



**Ozark Trail Association  
Q4 Board Meeting  
Zoom Video Conference  
Saturday, November 20, 2021**

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A meeting of the directors of the corporation was held on Saturday, November 20, 2021, at 9:00 A.M., via the Zoom Conferencing Service, for the purpose of 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. James Schneider  
Mr. Roger Allison  
Mr. Tim Seener**

**Mr. Mark Goforth  
Mr. Jeff Goetter  
Mr. Garrett Doak  
Mr. Stephen Thompson**

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:

**Ms. Liatris Studer  
Mr. David Epps  
Mr. John Nies**

**Mr. Terry Hawn  
Ms. Abi Jackson**

The secretary announced that the minutes of the Annual Board meeting held on August 8, 2021, were provided for 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.

Ms. Liatris Studer commented on the USFS survey she filled out where she pointed out the issue between trails and timber sales on it

The next item of business was the **President** report from Ms. Kathie Brennan. The National Recreation Trail status update is still underway with additional information being gather, one of the items being worked is to get letters from roughly 25 private landowners stating they will allow access to the trail. There is also an effort to require a trail corridor protection plan be implemented. Ms. Brennan announced she will be joining the Board of the Conservation Federation of Missouri. The corporation has also been approached to see if we could sponsor another training class. There is also discussion with DNR about having the OT brochures updated and printed at no cost to us with 100K being printed and provided to the OTA for distribution as necessary.

The next item of business was the **Vice President** report from Mr. Goforth. Mr. Goforth complimented the quality of the recent Trail Skills conference and the management of the Great American Outdoor Act (GAOA) work.

The next item of business was the **Treasurer's** report by Mr. Roger Allison and may be viewed in **Attachment 1**. Mr. Allison is currently reviewing all past financials with the goal of providing better financial reports.

The next item of business was the **Chief Operations Officer** report by Ms. Abi Jackson and may be viewed in **Attachment 2**.

The next item of business was a summary of the **Executive Committee** meeting held on Thursday, November 18<sup>th</sup>. Ms. Brennan reported there was discussion about the committee structures and possible proposals to combined and to interview potential committee members. Also, presented the COVID vaccination form from the USFS, we must provide a form to anyone going attending an event on Federal property, no other action is needed by us with the form.

The next item of business was on the makeup of the **Recruiting and Nominating (RN)** committee's makeup. After discussion additional reviews need to be completed and the process documented that has been followed. The President has appointed Mr. Tim Seener, Mr. Stephen Thompson, Ms. Donna Kridelbaugh, Mr. Terry Hawn, Ms. Jen Potts, and Ms. Kitty Dooling to the 2021 committee and they will report their recommendations prior to the 2022 Annual Meeting.

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

The **Communications Committee** was presented by Mr. Garrett Doak with an update on the website and may be viewed in **Attachment 3**.

The **Construction & Maintenance Committee** was reported by Mr. Terry Hawn and may be viewed in **attachment 4**. Also, Mr. John Nies presented the programs 2022 goals and budget, and it may be viewed in the Attachment. In addition, Mr. Hawn reported the USFS will be adding 4 employees for GAOA work. Mr. Hawn also suggested some of the 2022 Fall scheduled fundraising events be moved back to the spring as it is getting harder on the volunteers,

The **Education and Outreach Committee** was not submitted; however, Mr. Hawn reported he did an Info table at and event in Salem, Mo.

The **Finance Committee** was reported on by multiple persons and reports may be viewed in **attachment 5**. Mr. Garrett Doak provided a membership update and Mr. Allison provided an Endowment Update and there was discussion on how to account for matching funds related to endowments. A policy will be written to state if a donation is more than \$1000 then the contributor will be asked to complete the endowment letter, for donations less than \$1000 those will be tracked by OTA staff.

The **Planning and Development Committee** report was not submitted; however, Mr. Schneider provide a report on the Trail Segment Planning for the Border section, and it may be viewed in **Attachment 6**.

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

Mr. Jim Schneider presented a funding strategy related to trail communities and is ready to start working on it and it may be viewed in **Attachment 7**. Mr. Schneider also introduced the Outdoor Foundation – Thrive Outside Initiative and he has made contact with them about possible opportunities. Website is: [Thrive Outside - Outdoor Industry Association](#)

Mr. Garrett Doak reported on the Succession planning meeting that took place and the notes may be viewed in **Attachment 8**.

After discussion January 22, 2022, was selected as the date for Annual Board of Directors meeting and the following dates for the quarterly meetings.

Q2 will be on Saturday, April 16, 2022

Q3 will be on Saturday, August 6, 2022

Q4 will be on Saturday, November 12, 2022

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 – Treasurer’s Report**



## Report to the Board of Directors

Treasurer’s Report  
Prepared By: Roger Allision

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Current Assets

Account	June 30, 2021	September 30, 2021
US Bank Checking, Unrestricted	\$171,265.13	\$131,157.58
Edward Jones Endowment Investment, Donor Restricted principal, Board Restricted earnings	\$0.00	25,013.83
Total	\$171,265.13	156,171.31

In the third quarter we made the initial deposit of \$25,000 for the OTA Endowment fund on Aug 4. August was a good month and September was a bad month for our account. The checking account reflect increased expenditures for AmeriCorps crews and events, in other words we are executing our programs.

I am still committed to upping our game on financial reporting. However, there are some errors in our QuickBooks data that need to be corrected before we expend funds for an independent auditor. I am working with Abi to document the errors so we can make defendable adjustment to our records. We need to do a better job of coordinating with our outside accounting firm on the Balance Sheet accounts. The goal is for our internally generated balance sheet to match our Form 990 balance sheet data. Here is what I think is good example of the standard we should emulate on reporting:

<https://mountainstoseatrail.org/wp-content/uploads/2021/07/2020-Tax-Exemption-Form.pdf>

<https://mountainstoseatrail.org/wp-content/uploads/2021/07/2020-Financial-Audit.pdf>

<https://mountainstoseatrail.org/wp-content/uploads/2021/10/MST-2020-Annual-Report-web.pdf>

Please take some time to look at these documents, how they mesh.



## Report to the Board of Directors

Chief Operating Officer Report  
Prepared By: Abi Jackson

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### 1. MAINTENANCE

- *USFS Collaboration*  
Great American Outdoors Act (GAOA) Agreement (deferred maintenance):  
Assisted with trail work installing water bars along a portion of the Courtois section and assisted with installing UTV signage near Hazel Creek. Met with key partners, prepared and submitted multiple monthly invoices, and submitted quarterly financial and progress reports. Prepared paperwork for new employees, assisted with on-boarding, and created fillable pdf timesheets.
- *Adopt-A-Trail*  
Met with John Nies, Adopt-a-Trail coordinator, to coordinate transition of the position.
- *Trail Skills College*  
Met regularly with USFS and Backcountry Horsemen of MO (BCHMO) representatives to plan for the 2021 Trail Skills College. Sent registration information to participants, created schedules for each attendee and printed schedules and rosters. Coordinated sawyer, first aid and UTV certifications. Prepared registration documentation and waivers then organized and implemented check-in process on site. Designed and ordered Trail Skills College completion patches and sawyer patches for attendees. Collaborated with Backcountry Horsemen of MO to arrange for purchase and reimbursement of event food.

### 2. DEVELOPMENT

- *2017 RTP*  
Continued work on RTP reimbursement, budget and submitted quarterly report.
- *OT/OHT Connection*  
Further updated informational brochure. Sent planning documents to Terry Hawn.

### 3. PROMOTION

- *Website*  
Made updates as needed.
- *Social Media*  
Created monthly membership promotional graphics and welcome graphics highlighting new and renewing members for social media and made posts regularly.
- *3 Legged Monster*  
Attended multiple planning meetings with event committee, submitted signed USFS permit agreement, emailed volunteers, arranged for medic on site and purchased event insurance. Promoted the event on social media and within the Facebook group, and arranged cross-promotion with Mark Grumke, Miner Tough Weekend RD. Ordered race bibs and event swag, created sponsor poster, created sponsor backdrop, and printed waivers and maps. Created check-in and finish time sheets and posted final race times.
- *Devil's Toll Race*  
Completed and submitted MO Department of Conservation permit application, submitted insurance certificate and reserved group camping sites.
- *Newsletter*  
Worked with Kathie Brennan, President, to design and send e-newsletter.
- *Newspaper*  
Sent the Independent-Journal, Potosi, information on fall promotional and fundraising events for publication in their weekly newspaper.
- *One-Eyed Dog MTB Race*  
Assisted in finalizing USFS permit.

#### 4. FUNDRAISING

- *2021 OT Challenge Hike & Float*  
Continued collaboration with Garrett Doak, director, on organizing the 2021 event. Submitted Department of Natural Resources permit application. Continuously updated and shared sponsor graphic, designed sponsor sign, prepared and sent graphics to printer for merchandise and banners, and sent sponsor thank yous. Added Michael Walker's keychains in webstore to assist with fundraising.
- *Membership*  
Mailed new member kits, manually entered check payments, mailed life member certificates and sent donation acknowledgements.
- *Merchandise*  
Processed and shipped all merchandise orders.
- *Grants*
  - REI Grant: Met with Richard Washburn and Susie Stevenson to discuss expectations of grant partnership.
  - L-A-D Foundation: Submitted 2020 grant report. Submitted a full grant proposal for a grant in the amount of \$3,500.
  - Bass Pro: Submitted quarterly grant report.

#### 5. ADMINISTRATIVE

- *Accounting*
  - *Bookkeeping*: Entered third 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.
  - *Reporting*: Assisted treasurer to provide financial reports for board meeting.
- *Corporate Registration*  
Completed annual renewal with the Missouri Secretary of State.
- *Miscellaneous Additional Collaboration*
  - Communicated regularly with committee chairs and board officers.
  - Weekends and evenings: Attended the Q3 2021 Board Meeting, 3-Legged Monster Race, OT Hike & Float Challenge, Ozark Trail Skills College, multiple staff meetings, multiple Finance Committee meetings, and multiple 3-Legged Monster meetings.
  - Communicated regularly with Jon Breithaupt, USFS Wilderness and Trail Manager and Chris Woods, USFS Recreation Manager.
  - Submitted annual payroll and insurance audit.

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

## Attachment 3 – Communications Report



### Report to the Board of Directors

Website Improvement  
Prepared By: Garret Doak

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Since the last report in April, we have a few key accomplishments:

- Fixed NEON's donation function, now recurring donations work
- Replaced stock photos on Home page and Trail Directory page with OT pictures
- Fixed problem with uploading .gpx files
- Added Land Manager to work report emails For Abi's reporting

Rebooted effort after summer hiatus. Our current priorities are:

- Home page redesign focusing on clickable trail map
- Move donation functions to PayPal
- Generate work reports from user input forms
- Implementation of news ticker to point users to key trail updates
- Repair Google maps throughout website
- Improve look-and-feel of website
  - Remove out-of-date / low value sections
  - Improve visual accessibility
  - Replace any remaining stock photos with OT / OTA photos

**Attachment 4 – Communications Report**

**Adopt-A-Trail Program - 2022 Goals and Budget**



**Summary:** The Adopt-A-Trail program is evolving in response to a program analysis in 2020-2021. The program transitioned to a new coordinator in July 2021 and continues the focus of **refining basic program processes, increasing communications and promotion of the program,** and **further integrating within the OTA structure.** An active AAT program with engaged adopters will provide a solid and consistent level of maintenance across the Ozark Trail.

Current Stats
<ul style="list-style-type: none"> <li> <b>145</b> total AAT segments (added Upper Current section 2021)</li> <li> <b>19</b> new adopters in 2021</li> <li> <b>20</b> segments open for adoption, down from 50 early in the year</li> <li> <b>94</b> total unique adopters, co-adopters or groups</li> <li> <b>126</b> adopter reports in 2021, up from 90 in 2020</li> </ul>

GOAL 1	GOAL 2	GOAL 3
<b>Refine basic program processes</b>	<b>Increase communication and program promotion</b>	<b>Further integrate AAT program into OTA structure</b>
ACTION STEPS	ACTION STEPS	ACTION STEPS
<ul style="list-style-type: none"> <li>➤ Continue sending quarterly newsletters</li> <li>➤ Focused adopter emails for special events</li> <li>➤ Update active adopters and contact database</li> <li>➤ Develop annual adopter renewal processes</li> </ul>	<ul style="list-style-type: none"> <li>➤ Maintain a reporting system</li> <li>➤ Advertise new sawyer/adopter setup</li> <li>➤ Introduce adopter incentives</li> <li>➤ Informational booths at local events</li> <li>➤ Plan co adoptions and section coordinators</li> </ul>	<ul style="list-style-type: none"> <li>➤ Coordinate training opportunities</li> <li>➤ AAT presence at OTA events</li> <li>➤ Create schedule of AAT posts on OTA social media</li> <li>➤ Support OTA data collection</li> </ul>

### 2022 Requested Budget

Item/description/justification	Qty/Est. cost	Total
T-shirts (front pocket logo) for recognition/incentive	75 @ \$6/each	\$450
Tool kits (hand saw, lopper) for recognition/incentive	10 @ \$30/each	\$300
Promotional events (supplies/food)	1 @ \$100	\$100
AAT event setup equipment (canopy, table, display)	1 @ \$200	\$200
	<b>Total Requested</b>	<b>\$1050*</b>

\*\$650 already covered by the Carl Morrow Grant below. These funds will mostly finance adopter incentives starting in the 2022 year. Adopters who fulfill their adoption and reporting responsibilities per the adopter handbook will receive a t - shirt and be entered in a drawing to receive a trail tool.

\*\$400 from the OTA budget would provide an adopter promotional setup to be used at OTA events or local functions and cover recognition t-shirts from a growing trend of adopters and reporting. This supports four of our action steps: AAT presence at OTA events, informational booths at local events, maintain adopter reporting, and adopter incentives.

#### Carl Morrow Grant (July 1, 2021—June 30, 2022)

Trail Tools Incentive Items - \$300

AAT Recognition Items - \$225

Kick-off events - \$125 (food)

Total = \$650



# Report to the Board of Directors

## Construction and Maintenance Report Prepared By: Terry Hawn

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We have established the entire 2022 Calendar year maintenance and construction schedule. That was done in conjunction with the 5 yr. schedule and high-level C&M 5 yr. plan submitted back in August.

Which included 17 Maint events (6 of first 7 were canceled due to weather) we have 11 left through the End of May. We have another 10 Scheduled Maintenance Events for the fall between August and December 18<sup>th</sup>, as well as a robust list of Ozark Trail enhancement projects using new grant money expected from the USFS. These projects include:

We have a large-scale trail re-hab project that encompasses updating trail tread all along the 235 miles. GAOA Tread RE-Hab Projects

Completed to date:

- Courtois – Project #1 – C6 - Harmon Spring re-route completed Fall Mega
- Courtois – Project #2 C10 tread repair just north of 1<sup>st</sup> Pigeon Roost Road crossing – 300 ft
- MiddleFork Project #3 – MF7a – fix rutting on about 100 ft of trail south from Little Creek
- Greer Spring – 11 Pt Project #1 - north of campground on 1<sup>st</sup> switchback above the High Trail Split – 350 ft completed - 3/22/2021
- Sutton Bluff – Karkahgne Project #1 – North of Sutton Bluff Campground between Road exit and River Road crossing about ¾ north - 670 ft of trail rehabbed – 4/3/2021
- Fall Mega – Berryman Rehab above Harmon Springs and Re-Route opening
- August OT-OHT Build completed. Oct 1-3 OT-OHT canceled due to weather.
- Fall Winona 4 GAOA trail re hab projects completed on BTR, 2 on Eleven Point, trail head signs painted and cleaned.
- Karkahgne - 2 re-hab Projects completed with AmeriCorps crews Nov 1 – 400 ft on south Courtois, second road crossing off of Pigeon Roost Rd , Nov 2<sup>nd</sup> – Karkahgn3 – 800ft on hillside just north of Beefork creek crossing.
- Invoicing has been submitted for Sept and Oct 2021 GAOA project work.
- 2 Trail GAOA trail coordinators hired – Trey and Katie.
- Utilizing new MTN ebike for initial trail assessment. Will be utilizing this new tool to capture trail data for trail work and updating the 4<sup>th</sup> Edition of the OT Guidebook.

59 GAOA Trail Projects Identified - Scheduled or on the list as soon as USFS Nepas Completed – More are being added weekly

Nov 3 -4 AmeriCorps crew

- Karkahgne – hillside north of Sutton Bluff and Cty RD 849.
- Karkahgne – hillside north of CTY RD 828 and Stillwell Hollow.

Projects to be done.

- Middlefork – hillside south of Barten Fen – Cty Rd 79

- Wappapello – TH RD 172 W30-33 aprox .25 mile– reroute – awaiting Nepa
- Victory Section V8 - - reroute – awaiting Nepa
- MiddleFork Project #1 - MF2 – move tread away from eroding bank – 200 ft
- MiddleFork Project #2 – MF7C – put in switchbacks above Strother Creek – steep hill
- Karkaghne Project #2 K4- tread rehab West of Bee Fork on Big Nasty – apprx .5 miles
- Karkaghne Project #3 K5a – tread re-hab West of Big Nasty on Little Nasty – apprx .5 mile
- Blair Creek Project #1 BC3 – move trail out of drainage areas
- Blair Creek Project #2 BC5 – rehab hillside tread that is virtually gone – approx 300 ft
- Current River Project #1 CR3a – rehab trail tread on north side of Stegall Mtn .25 mile
- Current River Project #2 CR10 – Fix steep ascent via boulder drainage at highway 60 underpass
- Courtois – Project #3 – Between Hwy 8 /Lost Creek and Gobblers Knob Rd at mile marker 36-38
- Courtois – Project #4 – Mile 39.7 between FS RD 2591 and 2267 .75 mile of tread rehab
- Courtois - Project #5 – Berryman north end of loop just above Harmon Springs spur connection
- Courtois – Project #6 – Re-roue just west of 2<sup>nd</sup> crossing – move trail ot of drainage area and up on hillside – will require NEPA.
- Courtois – Project #7 – Repair trail between Hazel Creek to Snapps Branch then to FS RD 2698 – 3 miles
- Trace Creek – Project #1 – Tread repair between Pine Branch and Delbridge rd - .25 mile
- Trace Creek Project #2 - Spur to CBL -
- Trace Creek Project #3 - Peter Cave Hollow to gravel road -mile 23-24– hillside tread repair
- 11 Pt Project #2 EP3 – tread rehab directly behind Campground 200 ft up the bluff
- 11 Pt Project #3 EP10 – re-route east of Bochman Springs
- 11 Pt -Project #4 EP10 – move western TH to Bannister Rd (Cty Rd 430) and build about 1 mile of new trail
- Norfork Project #1 – re-route off of CTY RD AP
- Norfork Project #2 – NF4a – fix hillside tread erosion
- Taum Sauk – TS11 - reroute
- Council Bluff CBL2 – re-route above spillway to bypass erosion and rutting .2 mile
- Council Bluff CBL - move tread up the hill away from flooding cove for .25 miles

#### Non – GAOA Trail work

- Blair Creek re-routes out of creek bed and/or drainage
- 400 ft of damaged trail was re-routed in Peck Ranch n Mar 20.

We have sold all of the DR mower equipment ad garnered \$2,100 which we can apply to both general fund needs and maintenance on the rolling stock. WE have replaced both tires on the big tool triler as one was flat and the other was starting to rot. We will replace the 2 other box trailer tires over the next month or so.

We will be retiring and selling the OTA Green Truck. She has been a stallworth tool and has earned the right to a slower lifestyle. We will use the proceeds to start a fund reserve to purchase the next OTA truck or vehicle in 3-4 years.

Start the process of creating 4<sup>th</sup> Edition of the Ozark Trail Guide.

We will have 4 AmeriCorps crews starting with consecutive weeks Nov 1. @ week in Potosi and 1 week in Winona. Dec will have a crew working out of Johnson shut-ins State park doing work for both the State Park and OTA .

We started 2021 off with a 10-day AmeriCorps Crew working out of the Winona USFS facilities clearing, tress, lopping, leaf blowing, putting up trail assurance markers and performing trail assessment. We also started collecting data for the 4<sup>th</sup> Edition of the Trail Guide. We completed work on rough cutting the trailhead benches. We have enough benched cut to take care of the 4 southern sections of the OT and all of benches for the Northern sections of the trail, we have begun installation of the trailhead benches during the Winona maintenance weekend in March 2021.

#### Trail Head Enhancement Project

- New Trailhead benches
  - deployed 2 benches on the Courtois – Onondaga & Hwy 8
  - deployed 8 - benches on Southern Sections – Echo Bluff, Round Springs, Peck Ranch, Current River AIT TH, BTR Hwy 60 TH, BTR – Sinking Creek TH, 11 Pt 3152 TH, McCormack Lake TH
- We also plan to add or updating the Kiosks at each trailhead as well as improving signage at all trailheads and secondary trail access points. We have funding in the forms of an individual donor and LADD grant to do these enhancements.

#### Connecting the OT-OHT – Build down South

We had 2 builds originally scheduled for the first half of 2021. The first Build in Feb was canceled due to weather. We had to move the second build to May 1-2 and added a second build on May 22-23.

We have 2 builds scheduled for the Fall - Aug 27-29 and Nov 12-14. We may swap one of the Dec Maintenance events for a 3<sup>rd</sup> Build in Udall.

- We would like to try and have a golden shovel event sometime in 2022-- most likely in the fall.
- As part of the OT-OHT Connection outreach, Kathie Brennan, Terry Hawn and James Hodges presented in a MDC hosted Webinar which had 103 participants ad garnered coverage by the Joplin Globe Outdoor Reporter Andy Ostmeyer
- We will be putting in place an outreach program of some kind to solicit donations to support the Build down south .. we will need the help of the Outreach and financial teams.

#### Remaining 2021 Schedule of Events

Nov 5-6	OT 100 Endurance Race
<b>Nov 12-14</b>	<b>OT-OHT Build in Udall</b>
Nov 27-28	3-Fs Maintenance Day
Dec 4	Winter in the Woods

## Attachment 5 – Finance Report

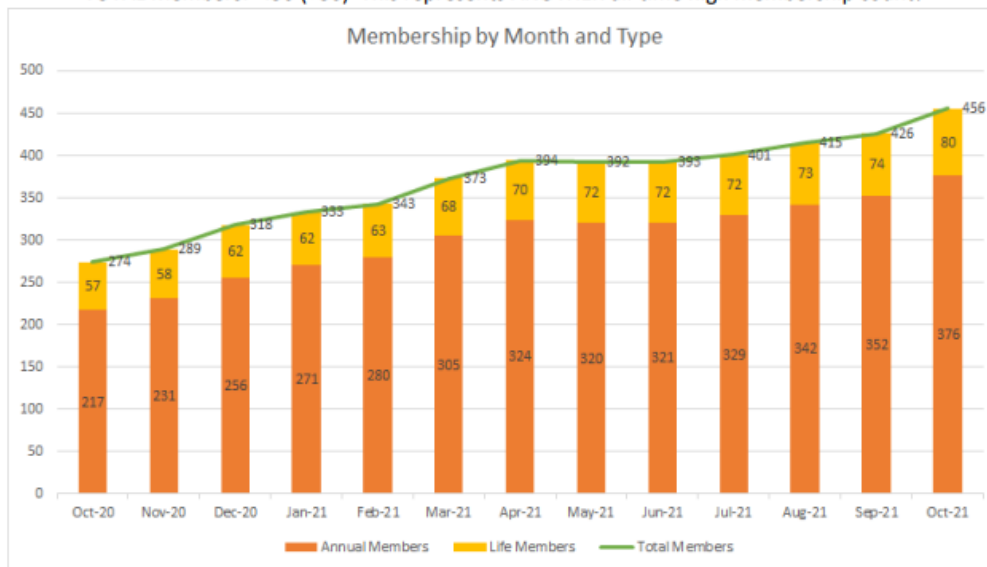


# Report to the Board of Directors

Membership Coordinator Report  
Prepared By: Garrett Doak

### October 31 Membership Counts

- Annual Members: 376 (+24!)
- Lifetime Members: 80 (+6) NOTE: The count now includes an additional five Lifetime members that had been overlooked in historical records.
- TOTAL Members: 456 (+30) This represents ANOTHER all-time high membership count!



### October Membership Activity

- New Members: 30
- Renewing Members: 34
- Expired (Lost) Members: 7 (☹)

### November Membership Activity

- Already renewed: 2
- Need to Renew: 30 (!)
  - Of the 30, 9 are auto-renew
  - Of the 30, 14 are first-year members

### October Coordinator Activity

- Sent reminder and 'please come back' emails to September and October expired members.
- Followed up on two members whose auto-renewal failed.

- Updated Constant Contact with new activity. Added 216 new contacts. We currently have 3,830 email addresses in Constant Contact.

# Attachment 6 – Planning and Development Report

## Trail Segment Planning Status - Dam to NorthFork

Phase	Segment #	State	Segment	Length	Trail Segment Brand	Organization Lead	Construction Status	Funding Status	Target Start	Target Finish	Comments
1	1	Arkansas	Matney to Dam	8	OHT	OHT	Not Started	Not Funded		2023	
NA	2	Arkansas	Dam to CR1028		OHT/OKT						Completed
1	3a	Arkansas	CR1028 to Panther Creek	10	OHT/OKT	OKTE	Not Started	To be funded by OKTE		TBD	OKTE to request around \$250K
1	3b	Arkansas	Panther creek to Robinson Point	8	OHT/OKT	OKTE	Underway in Northern	Partially funded by OKTE		Completed	Completed Focus on Northern 8 mile segment, then focus on remaining 10 miles (section 3a) or pivot and begin construction on Missouri trail ( section 5 )
NA	4	Arkansas	Robinson Point to Red Bank		OHT/OKT						Completed
1	5	Arkansas	Red Bank to Border	7	OHT/OKT	OKTE	Not Started	Funded by OKTE	4Q 2021	Dec 2022	ok to proceed from COE from local administration. meeting next week
1	6	Missouri	Border to Udall	8	OT/OKT	OKTE	Not Started	To be funded by OKTE		2023	OT Looking to obtain grant funding. OKTE to request. around \$250K
1	7	Missouri	Udall to Tecumseh	7	OT/OKT	OKTE	Underway	To be funded by OKTE	Underway - Udall area	TBD	0.5 miles completed - additional build events scheduled by OTA. OT looking to obtain grant funding.
1	8	Missouri	Tecumseh to Dawt	3	OT/OKT	OKTE	Not Started	To be funded by OKTE			
2	9	Missouri	Dawt to North Fork Trail Head	16	OT	OTA	Not Started	Not Funded			Interim Road Route to be mapped ?
NA	10	Missouri	North Fork Section		OT						Completed
3	11	Missouri	North Fork to Eleven Point	37	OT	OTA	Not Started	Not Funded			Interim Road Route to be mapped ?

Stakeholder	Contacts	Role / Impact on TOT	Objective of Engagement	Methods	Frequency	Status / Notes
<b>Government</b>						
<b>Federal</b>						
Corp of Engineers						
National Park Service						
<b>State - Arkansas</b>						
<b>State - Missouri</b>						
Dept of Natural Resources						
<b>County</b>						
Arkansas						
Missouri						
<b>Local / Cities</b>						
<b>Business Community:</b>						
Chamber of Commerce / Business Development						
Local Businesses:						
Hotels						
Bars/ Restaurants						
Retail						
Other						
<b>General Public / Trail Users</b>						
Geographic Areas:						

## Attachment 7 – OTA Funding Strategy



# Report to the Board of Directors

OTA Funding Strategy  
Prepared By: James Schneider

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### Recommendation # 3 – Build and Expand Funding Sources

**Funding Source:** Small businesses near the Ozark Trail that would benefit from patronage of trail users, including hotels, resorts, retail stores, restaurants, breweries, etc. This would also potentially include local chamber of commerce organizations as well.

#### Local Community and Business Support - Develop a strategy and potential targets

- Get consensus on funding source strategy - DONE
- Enhance website to Recognize “Ozark Trail Communities”:
  - Create map to identify and tag communities
  - Create a page to display the Ozark Communities – get this up and running pro-actively
- Develop marketing materials - wall maps, folding maps, window stickers to give to communities and businesses
- Determine merchandise to provide to businesses to sell, and give away as part of membership donation ( hat, mug, etc..)
- Identify target communities and build descriptions and links to the communities’ CoC or other appropriate website
- Determine funding commitment level(s) for a business members – suggest \$100 to \$200/year.
- For the Annual business membership we provide a link their website or provide a short description with address, etc..
- Consider a business supporter level with \$0 support.
- Identify target businesses within each community
- Identify businesses that may outside of communities that may still want to participate
- Get commitment from OTA members to make contacts directly and send emails / regular mail invitations
- Select one or two pilot communities to test and demonstrate viability, identify improvements and then expand.

Background: The genesis of this idea comes from my research on other large trail organizations, specifically the Ice Age Trail, Pacific Coast Trail and the Continental Divide Trail.

These organizations have built relationships with communities and businesses near their trails which enable the communities and businesses to advertise on their websites, including links to appropriate websites.

In addition they receive membership funds from each of these businesses for our support. In turn, the trail organizations provide advertising material and discounted goods to sell in their store.

Here are the links to these websites:

<https://continentaldividetrail.org/cdt-gateway-communities/>

<https://continentaldividetrail.org/business-membership/>

<https://www.iceagetrail.org/our-trail-communities/>

<https://www.pcta.org/donate/#corporate-partnerships>

We can discuss how robust our website needs to be, but I think if we design something similar it will be a great source of additional publicity, funding and local volunteers.

Note – It has been identified that some of these communities already have the OT mentioned in their websites.

Potential community candidates could include:

Steeleville

Potosi

Ironton

Ellington

Winona

VanBuren mentioned in Trip Advisor

Eminence

West Plains

Alton – OT listed in website



## **Report to the Board of Directors**

Succession Planning Call  
Prepared By: Garrett Doak

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A meeting was held on Monday, November 8, 2021 and was attended by Garrett Doak, Jeff Goetter, Abi Jackson, Jim Schneider, and Roger Allison

Team broadly decided the scope of work included two areas:

- Assist in finding a replacement for Kathie in her role as President of the Board
- Steps for long-term organization development

### **Kathie Replacement**

- Consensus: We need our executives to focus on executive responsibilities.
- Before Kathie, the President didn't necessarily get so heavily involved in trail event planning and execution; need to separate out those two roles to focus on the executive role to be filled.
- Need to get Kathie to define what she sees as her job description as President:
  - Responsibilities
  - Skills
  - General knowledge
  - Other
- Need to look at other sources of role definition such as the Volunteer Handbook.
- Consider having the Recruiting and Nominating Committee nominate Kathie's replacement to be Vice President, so that the VP can shadow Kathie in order to learn the role / prevent gaps in coverage. Timing might not work out due to January elections.

**ACTION ITEM: Garrett to reach out to Kathie to ask her to document her view of her job description**

### **Organization Development**

- We need to develop a broader, deeper bench of experience from which to choose our replacement Directors, Officers and Committee members.
- OTA can have up to 20 Directors, we currently have 9, with Kathie having served 11 consecutive years and Mark Goforth and Mark Seesing 5 consecutive years on the Board. All other Board members have currently served three or fewer consecutive years (Roger and Jeff served previously but have had a break in service). The terms of Kathie and Mark G expire this January.
- Some discussion regarding role of the Recruiting and Nominating (RN) Committee and each Operations Committee regarding adding members to the Operations Committees. RN Committee has not of late been managing Committee membership. Article VI, Section A,

Paragraph 2 can be interpreted as suggesting that the RN Committee should be doing this, but the Bylaws do not specifically spell that out as an RN Committee responsibility.

- How much control of Committee membership does the Board need/want? Abi suggested that the Board should approve Committee members in the January meeting and as volunteers arise during the year, we engage them in a stand-by role somewhere in the organization (on a committee, attending the monthly staff call, things like that). More discussion needed.
- Abi suggested that perhaps we should reduce the number of Committees to minimize duplication of effort and overlap of mission and of members. Specifically, merge Construction and Maintenance with Planning and Trail Development, and Education and Outreach with Communications. No consensus in initial call, more discussion required.
- Jim suggested that we need to develop a marketing plan to advertise positions/openings to develop our candidate pool. A general concern was raised that having open 'cattle calls' in a volunteer organization can attract individuals that turn out to be a detriment to the organization. Vetting process is needed, probably through the Volunteer Coordinator. This position is currently open, but Garrett has somewhat served in that capacity over the past year or so.
- Garrett screen shared an Excel sheet with some thoughts regarding possible process steps for developing a deeper bench. These are attached to these minutes, but we did not complete a review of the document. This might serve as a starting point to structure our thoughts regarding process development.
- Consensus: Mark Seesing is not currently filling the responsibilities of the Planning and Trail Development Committee chair and can be removed either by the P&TD Committee or the Executive Committee. Or, we could just ask Mark to resign.

**ACTION ITEM: All, please review the attached Excel document from Garrett regarding bench development / succession planning.**

Submitted by Garrett Doak