



**Ozark Trail Association
3rd Quarter Board Meeting
Meramec State Park, Sullivan, Missouri
Saturday, August 17, 2019**

An annual meeting of the directors of the corporation was held on Saturday, August 17, 2019, at 12:30 P.M., at Meramec State Park, Sullivan, state of Missouri, 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. Jeff Howell
Mr. Mark Goforth	Mr. James Huffman
Mr. Dave Tobey	Mr. Greg Grimes
Mr. Mike Tobin	Mr. Ken Kurtz
Mr. Stephan 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:

Mr. Jeff Goetter	Mr. Terry Hawn
Mr. Ron Koskovich	Ms. Abi Jackson
Mr. Matt Atnip	Mr. Roger Allison

The secretary announced that the minutes of the Quarterly Board meeting held on April 20, 2019 were read 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. Matt Atnip passed on his appreciation of the discussion on the Round Spring Section at the Ozark Trail Council meeting.

The next item of business was the **President** report from Ms. Kathie Brennan. Ms. Brennan has been attending multiple Collaboration meetings with the USFS Mark Twain Forest and the OT is high on their lists. The USFS is also rewriting the timber policy which should prevent the issues that resulted in the Midco Hollow area. Also, there have been continuing discussions on the Native Americans impact with the Forest (and the Trail)

The next item of business was the **Vice President** report from Mr. Mark Goforth. After many false starts Sawyer training was completed this last quarter for 20 people, research is

still being done on getting a trainer certified. The OTA office will be inspected by USFS soon. Wood signage is available to go out, our idea of parking in the backyard may be preempted by the USFS and there are a couple of Boy Scout eagle projects in work.

The next item of business was the **Treasurer's** report by Ms. Kathie Brennan. Mr. Jason Haney had to relocate due to his employment resulting in his stepping down from the Board and the Treasurers position. The Profit & Loss statement was distributed and discussed. See Attachment 1 for the Financial information.

The next item of business was the **Chief Operations Officer** report by Ms. Abi Jackson, which summarizes Ms. Jackson's activities since the last meeting. See Attachment 2 for the full report.

The next item of business was reports from the Standing Committees

The **Communications Committee** was reported on by Mr. Mike Tobin reported. The Constant Contact newsletter is being revived and content providers are being sought. It was discussed of the need to watch how many posts are being done the same day on Social Media and a suggestion was made to set a calendar schedule on who will be the poster and on what days. There was also discussion to ask people to chare out events and make comments on the posts.

Ms. Abi Jackson and Mr. Ken Kurtz discussed the status to the web site rework. Mr. Kurtz reported the membership section is the only data remaining on NEON, all other parts have been moved to website.

The **Construction & Maintenance Committee** was reported on by Mr. Terry Hawn. See Attachment 3 for the full report.

Mr. Dave Tobey feels there is a need to revisit the corporations Safety Procedures, not only the internal side, but also the public side. A suggestion was to take the paddler message and create one for the hiking side.

The **Planning and Development Committee** report from Mr. Matt Atnip. Discussion on how much involvement the Corporation will have with the David's Trail group who is building trail in the COE land area at the MO/AK border, concerned was brought up about money commitments after what happened with the Round Spring trail taking so long and loosing people's involvement. The board gave authorization to the planning group to move forward with developing plans with the group and to present at the next meeting. See Attachment 4 for the minutes from the July 20th meeting.

The **Education and Outreach Committee** was reported on by multiple individuals and was a recap of events that had taken place and future ones.

Ms. Kathie Brennan reported the Corporation was receiving the Ozark National Scenic Riverways, Volunteer Group Award from the National Parks Service. The award will be presented at a special function at Alley Spring on August 27th.

The **Fundraising Committee** was reported on by multiple persons. See Attachment 5 for details.

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

Mr. Ken Kurtz asked the Corporation to document were we planning on going and ways we can improve. After discussion this was felt to be a good main topic for the future strategic planning session.

Mr. Kurtz also asked about the status of the Bylaws review that was discussed at the last meeting. At this time, it was felt that subject had been closed at the last meeting.

General discussion was held to stimulate though on the areas of the trail that need to be worked on next with the looming completion of the Round Spring Section.

After discussion November 16, 2019 was selected as the date for 4th Quarter Board of Directors meeting. In addition, the proposed meeting dates for 2020 were set for January 18, April 25, July 18, and October 10.

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 Mr. Jason Haney hereby resigns from the board as a Director of the Corporation, and subsequently the position of Treasurer; such resignation was effective as of June 24, 2019.

RESOLVED, that Ozark Trail Association, has authorized Kathleen Brennan to remove Jason Haney as Treasurer of the Corporations as a current officer as signatories on said accounts.

RESOLVED, that the Secretary be, and hereby is, authorized and directed to certify to the said institution the foregoing resolution and that the provisions thereof are in conformity with the Charter and Bylaws of the corporation as of August 17, 2019.

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 twelve (12) to eleven (11).

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
<http://www.ozarktrail.com>

Attachment 1 – Profit & Loss Statement

5:08 PM

08/15/19

Accrual Basis

Ozark Trail Association Profit & Loss

April through June 2019

	Apr 19	May 19	Jun 19	TOTAL
Ordinary Income/Expense				
Income				
40000 · Donations				
40100 · Individual Contributions	180.00	292.00	350.00	822.00
40200 · Entity Contributions	235.70	680.57	35.70	951.97
Total 40000 · Donations	415.70	972.57	385.70	1,773.97
42000 · Grants				
42100 · Business Grants	1,000.00	0.00	0.00	1,000.00
Total 42000 · Grants	1,000.00	0.00	0.00	1,000.00
45000 · Recreational Trails Program				
45300 · RTP Reimbursements	0.00	0.00	5,380.21	5,380.21
Total 45000 · Recreational Trails Program	0.00	0.00	5,380.21	5,380.21
52000 · Membership Revenue				
52100 · Memberships	1,172.11	591.60	829.78	2,593.49
Total 52000 · Membership Revenue	1,172.11	591.60	829.78	2,593.49
54000 · Merchandise and Misc. Sales				
54300 · Inventory Sales		0.00		
54340 · Map Sales	2,442.40		573.47	3,015.87
54350 · Merchandise Sales	242.64	390.28	277.40	910.32
Total 54300 · Inventory Sales	2,685.04	390.28	850.87	3,926.19
Total 54000 · Merchandise and Misc. Sales	2,685.04	390.28	850.87	3,926.19
58000 · Special Events Income				
58001 · Mega Cash In	649.00	300.00	0.00	949.00
58030 · Challenge Hike Cash In	9,026.13	1,958.75	8,221.74	19,206.62
58035 · Devil's Toll Race Cash In	3,400.00	2,799.00	1,340.00	7,539.00
58050 · At-Pint Night Cash In	1,903.00	0.00	0.00	1,903.00
Total 58000 · Special Events Income	14,978.13	5,057.75	9,561.74	29,597.62
Total Income	20,250.98	7,012.20	17,006.30	44,271.48
Gross Profit	20,250.98	7,012.20	17,006.30	44,271.48
Expense				
72000 · Salary and Wage Expenses				
72200 · Staff Wages	2,954.76	2,921.72	2,921.72	8,798.22
72400 · Trail Builder Wages	0.00	0.00	3,800.00	3,800.00
72500 · Payroll Expenses	229.54	227.02	227.00	683.56
Total 72000 · Salary and Wage Expenses	3,184.32	3,148.74	6,948.72	13,281.78
74000 · Promotion and Awards				
74200 · Awards and Gifts	32.00	0.00	0.00	32.00
Total 74000 · Promotion and Awards	32.00	0.00	0.00	32.00
75000 · Contract Services				
75200 · Accounting Fees	225.00	225.00	225.00	675.00
75400 · Other Professional Fees	0.00	9.50	0.00	9.50
Total 75000 · Contract Services	225.00	234.50	225.00	684.50
81000 · Nonpersonnel Expenses				
81100 · Office Supplies	45.72	60.72	0.00	136.44
81300 · Computer and IT				
81390 · IT Subscriptions	100.00	594.99	0.00	694.99
Total 81300 · Computer and IT	100.00	594.99	0.00	694.99
81400 · Postage & Shipping	132.88	48.72	15.57	197.17
81800 · Dues and Subscriptions				
81820 · IT Subscriptions	45.00	0.00	45.00	90.00
Total 81800 · Dues and Subscriptions	45.00	0.00	45.00	90.00
Total 81000 · Nonpersonnel Expenses	323.60	734.43	60.57	1,118.60
82000 · Facilities Expenses				
82200 · Utilities	173.79	142.75	159.11	475.65
82300 · Telecommunications	93.61	205.96	9.00	299.57
82600 · Facilities Maintenance	0.00	0.00	122.95	122.95
Total 82000 · Facilities Expenses	267.40	348.71	282.06	898.17
85000 · Other Expenses				
85100 · Advertising Expenses	30.50	327.50	0.00	358.00
85200 · Dues and Subscriptions	0.00	10.00	0.00	10.00
85500 · Insurance	0.00	-50.00	1,701.71	1,651.71
Total 85000 · Other Expenses	30.50	287.50	1,701.71	2,019.71
87000 · Special Events Expenses				
87001 · Mega Cash Out	590.73	218.04	0.00	808.77
87020 · Work Outings Cash Out	81.74	0.00	263.16	344.90

5:08 PM

08/15/19

Accrual Basis

**Ozark Trail Association
Profit & Loss
April through June 2019**

	Apr 19	May 19	Jun 19	TOTAL
87025 - Workshops/Training Cash Out	54.67	0.00	0.00	54.67
87030 - Challenge Hike Cash Out	141.83	2,796.03	0.00	2,937.86
87035 - Devil's Toll Race Cash Out	0.00	2,174.30	697.07	2,871.37
Total 87000 - Special Events Expenses	866.97	5,166.37	960.23	7,017.57
88000 - Tools and Equipment				
88100 - Fuel	0.00	0.00	627.40	627.40
88200 - Maintenance	6.51	0.00	55.61	62.12
88800 - Kitchen Supplies	0.00	0.00	29.84	29.84
Total 88000 - Tools and Equipment	6.51	0.00	712.85	719.36
Total Expense	4,938.30	9,942.25	10,891.14	25,771.69
Net Ordinary Income	15,312.68	-2,930.05	6,117.16	18,499.79
Net Income	15,312.68	-2,930.05	6,117.16	18,499.79

Attachment 2 – COO Report

COO Report May 14, 2019 • Abi Jackson 2nd Quarter 2019

1. MAINTENANCE

- *Cost-Share*
Updated the System for Awards Management profile. Finalized work plans and financials for the 2019 work season. The OTA will receive \$13,800 in funding.
- *Facilities*
Began painting and supervised AmeriCorps in painting the exterior of the office. Had a follow-up meeting with USFS to further discuss the HVAC system.
- *Summer Maintenance*
Developed summer maintenance bid procedure and published in local newspapers. Directed and corresponded with AmeriCorps St. Louis and the Kridelbaughs to complete three weeks of trail maintenance. Coordinated hiring of two contractors to begin work in mid-September.
- *Sawyer Certification*
Coordinated with USFS for sawyer certification and re-certification. OTA had eight sawyers re-certified and nine new sawyers certified.
- *Construction & Maintenance Committee*
Participated in kick-off meeting to elect a chairman and review current and future projects.

2. DEVELOPMENT

- *2017 RTP*
Submitted quarterly reports and reimbursement request of \$5,380.21.
- *Mapping*
Began layout and design of the Round Spring map that will be the 13th map in our series. Coordinated funding for printing of Round Spring and Taum Sauk maps with USFS and the L-A-D Foundation.
- *Spring Mega Event*
Assisted with prep for Mega Event: electronic registration, crew leader packets, radios, crew lists, etc. Attended Mega on April 13, 2019, assisting with fundraising efforts in the evening.
- *Meramec River Route*
Worked with Mark Goforth, Vice President, to design a map showing ingress and egress points along the Meramec River as part of a vision for a possible future water trail.

3. PROMOTION

- *Devil's Toll Race*
Designed and ordered t-shirts, received MDC permit, corresponded with the Park Supervisor, designed and ordered flyers and brochures. Designed and submitted award artwork. Designed and ordered finisher awards, communicated with printer about t-shirts, ordered bibs, met with local newspaper editors to discuss news articles, sent invitation to Osage Nation,

copied waivers, communicated with JSI park superintendent, attended event, completed follow-up tasks, etc. Although the focus of this event is promotion, it brought in a net total of \$5,001.63.

- *Website & Social Media*
Collaborated with Jon Robinson to improve the website. A plan is in place to address site issues while restoring the site to its original design and will be executed upon approval from the executive committee. Made updates to website and to Facebook.
- *Education & Outreach Committee*
Participated in April meeting.

4. FUNDRAISING

- *Trail Stewardship Funding Program*
Submitted a grant request to the USFS to assist with a trail re-route through Midco Hollow.
- *2019 OT Challenge Hike*
Continued assistance and communication with Steve Liescheidt and participants. Updated sponsor graphics on social media and kept a detailed spreadsheet of sponsors, donations, and registrants, and processed credit card payments as needed. Processed expense reimbursements, sent thank yous to sponsors, etc. Attended the event on May 4, 2019. Did event follow-up work including data entry and updating graphics for 2020. Net total raised for this event was over \$22,500.
- *Ozarks One-Eyed Dog MTB Race*
Met with Matt Johnson, Race Director, and the USFS to make final edits to the permit application and submitted updated paperwork to the USFS. Designed sponsor form.
- *Membership*
Continued updating membership databases and mailed new member kits and gifts. Put together historical membership information. Met with Garret Doak, Membership Coordinator, to review current membership procedures and data and discussed ideas on how to increase memberships. Brainstormed ways to improve the current processes and also experimented the success rate of different forms of communication regarding membership renewals.
- *L-A-D Grant*
Submitted an LOI to assist with re-printing of section maps.
- *Finance & Fundraising Committee*
Met with Greg Grimes to discuss committee background and shared historical documents that can be used going forward. Participated in kick-off meeting to elect chair and get the committee off the ground.

5. ADMINISTRATIVE

- *Ozark Trail Council MOU*
Assisted the USFS with information to complete an addendum to the OTC MOU.
- *Accounting*
 - Bookkeeping: First and second quarter banking information has been entered into Quickbooks. All payables, receivables and deposits have been tracked and coded to the appropriate categories in the chart of accounts and there are organized electronic files of all documents.

- 990: Met with accountant to discuss filing of the 2018 990 due on May 15th. Submitted a copy of OTA Quickbooks file with all payables and receivables coded to the appropriate categories in the COA. Customized reports and submitted them to Barry McFarland on May 10, 2019.
- Met with Jason Haney, OTA Treasurer, to discuss current bookkeeping system and procedures.
- *Collaboration*
 - Attended the Q2 2019 Board Meeting and monthly staff meetings.
 - USFS, Cory Roegner, Forest Recreation Program Manager: Discussed Cost-Share and OTC MOU.
 - Barry McFarland, Accountant: Reviewed bookkeeping procedures and discussed 2018 990 documentation and reporting procedures.
 - USFS, Stan Carte, Wilderness and Trails Manager: Discussed replacement of HVAC system and funding possibility for trail work on USFS land. We communicate regularly to discuss ongoing trail projects and maintenance.
 - Jon Robinson, Website Developer: Multiple discussions about how to improve the website.
 - USFS, Chris Woods, Recreation and Watershed Management: Met to discuss changes needed for the MTB Race permit application.
 - Matt Johnson, Ozarks One-Eyed Dog Race Director: Collaborated on the MTB Race.

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

Attachment 3 – Construction & Maintenance Committee Activities for OTC and OTA meetings

Attendees on Last / First Conference Call

- Terry Hawn ** elected Chair (just said hi and I heard - all in favor --Aye and then the floor was mine!!!)
- Abi Jackson
- Mark Goforth
- Heather Findlay

Members not present hope to see you all next time -

- Kathie Brennan
- Tom Kornberger
- Stephen Thompson
- Mark Seesing

Next Conference Call Tuesday Sept 3. 7pm reminder will be sent, in the meantime if you have something you want addressed or passed to committee members for review feel free to let me know.

Completed Activities *****

- Sawyer Certification Series Completed -- Total Sawyers attended 12+4+7= 23
 - June 29 at Winona - 12 Sawyers
 - July 13 at Potosi OTA - 4 Sawyers
 - July 27 at Ava/Cabool Ranger Station- 7 Sawyers
 - As far as I know all Sawyers were certified as B- limbers and Bucking and Sawyer List has been updated.
- OTA HOUSE PAINT...Completed with assistance from AmeriCorps
- Road Signage - Status -- Ongoing
 - Courtois from Bass to Hazel Creek - 95% Complete
 - Middle Fork from Hwy 32 to Hwy J - Complete
 - Karkaghne from Hwy J to Hwy 72 - Complete
 - Trace Creek - Complete
 - Blair Creek from Hwy 72/P to Himont - 75% Complete
 - Current River -- schedule Sept 14th
 - Eleven Point -- TBD
 - Norfolk -- TBD
 - Victory -- TBD
 - Marble Creek -- TBD
 - Wappapello -- TBD
 - Tom Sauk -- TBD
- Round Springs - Current River Spur GPS coordinates on maps - ongoing
 - Laxton Spur -- Complete
 - Himont to Cty Rd 250C - 40% Complete

Maintenance Activities to be planned or ongoing

- OTA Fall Equipment Tuneup TBD
- Tom Sauk Re-route
 - Layout and flag
 - Schedule Trail Day

- Code-Away...Trail Tread Maintenance
 - Lower Narrows north to Huzzah brush clearing
- Barton Fen - Wolf Hollow Brush cutting
- Blair Creek Brush cutting
- Huzzah north towards Onondaga brush cutting
- Road Signage - ongoing
- Round Springs - Current River Spur GPS coordinates on maps - ongoing
- Multi-Day Trail Event for Seasoned OTA Volunteers

Let me know of ANYTHING ELSE-- like trail tread repair, trail re-routes, enhancements, special projects building list of items that need to be addressed on the trail -- for Sept conference call.

Fall Maintenance Calendar

- Aug 5th - Americorps 10 day crew..Midco Hollow --- CANCELLED
- Aug 14 - OTA Construction/Maint Update
 - Email...prior to Aug 17th OTC and OTA meetings
- Aug 17 -- OTC and OTA Board Meeting at Meramec State Park
- Aug 20 -Meramec Bridge Bike/Ped Crossing Mtg
 - SunSet Hills Community Center 3915 S Lindbergh
- Sept 3 - OTA Construction and Maint 7pm Conference Call
- Sept 3 - OT Mowing/Brush Eric, Erin, Dave
- Sept 7 - OT Maint Mowing/Brush..with Eric, Dave
- Sept 14 - OTA/OT SHAB CR Maint Event @ Round Spring
 - We have emailed adopters so they can participate in the Current River Maint Event.
- Sept14 - Fall Trail Celebration at CRSP -
- September 21 - OT Maintenance TBD
- September 25-26 - OT MTB Prep
- Sept 27 - One Eyed Dog Council Bluff Lake
- Oct 5 - MTB Race -Council Bluff Lake
- October 19 - Fall MEGA at Round Spring - Closing the Gap Celebration October
- Oct 26 - Whooping it Up in Winona - Lower sections
- Oct. 31/Nov 1 - Maintenance on OT/Prep
- November 2 - Volunteer for OT100 Run

Things to note

- Wal-Mart Distribution Center St. James wants to do corporate volunteer day. Kathie Brennan and Abi Jackson are contacts
- County Parks Contacts --might ask Glenn Meyer, he works with them regularly.
- My daughter used Volunteers@stlouisco.com email and a phone number 314 615 8826
 - Coordinator of Volunteer Services
 - 9801 Mackenzie Road
 - St. Louis, Mo. 63123
 - website is www.stlouisco.com/Parks-and-Recreation/Get-Involved/Volunteers

Regards

Terry Hawn, Chair

Attachment 4 - Planning and Development Committee

July 20, 2019

Joint Planning & Development Committee Meeting Notes

Present: Matt Atnip, James Hodges, Ronald Koskovich, Rosie Koskovich, Ronnie Koskovich

Meeting started at 11:15 a.m.

Introductions:

Matt Atnip – Former Executive Director of the Ozark Trail Association (OTA); member of Planning & Development Committee of the OTA

- Matt got lost hiking on the Ozark Trail at night in a thunderstorm. He checked the website to see where they got off trail and saw the build outings. Got sucked in by John Roth.

James Hodges – Ozark Highlands Trail Association (OHTA) Completion Representative; Eastern Area Liason for OHTA

- James first got into trails for fitness, became an activity that he enjoyed & shares with sons.

Ronald Koskovich – OTA & OHTA Member; over 130 outings for OTA

- Got involved backpacking with his son for Eagle Scouts, then hiking with Rosie.

Rosie Koskovich – OTA & OHTA Member; over 150 outings for OTA; Certified Crew Leader for OTA

- Got involved backpacking with Ron, then volunteering with the OTA

Ronnie Koskovich – OTA & OHTA Member, Secretary for meeting

- Got involved hiking out in the Pacific Northwest, then picked back up when moved back to Missouri with mom & dad on the OT.

Traded stories of best trail memories & where we were when we landed on the moon.

Status of Trail Around Norfolk:

Report presented by James Hodges.

Projected Route:

AR has all but 8 miles of potential trail on government land. There are about 350 potential miles of trail from west to east, with 186 connected miles so far. Dillard's Ferry is where contiguous trail ends. Built Sylamore Section – 32 miles. Matney Knob to Norfolk Dam future section. First gap - In wilderness, so working with national park service to try to get it built – some people have spoken out against it. 2nd gap – some privately held land. Family is worried about opening up land to public, 4 miles of river that people like to use to fish & hunt from. 13 miles of Lake Norfolk trail that needs redone. 20-mile gap is flagged for potential trail. David's Trail fills in 18 miles of OHT.

Last gap is 7 miles (Dam to Dawt), which is just north of Redbank. These 7 miles will finish David's Trail/OHT up to the Missouri border. (refer to OHTA brochure for more detail on gaps and visualization)

Potential 20 miles of trail laid out on MO side as well w/ Archeologists following to ensure no issues (all still in COE land). David's Trail would like this to be a continuation of their trail, with the assumption that it will be part of the OT as well.

Potential areas of concern:

- CR 571 (Possum Road) & O Hwy private land
- Bridge's Creek – high peak w/ ravine (just N of Udall)
- Normal lake levels easy to get through but if high trespassing on private land.
- Problem getting through ravine after bluff at Bryant creek
- Half mile past Dawt Mill people are claiming that it's private land – also where they found hellbenders (endangered)
- Problem areas will need extra volunteer help, won't be possible to use mechanical

US Army Corps of Engineers (COE) Cooperation:

COE will allow us up to Bryant's creek. Endangered species (Hellbender) found there that they will want to protect. Past this is private land. Working with new Corps leadership to meet their requirements.

COE did allow OHTA to flag/GPS possible routes through land, with archeologists following to complete necessary surveys.

Possible Funding Sources:

OHTA currently has \$70K RTP for David's Trail to be finished. For every \$100K they get 10 about miles of trail completed.

David's Trail is funded by a 501(c)(3) Friends of David Trail Fund. This org is putting money up front & will be reimbursed up 80% of costs up to \$200K to finish their trail through an RTP, held by David's Trail.

Currently there are 2 \$200,000 approved RTP grants in hand (\$100K x 2 from ARDOT, to be matched by \$40K, 2 x \$20K)

David's Trail is open to assisting with the MO portion of the trail that would complete the "Dam to Dawt" vision, as they are doing in Arkansas. Any teamwork with the OTA will be welcome.

Community Involvement

Arkansas:

- Gearhead – Jonesboro – want to sponsor map for connecting portion of trail. Whitney Elderidge – contact Director of Marketing
- AR Student hiking class – student chapter?
- Norfolk Adventure Supply – Jake (owner)

Missouri:

- Springfield – new volunteer base, think we can advertise.

- 37 North Expedition (they are also starting an AR division, beneficial in both states)
- Ozark Adventures –
- North Face program
- Dave Tobey?
- Mountain bike groups (MORC – Springfield based, Cape group, GORC)

Possible General:

- HS students needing service hours?
- Boy/girl scouts
- Americorps groups

Bases for MO/AR joint events:

- Udall off of O Hwy has nice campground right by river
- Tecumpseh – has campground but often floods; large open area that would be good for group outings though
- Dawt Mill – commercial campground
- Patrick & Blair Bridges campgrounds

Construction Techniques:

Mechanical:

- Used by David’s Trail, for hire dozing, 6 ft wide trail kept as it has displays and is meant for learning purposes.
- OTA has used small dozers in places as well, never that wide of trail

Volunteer hand:

- OTA uses primarily

OHTA Model:

- Last build that they did would be week long runs. Will need to look at what to do now

OTA model:

- Day events & weekend events primarily

Message to Our Boards:

3 – 5 Year Plan:

Arkansas: OHTA already has assessment for all COE land. By august AR should be done. Waiting to see if ARDOT has any issues to resolve, then submitting to MO SHPO. Cost has already been covered by David’s Trail & OHTA. Missouri SHPO should be completed by Fall as well. Trail construction will start as soon as they receive the approval on the SHPO.

Missouri: Winter - needs to start looking at land and mapping out exact layout, where volunteer vs. mechanical will be used.

Spring – Submit for RTP – OTA needs to submit

Fall of 2020 trail building could be started, dependent on other projects outstanding and RTP funding. If we could find local sponsorship for food, fuel for vehicle, etc, we could start building as soon as SHPO/COE authorizes us to proceed.

Assessments every end of year to determine where we are at and what needs to be done.

Building of 20 miles in MO estimated to take 3-4 years, employing mechanical, manual, and using full time crews like AmeriCorps.

Shared Responsibilities: Following up on community involvement, possible joint events to assist both organizations in completing their trail, sharing of tools?

TOT - Is it time to form a new oversight group?

Needs approval by both boards? Agreed upon name? Agreed upon sign? Let Boards vote on.

Separate fundraising?

Reporting to OTC / OHTA / OTA

Future Items:

- Planning & Development committee (OTA) needs to submit proposal to Board for approval.
- Who will provide tools?
 - o Springfield has offered to hold a tool cache and transport tools back and forth to work sites if Tool Trailer & truck can be provided.
 - o Check with COE to see if there is an office where we could park a trailer or cache tools.
- Do we need to set up separate Nonprofit to TOT?
- When to contact state reps & Core leadership about golden spike? – Land owners right at meeting point – need to get them on board
- When to get media on board?
- What to call David's Trail in MO? Section of the OT? They would like to retain that name.

Next meeting:

After OTA Board meeting in Aug, Matt will report back on how presentation to Board. Will decide then when to meet again.

Meeting adjourned at 4:45

Attachment 5 – Fundraising Committee



Ozark Trail Association
Board Meeting
Meremec State Park, Franklin County, Missouri
Saturday, August 17, 2019

Fundraising Committee Report

The Fundraising Committee Report, previously named the Development Committee Report, details the actions of the committee for Board review and comment.

Executive Summary:

The Fundraising Committee held a phone conference on July 15, 2019. Hannah Smith was elected as Chairperson of the Fundraising Committee by those in attendance. The detailed meeting notes are in Appendix A. The following priorities were established.

1. Establish a Corporate Sponsorship Program
2. Update and Improve Membership Program. Garret Doak will take the lead on this initiative.
3. Create Intrinsic Value for entities contributing to the Ozark Trail Association

Action Items:

1. Review and determine next steps for Corporate Brochure and Corporate Sponsorship List provided by Abi Jackson.
2. Review OTA Membership Analysis and Membership Action items provided by Garret, Appendix B and Appendix C respectively. Collect feedback and determine next steps.
3. Alecia Brehe will reach out to Outside Magazine about subscriptions for OTA members.
4. Establish reoccurring meetings for committee and determine expectations for the rest of 2019.

Thank you to all the attendees of the meeting and to Greg Grimes for taking notes.

Respectfully submitted,

Hannah Smith

Hannah Smith
Chairperson, Ozark Trail Association Fundraising Committee
<http://www.ozarktrail.com>

Appendix A



Fundraising Committee Meeting Notes July 15, 2019

Greg Grimes

Mon 15-Jul-19 20:12

To: SMITH, HANNAH J 2 [AG/1000] <hannah.smith1@bayer.com>

Cc: Abi Jackson <abi.jackson@ozarktrail.com>; alicia.brehe@gmail.com; gdoak@swbell.net; Jake Grossbauer <jakegrossbauer@gmail.com>; Mike Tobin <miketobin@truestrengths.net>; kathie.brennan@ozarktrail.com

Hi All,

Here are the notes from our call this evening:

Members Present: Abi, Alicia, Garrett, Greg, Jake

Notes:

- The committee nominated Hannah Smith as chairperson.
- The committee established the following priorities:
 - Corporate Sponsorship
 - Membership (Garrett is taking the lead on this.)
 - Create Intrinsic Value for Members
 - Alicia is reaching out to Backpacker Magazine about subscriptions for OTA members
- Corporate Sponsorship Ideas:
 - Sponsor-A-Section
 - Create Sustained Membership Program for OTA
- To Do List:
 - Create a FB poll for best OTA t-shirt logo/design
 - Create a large visual aid "Ways to Support the OTA"
- Dates to Remember:
 - Tuesday, Aug. 27 - Ales for Trails @ UCBC
 - Jim Davis is notifying GORC members
 - Jake will coordinate with Ryan Maher and ACRC

Please let me know if I forgot anything or left out key details. Thanks for a great call tonight, and congratulations to Hannah!

-Greg

Appendix B

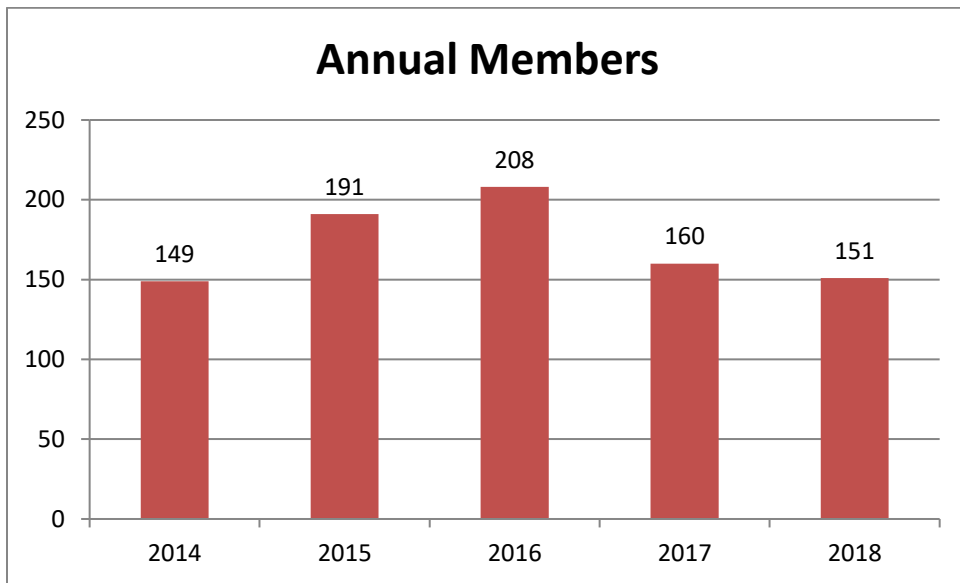


Membership Analysis 2014-2018

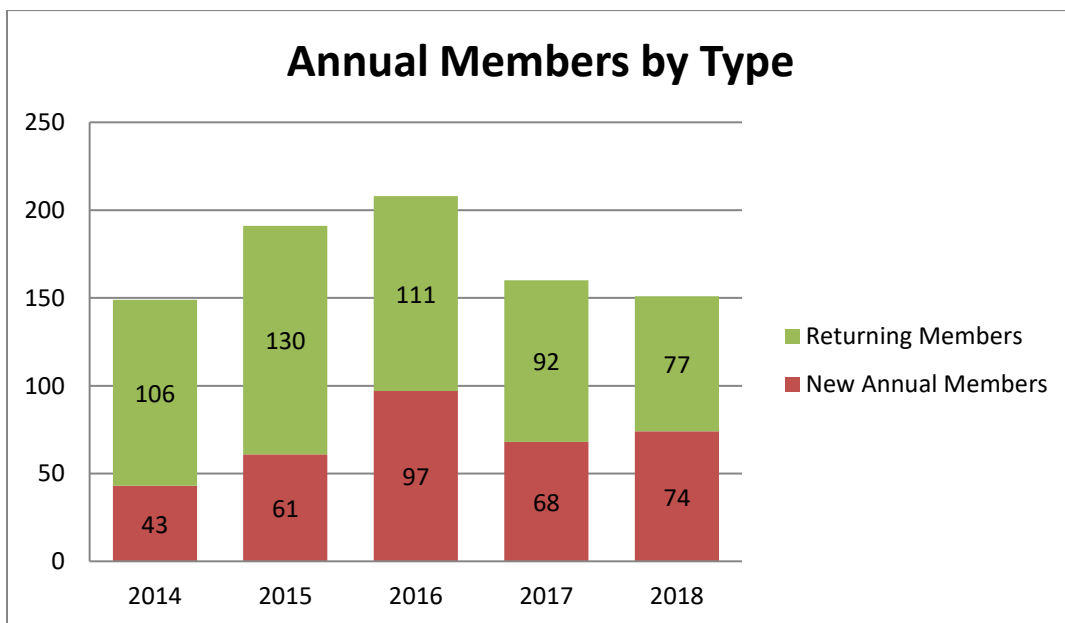
Membership Analysis 2014-2018

FINDINGS:

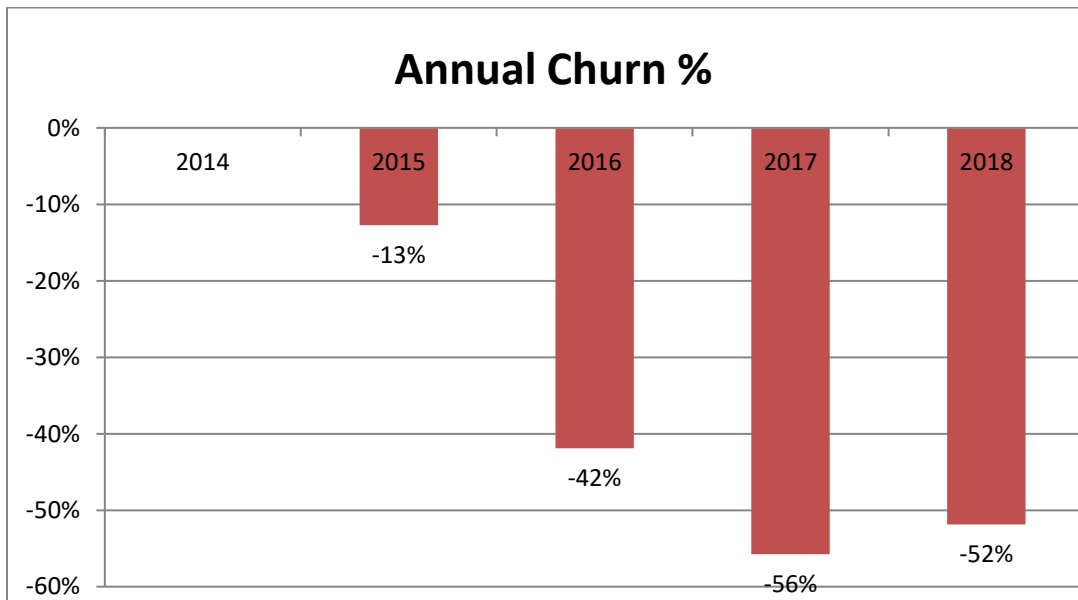
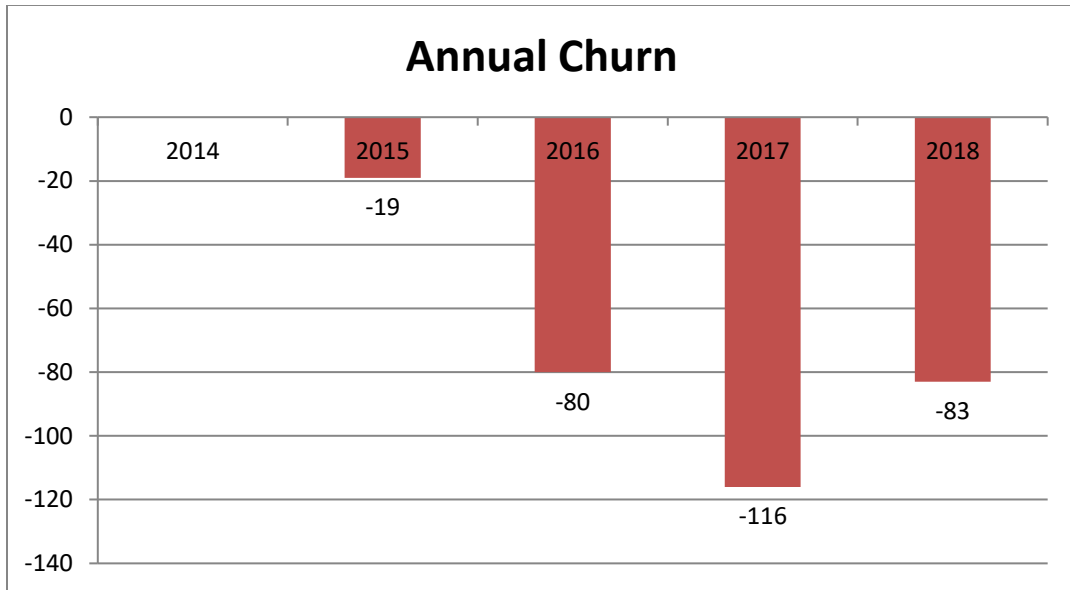
1. In the five-year period 2014-2018, OTA Annual Membership remained flat at around 150 Annual Members. However, masked in this view are significant and alarming New Member losses.



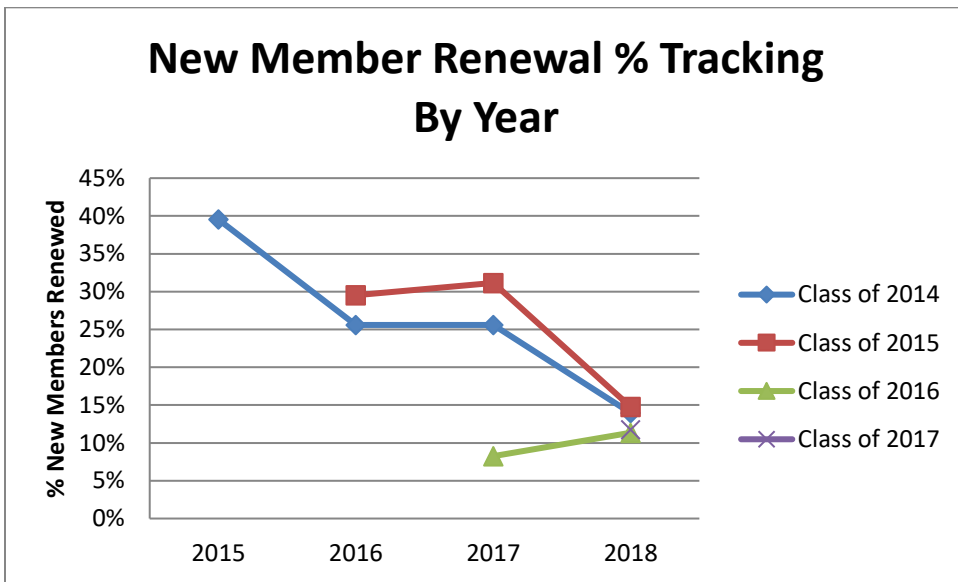
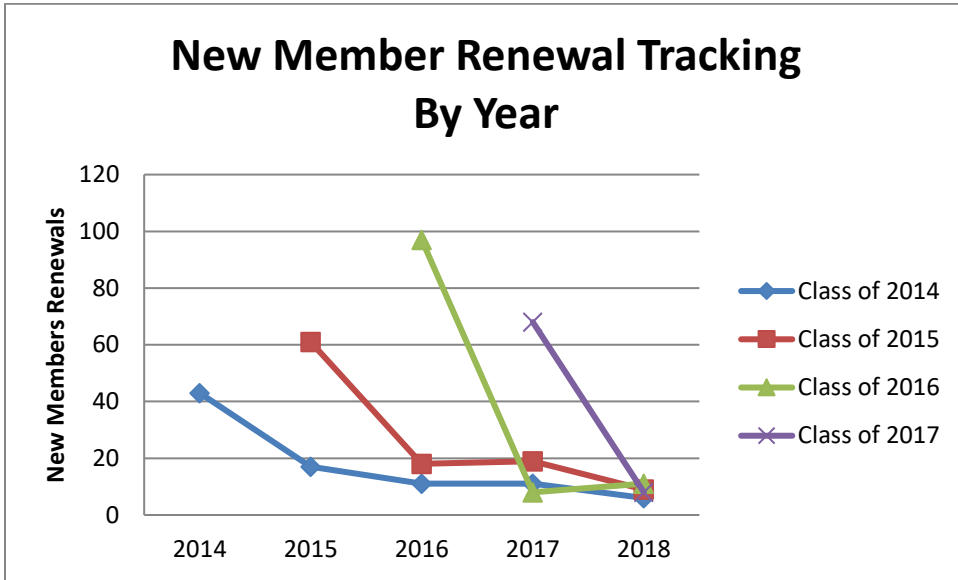
2. We successfully attract new Annual Members each year, sometimes close to 100% of our returning membership.



However, we suffer from equally large Annual Member losses that offset our gains.



3. A very large portion of the churn comes from failing to renew the new Annual Members after their first year.



4. The highest immediate priority for Membership is to reach out to expiring new Annual Members to encourage renewal.
5. Retention of our new Annual Members will be a Critical Success Factor in growing the OTA membership base.
6. More analysis is needed remove the impact of member conversion to Life Member upon Annual Member churn and loss numbers.

NOTES ON CALCULATIONS:

1. I used as my membership information source a 5/9/2019 extract of Access database of OTA payment records, and analyzed membership 2014-2018. These records consist of event, donor and membership payments received by OTA.
2. Because we do not have a common-expiration-date membership policy, I created concepts of Membership Year and Annual Member. For a given Membership Year, an Annual Member is an OTA Membership Number that has a payment record for that year. No attempt was made to determine if a payment record was intended to pay for the following year (that is, a payment on December 16, 2017 is considered a 2017 Membership Year payment in this analysis, even if the Annual Member was paying her 2018 dues a little early, and even if the Annual Member had made a payment earlier in the year (say, January)).
3. In this analysis, I excluded "Donor" payment records: those records which have an OTA Membership Number beginning with the letter D. I observed 46 such "D" records, and 43 of these showed up only once in those four years (that is, not renewed). I also excluded records that appeared to be one-time-only "Event" records in 2014 and 2017 (these appeared to be race entry fees rather than Annual Membership fees).
4. In this document, Churn from one year to the next is defined as the number of Annual Members for a year, minus the sum of the prior year's Annual Members plus the current year's new Annual Members.
5. Churn numbers presented here may be overstated somewhat due to Life Members. More analysis is needed, but if a Life Member stops paying annual dues, he will appear to be a net loss in the year he first did not make a payment. We currently have 55 Life Members.

RAW NUMBERS:

1. 2014: 235 payment records, including 79 Event Records ("Bike Race 2014") and 7 duplicate records (multiple payments from the same OTA Membership Number), leaving 149 Annual Members.
 - a. Of these 149 Annual Members, 43 are new Annual Members (non-renewals).
 - b. Of the 43 new Annual Members, only 17 (40%) renewed in 2015, and only 11 (26%) renewed in 2016.
2. 2015: 237 payment records, including 20 "Donor" records and 26 duplicate records, leaving 191 Annual Members.
 - a. Of these 191 Annual Members, 61 are new Annual Members.
 - b. Of the 61 new Annual Members, only 18 (30%) renewed in 2016, and only 19 (31%) renewed in 2017.
3. 2016: 261 payment records, including 25 "Donor" records and 28 duplicate records, leaving 208 Annual Members.
 - a. Of these 208 Annual Members, 97 are new Annual Members.
 - b. Of these 97 new Annual Members, only 8 (8%) renewed in 2017, and only 11 (11%) renewed in 2018.

4. 2017: 204 payment records, including 3 “Donor” records, 40 Event records (“Taum-a-Hawk 2017” Membership Type) and 1 duplicate record. Excluding these 44 payment records left 160 Annual Members.
 - a. Of these 160 Annual Members, 68 are new Annual Members.
 - b. Of these 68 new Annual Members, only 8 (12%) renewed in 2018.
5. 2018: 154 payment records, including 3 duplicate records and zero “Donor” or “Event” records found.
 - a. Of these 151 Annual Members, 74 are new Annual Members.
 - b. Because we do not have a common expiration date, I cannot calculate a churn rate for the new 2018 members until after the end of the 2019 calendar year.

CHURN CALCULATIONS:

1. 2014 to 2015:
 - a. Net increase of $191-149=42$ Annual Members (28% growth).
 - b. With 61 new Annual Members added in 2015, we lost $61-42=19$ Annual Members from 2014 (13% loss).
2. 2015 to 2016:
 - a. Net increase of $208-191=17$ Annual Members (9% growth).
 - b. With 97 new Annual Members added in 2016, we lost $97-17=80$ Annual Members (42% loss).
3. 2016 to 2017:
 - a. Net reduction of $208-160=48$ net losses (23% loss).
 - b. With 68 new members added in 2017, loss for 2017 is actually worse: $48+68=116$ losses of 2016 annual members (56% loss).
4. 2017 to 2018:
 - a. Net reduction of $160-151=9$ net losses (6% loss).
 - b. With 74 new members added in 2018, loss for 2018 is actually worse: $9+74=83$ losses of 2017 annual members (52% loss).

Appendix C



Membership Action Items

OTA Membership Actions

A vibrant, growing membership is critical to support the mission of the Ozark Trail Association (OTA). A large membership community:

- Provides a dependable, predictable source of annual revenue
- Provides a base for the volunteer events such as MEGAs, trail maintenance days, and other volunteer efforts
- Provides a larger base to support other OTA positions/events, so that these tasks do not have to be covered by the same few individuals
- Provides a stronger voice to leadership when meeting with various constituency groups at the national, state and local levels
- Provides a base to mobilize to represent the trail to our elected officials

An earlier analysis of OTA membership trends showed that we are somewhat successful in attracting new members but horrible at retaining those new members (60%+ fail to renew after the first year).

This paper provides a list of recommended actions to support membership acquisition/retention, broken into these categories:

- Membership Acquisition/Renewal Logistics
- OTA Value Proposition
- Internal Membership Function Actions

Each category is explored in greater detail below.

I assume some of these actions can be implemented by the Fundraising Committee and that others may require Board approval.

Membership Acquisition / Renewal Logistics:

- 1) Move to a January-December annual membership period for all annual members.
- 2) Conduct annual membership renewal drives via email, snail mail, social media, OTA events.
- 3) Ensure all OTA activities/events have membership sign-up forms/opportunities.
- 4) Remove the NEON gatekeeping function from the renewal process.

Rationale/Background:

Currently, OTA uses a 12-month membership period starting from the date of joining/renewal. This means that members renew throughout the year. Prior to the membership renewal date, each member is supposed to receive two renewal reminder emails, however, it appears that this does not occur in all cases. Further, email system (ConstantContact?) feedback indicates that many of the reminder emails are never opened. When a member does attempt to renew online, NEON presents a NEON login pop-up box that is stated to be optional, but when you bypass it to enter renewal information, NEON again presents itself and you can't past it. All of these factors contribute to the results we see in renewal of new members: over 60% fail to renew when their initial membership expires.

By moving to a common expiration date (December 31) for annual memberships, we can then conduct high-visibility renewal campaigns that aren't particularly practical/relevant today. Email reminders can be supplemented by newsletters, social media posts, solicitations/reminders at OTA events November through February. Snail mail might also be included for high-risk first-time renewals. We'll make it a celebration of OTA membership, rather than one more annual drudgery to remember. We'll need to pull from OTA's creative side to design effective, fun renewal promotions. NOTE: We need to explore the impact this action may have on Abi's workload before we implement.

To mitigate/minimize one-time distress for members who feel 'cheated' by not getting a full year's worth of membership for their 2019 payment, we can set a one-time exception that has memberships renewed in October-December have their renewal counted as both 2019 and 2020 annual memberships.

We can leverage the comradery / feeling of accomplishment associated with the completion of an OTA work event by making it easy to become a member right there, at the event. These present opportunities for testimonials: explaining face-to-face what their membership means to OTA. We need to provide all event leaders with an offline means (paper forms, probably, but perhaps a tablet-based sign-up form) to make it easy to enroll new members at the event. We also need written procedures for collecting and submitting the membership fees.

I'm not sure how to remove NEON from the renewal process (or change it to be a value-add rather than an obstacle to renewal); maybe this occurs when the new CRM is implemented for membership functions?

OTA Value Proposition

5) Develop compelling membership value proposition through members-only privileges, activities, vendor discounts, appeals to altruism, etc.

Rationale/Background:

As noted earlier, our first-year membership attrition rate is terrible. I believe that new members choose to not renew because they feel they are not getting a value for their fees that they cannot get without being a member. We need to develop a coordinated and strategic course of positive, repetitive contacts with members (particularly first year members) to drive home the rewards OTA membership.

We need to engage the creative side of OTA, particularly the Communications Committee, to help leverage existing/create new collateral reminding members of their importance to OTA. This might include hard-copy brochures along with members-only email newsletters, social media celebrations, etc. Some possible member-only topics to explore:

- "Volunteer of the Month" recognition as part of a monthly email newsletter;
- Insider view of a challenge facing OTA included periodically in the newsletter;
- Tangible actions taken with their membership dollars (e.g., funded x trail-building days creating y miles of trail);
- Recognition of members with five, ten, fifteen, twenty year memberships;
- More, more more

We need to explore the feasibility of working with the usual sponsors (and expanding that list) to offer member-only discounts at their stores (think 5% discount on all gear at Alpine Shop). This has to be worked in concert with other outreaches to those sponsors to avoid cannibalism/conflict. (We may already have such deals in place with some sponsors?) (This might cause collateral effort on Abi's part to re-supply membership cards.) If our systems support this, we could offer a members-only discount on items in the OTA online store.

With a modest promotion budget, we could have periodic members-only random drawings, offering gift cards to Alpine Shop, REI, etc.

The OTA could host an annual members-only social event (day hike, family picnic, float, etc.), possibly staging it to generate business for one or more sponsors (and thereby raising our visibility in the communities near which the trail runs). Abi has contacts with, and is familiar with, some of the activities Backcountry Horsemen do around annual member meetings that might spark ideas for OTA.

More, more more?

Internal Membership Function Actions

6) Develop membership best practices by benchmarking OTA membership processes/procedures/results against similar trail and other outdoor volunteer organizations.

7) Establish realistic membership goals for renewal %, new members, membership revenue.

Rationale/Background:

What gets measured gets done.

It would be useful to understand how volunteer organizations similar to the OTA handle their membership functions, to use as a gauge of what is possible. Benchmarking membership-related measures (e.g., revenue per member, revenue per trail mile, members per trail mile, etc.) from other trail volunteer organizations would be useful information in setting membership targets for OTA.

Beyond quantitative membership goals, we might learn how other volunteer organizations have addressed qualitative issues like member acquisition, member retention, member communications, and other relevant items. For these qualitative items, we could expand the benchmarking universe beyond trail organizations to other outdoor recreation organizations (e.g., Missouri Whitewater Association).

These qualitative/quantitative investigations would not only help us in setting membership targets, they could also help us establish and document membership best practices to follow. (Who knows, we may find we are best-in-class in many areas.)

To begin this activity, we need to establish a list of relevant, comparable trail organizations to approach. Regional trail organizations such as Ozark Highlands Trail and Superior Hiking Trail come to mind, but there are members in OTA that probably have better/additional suggestions and contacts in those organizations to approach.

Beyond membership, this type of investigation/benchmarking might be useful to other OTA committees, so some cross-committee coordination might be useful.