including hotels, resorts, retail stores, restaurants, etc. This would also potentially include local chamber of commerce organizations as well

Recommendation #3 – Build and Expand Funding Sources (continued)

Foundations, including Conservation Alliance and Outdoor Alliance – Build Relationships

- Invest in a monthly subscription to Foundation Directory Online (~\$50/month for basic membership) to support research efforts to identify potential foundation funding sources.
- Develop strategy and approach to introducing the OTA and communicate with targeted foundations. Leverage board and other contacts to the extent possible.
- Complete research and identify 25-50 foundations to make introductory contacts. Engage contacts through Linked In and other social media connections. Provide scheduled updates on our great work.
- Based on Vision, Strategy and Plan, determine if Conservation Alliance and Outdoor Alliance align to our needs.

Local Community and Business Support – Develop a strategy and potential targets

- Get consensus on funding source strategy
- Develop plan to recognize “gateway communities” on the website
- Develop marketing materials - wall maps, folding maps, window stickers
- Identify target communities
- Identify target businesses
- Get commitment from OTA members to make contacts

Corporate and Private Companies

- Continue research to identify potential sourcing candidates reach out to the candidate list.
- If possible, make appropriate Linked in Connections with Community engagement leaders.
 - Craft communication to make personal introduction and make connections to OTA Linked In site
 - For these contacts ensure they receive information about OTA activities
 - Depending upon the response provide partnership opportunity information
- Target 5 to 10 companies per month for initial contact through, including Linked In