



**Ozark Trail Association  
Annual Board Meeting  
Zoom Video Conference  
Saturday, January 22, 2022**

An annual meeting of the directors of the corporation was held on Saturday, January 22, 2022, 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.

Mr. Mark Goforth 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. Garrett Doak
Mr. Roger Allison	Mr. Jeff Goetter
Mr. James Schneider	Mr. Tim Seener

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. Abi Jackson	Mr. Terry Hawn
Mr. Ron Koskovich	Ms. Rosie Koskovich

The secretary announced that the minutes of the Quarterly Board meeting held on November 20, 2021, were provided prior to the meeting. After discussion, a vote was taken, and the minutes of the meeting were approved by the directors in attendance.

The floor was open for citizen comments and Mr. Koskovich express his thanks to all for everything that has been happening.

The first 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 elections to be held for directors of the Board of Directors. After discussion and the recommendation from the nominations committee to not expand the current size of the Board, the following persons were elected to continue serving as directors of the corporation for three years:

Ms. Kathie Brennan	Mr. Mark Goforth
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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 for the coming year:

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

The next item of business was a call by Ms. Kathie Brennan for the formation of the Volunteer of the Year Ad Hoc Committee. Committee will consist of Mr. Garrett Doak, Mr. Terry Hawn, and Mr. Jeff Goetter. In addition, invites will be extended to previous winners for their input.

The next item of business was a proposal Mr. Jeff Goetter to conduct a full review of the Bylaws over the next few months. Mr. Goetter will be in contact with Mr. Stephen Thompson and Mr. Roger Allison when the process is ready to start.

The next item of business was a discussion and presentation of the 2022 operating plan. See **Attachment 1** for the document.

The next item of business was the **President's** report from Ms. Kathie Brennan. Ms. Brennan has continued working with different groups in the state, Conservation Federation of Missouri, Bicycle & Pedestrian group and continues meeting with the Forest Service to champion the need for corridor protection on the trail.

The next item of business was the **Vice President's** report from Mr. Goforth. Efforts are still underway to get approval for the proposed Meramec Blue Trail. Also working on the proposed Wahzhazhe Section (north of Onondaga).

The next item of business was the **Treasurer's** report by Mr. Roger Allison. The Financial report was reviewed and is attached. Mr. Allison requested authorization to upgrade QuickBooks and to move some cash to an interest-bearing account. A motion was made and passed. See **attachment 2** for the report

The next item of business was the **Chief Operations Officer** report by Ms. Abi Jackson and may be viewed in **Attachment 3**. Ms. Jackson also presented a committee reorganization proposal. See **Attachment 4** for the full proposal. After discussion it was decided that the Planning and the C&M committees will remain as they. Further discussion is being tabled at this time.

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

The **Communications Committee** was reported on by Mr. Garrett Doak and may be viewed in **attachment 5**.

The **Construction & Maintenance Committee** was reported by Mr. Terry Hawn and maybe viewed in **attachment 6**.

The **Planning and Development Committee** had no report. Mr. James Schneider has offered to lead the committee in the wake of Mr. Mark Seesing resignation.

The **Education and Outreach Committee** report was not provided. Ms. Brennan reported Ms. Jen Potts is stepping down as the chairperson. Ms. Potts will continue doing Instagram posts. We will have a booth at the Outdoor Expo, the CFM Convention in March.

The **Finance Committee** was reported on by multiple persons and reports may be viewed in **Attachment 7**. The 2022 proposed budget was presented, discussed, and was approved. See **Attachment 8**. Mr. James Schneider reviewed the corporate sponsorships program. Mr. Garrett Doak presented the current Membership status. See **Attachment 9**.

A discussion was held on the corporation 20<sup>th</sup> Anniversary. A committee will be from to begin preliminary planning. Mr. Garrett Doak and Mr. Jeff Goetter will start work

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

Mr. James Schneider opened a discussion on trademarking the Ozark Trail logos etc. After discussion Schneider will do research and report back.

Mr. James Schneider also suggested getting assistance for Ms. Hannah Jackson. It was reported that Mr. Ryan Hanlon has mentioned to Ms. Brenna it may be possible to get an intern. More research will be needed.

The recent vehicle vandalism at a Udal outing was discussed. The Board authorizing covering the out of pockets for those with damaged for this incident only. A Corp of Engineering investigator is now involved, and the person is doing the damage is known. Officers will be around during work outings and have also put in place game cameras and will eventually be charged for firearm incidents in the campground.

The 2nd Quarter Board of Directors meeting will be April 16, 2022, and the next Ozark Trail Council is scheduled for February 10<sup>th</sup>, from 11:00 to 1:00.

**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. Mark Seeing hereby resigns from the board as a Director of the Corporation, such resignation was effective as of December 31, 2021.

**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 nine (9) to eight (8).

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 – Annual Operating Plan

Ozark Trail Association, Inc.

2022 Operating Plan

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This document presents the Ozark Trail Association's plan for accomplishing its mission "to develop, maintain, preserve, promote, and protect the rugged, natural beauty of the Ozark Trail."



## Introduction:

The 430+ mile Ozark Trail (OT), one of the 20 longest backcountry trails in the nation and a National Recreation Trail, traverses 12 rural counties and is a gateway to the interior of the Missouri Ozarks. The OT provides opportunities for backpacking, mountain biking, trail running, horseback riding and many other outdoor activities. The citizens of the state of Missouri and the surrounding region benefit from having the Ozark Trail in their communities. The NPS Ozark National Scenic Riverways area, alone, has 1.25 million people visit annually supporting over 700 jobs. The OT enhances the recreation opportunities of the parks, benefiting trail towns in the area and the many outfitters near the corridor. Trails serve as hands-on environmental classrooms for people of all ages and trail building is a great opportunity for youth to get outdoors.

The Ozark Trail Association is a 501©(3) non-profit organization whose mission is to develop, maintain, preserve, promote, and protect the rugged, natural beauty of the Ozark Trail. The OTA plays the leading role in the construction and maintenance of Missouri's 430+ mile premier long distance multi-use backcountry trail. The OTA provides volunteer resources to Ozark Trail land managers and the organization's top priorities are trail maintenance, further development (through construction of new connections in the trail system) and promotion of the trail as a regional recreational asset. The OTA's secondary focus is the long term vision of a trail stretching from St. Louis to the Arkansas border connecting the Ozark Trail to the Ozark Highlands Trail to create a 700+ mile thru-trail.

OTA volunteers keep the trail in top shape for users who will benefit from the positive impact on their health and wellness offered by the trail. Trail work brings together state, federal and private landowners to create an area for future generations to enjoy that is unique and nationally significant. The Ozark Trail Association is a family-friendly resource for all ages and individuals from a multitude of backgrounds and lifestyles that are passionate about conserving the great outdoors for the next generation. Since the incorporation of the Ozark Trail Association in December of 2002, over 16,000 volunteers have donated 157,570 hours valued at over \$4 million.

In 2019, the OTA was awarded the NPS Midwest Region 2018 George & Helen Hartzog Award for Outstanding Volunteer Service. OTA volunteers contributed 3,812 hours of volunteer service, constructing approximately 8 miles of new hiking trail located within Ozark National Scenic Riverways (ONSR) park boundaries which is part of a larger section connecting two state parks to the backbone of the Ozark Trail. ONSR park visitors now have access to over 400 miles of hiking trails and other recreational opportunities. In addition, volunteers assisted with several park hosted interpretive, educational programs and activities, including the annual Junior Ranger Day Event. This national award is one of the highest compliments possible.

In 2020, the OTA was also recognized by the Conservation Federation of MO (CFM) as the "Conservation Organization of the Year" for the work for completing the final section of trail linking the OT Blair Creek section to a National Park and two State Parks. The newest section, Upper Current, connects and expands the trail reached to strategically important destinations and trailheads. It also affords opportunities for trail enthusiasts to enjoy the scenic Current River valley, while also expanding the recreational opportunities of floating. This beautiful section of trail adds indisputable value to the OT as a trail of national significance. Each year CFM honors conservationists, natural resource professionals and organizations in the state of Missouri. The honorees are those who exemplify all that CFM stands for and for bettering Missouri's outdoors through personal efforts throughout the year.

The OTA has also received recognition from the USDA Forest Service as their National Volunteer Group award winner for 2013 and 2020, along with the Region 9 awards for 2013 and 2008. In addition, volunteers have won several individual awards for their efforts from the National Park Service, American Trails, and American Hiking Society. Missouri was designated Best Trails State at the 2013 International Trails Symposium, thanks in part to our dedicated OTA volunteers.

The Ozark Trail Association is governed by a Board of Directors. The purpose of this operating plan is to describe what OTA intends to accomplish in 2022 towards the furtherance of its mission, how it will go about it, what resources will be required, and who will be responsible for executing the OTA's programs. The operating plan provides valuable information to OTA's partner agencies, stakeholders, members, and donors.

As a non-profit organization, the OTA has been granted 501c3 tax exempt status by the IRS by providing services for the public good through its programs:

1. CONSTRUCTION AND MAINTENANCE OF NEW AND EXISTING TRAILS
2. PROMOTION OF THE OZARK TRAIL
3. DEVELOPMENT OF THE OZARK TRAIL

The OTA is a non-profit business which incurs general administrative expenses, overhead costs, and provides services for the public good. These overhead costs include insurance, cost of maintaining an office and website, accounting fees, and other costs associated with being a responsible business.

Revenues generated are either "designated funds" or "undesignated funds." Revenue streams are also differentiated as either "program revenues" or "general revenues."

These terms are defined as follows:



- Designated Funds: Occasionally donors may request that their donations go toward a specific program or purchase. The OTA honors these requests.
- Undesignated Funds: These funds are generated by membership dues, general fundraising and some program revenues. The OTA pays in advance for project expenses associated with the Recreational Trails Program and the USFS Cost-Share Program out of undesignated funds. Once these projects have been completed, the OTA is issued reimbursements which replenish the undesignated fund. Undesignated funds are important to any nonprofit and in particular to the OTA for the following reasons:
  1. Undesignated funds can be used to cover any overhead costs not absorbed by program revenues.
  2. The OTA can allocate undesignated funds to essential programs as directed by the board.
  3. Undesignated funds can finance programs until reimbursement is received.
- Program Revenues: These are revenues generated through a specific program. For example, grants for construction of new trail or the mowing program. More details of expected program revenue can be found in the respective section of this Operating Plan.
- General Revenue: Examples of this type of revenue are membership dues, merchandise sales, or nonspecific donations in support of OTA's operations, i.e. all of its programs.

On the expenditure side, program expenses are detailed in the specific program budgets. It should be noted that the COO's salary is allocated between programs, fundraising and general administrative tasks.

Over the course of several years, discussion began of creating a separate fund to improve the financial stability of the organization by providing an additional source of revenue. A \$25,000 donation was received and implementation of the fund began with it being created in June of 2021. Donors may request that their donation be earmarked to the endowment fund.

Heading into 2021, the OTA struggled on how to proceed through another year of COVID-19. We continued to modify events to be able to fulfill our mission and meet the needs of our trail community. Meanwhile, OTA volunteers spent a significant amount of time on the MTNF completing projects that are deemed deferred maintenance including tread restoration, trailhead restoration and continued trail maintenance. Continuing into 2022, still under COVID-19 policies and regulations, we realize that we will have to remain fluid throughout the coming year as we look at each event and fundraiser to keep everyone safe and healthy.

### General:

The President shall be the Chief Executive Officer of the Corporation, responsible for execution of OTA's programs as coordinated by the Operations Committees. Day-to-day activities, including operations and administrative functions, will be performed by the Chief Operations Officer.

### CONSTRUCTION & MAINTENANCE OF EXISTING TRAILS

This task will be headed up by the Construction and Maintenance (C&M) Committee. Construction and maintenance tasks include monitoring and reporting trail conditions, overseeing the Adopt-a-Trail and sawyer programs, and ensuring that the trail is blazed according to policy. Furthermore, the C&M Committee has established standards for training and certifying crew leaders and event leaders, and recruiting individuals to serve in that capacity. They will oversee acquiring, maintaining and distributing all needed tools, including safety and first-aid equipment, and providing training in the use of such tools, including safety and first-aid equipment, procedures and policies, and are tasked with initiating and supervising work outings for both construction and maintenance projects of all types, including Mega events.

After trail is constructed, the Adopt-A-Trail Program plays a vital role in ensuring the corridor remains open, the path is properly signed and the organization is informed of trail conditions. The Adopt-a-Trail program is currently under review to make it more efficient by increasing adopter participation and communication between sawyers, volunteers and land managers.

Since its inception, the OTA has constructed over 63 miles of new sustainable, single track trail. This mileage includes the most recent .25 mile Harmon Spring re-route, the Midco Hollow re-route and 1.5 miles of new trail near Norfolk Lake which will eventually connect to the MO/AR border. It also includes the Upper Current section which connects the Blair Creek section to two State Parks, some re-routes of existing trails, but also involves filling in significant gaps like the 24-mile John Roth Memorial - Middle Fork Section completed in 2005. All of these accomplishments have primarily been completed by volunteers who have provided both design and layout services along with construction labor. In 2022, the OTA will continue its tradition of constructing new trail and maintaining over 430+ miles of backcountry trail in Missouri, including the Ozark Trail and other connected spurs and loops.

Planned 2022 construction and maintenance projects are described below:

1. Deferred Maintenance – Great American Outdoors Act Funding:

The C&M Committee will hold maintenance events year-round to address deferred maintenance of the Ozark Trail within the Mark Twain National Forest, including trail and problem areas due to erosion and/or abuse. This activity is coordinated with MTNF to plan,



promote, and execute trail projects involving mowing, brushing, clearing fallen trees, tread restoration, trailhead updates, and other deferred maintenance tasks along prioritized sections.

2. Proposed Ozark Trail Improvement Project:

The purpose of this project is to 1) Enhance the safety, ease of trail access, and enjoyment of trail users through improvements in trailhead location; 2) Complete additional mileage of the OT on National Forest system land in accordance with the MTNF 2005 Forest Plan; and 3) Reduce the future trail maintenance burden by decommissioning two segments of trail that are duplicative, poorly designed and challenging to maintain. Projects consist of a new Banner Road trailhead, including 1.7 miles of new trail to connect to the existing Eleven Point section and re-alignment of 2.3 miles of the OT, installing a new kiosk at Greer Campground on Missouri Route 19.

3. Summer Mowing and Brushing- Mark Twain National Forest: This program will be planned in conjunction with the Mark Twain National Forest and is funded through the USFS Cost-Share. Plans this year will include contracting paid labor to weed-eat as much trail as possible inside the forest. Additional labor may be required in the Berryman area due to a timber restoration project. The USFS will likely support the additional expense of this maintenance with K-V funds. **(THIS SECTION WILL BE DEVELOPED FURTHER AFTER WE MEET WITH THE USFS ABOUT FINALIZATION OF THE BUDGET)** Additional funding through grants will help with maintenance throughout the Ozark Trail system.

4. Maintenance Outings: The Construction and Maintenance Committee will hold volunteer maintenance events year-round, and has already scheduled seventeen maintenance outings for 2022, to address non-adopted sections of trail and problem areas due to erosion, seasonal growth, and/or abuse. This activity is coordinated with OTA agency partners.

5. Adopt-A-Trail Program: The Adopt-A-Trail (AAT) Program is vital to maintaining the Ozark Trail. AAT activities include keeping the surface free of sticks, rocks and other debris, pruning small limbs from the trail corridor, cleaning water bars and drainage ditches, and in cutting back encroaching vegetation to maintain a trail corridor. Other responsibilities include litter clean-up, maintaining the trailhead area, replacing missing trail signage and reporting vandalism and ATV damage. This program is organized and executed by the AAT Program Coordinator.

6. Sawyer Program: The sawyer program annually clears hundreds of miles of deadfall and hazard trees along the trail corridor. In 2021, the OTA, in conjunction with the USFS, provided training for 15 additional volunteer sawyers. The OTA also currently has six USFS certified cross-cut sawyers. This should help substantially throughout the upcoming year with accumulated deadfall. To help ensure timely re-certification and more regular trainings for new sawyers, the OTA Sawyer Coordinator has requested to become certified through the USFS as a sawyer trainer, along with one other volunteer. The OTA owns saws, safety gear and supplies and a sawyer report is sent out regularly to monitor/report results. The Sawyer Coordinator works with all OTC agency partners to identify problem areas and deploy sawyers.

7. Kiosk Project: Due to the increased usage of the Ozark Trail, it was noted that multiple trailheads were either lacking information kiosks or were under-utilized. Funding from various sources have allowed us to purchase supplies to build and install multiple kiosks throughout the OT system. Information to be included with the kiosks will be an area map, safety information, as well as emergency contact numbers. Other smaller kiosks will also be installed at critical trail crossings. Work on this project will continue in 2022 and is expected to be completed.
8. Crew Leader Training: OTA held its first Crew Leader Training in August 2004. Crew leaders are trained in the standards of building sustainable trail. Recognizing the value of crew leaders to the organization, a training session is planned in the coming year.

Program Budget Summary:

**Estimated Construction & Maintenance Program Expenses:      \$67,698.20**

*See 2022 proposed budget for program budget details.*

**PROMOTION OF THE OZARK TRAIL**

This program consists of efforts to promote the use and awareness of the Ozark Trail. Education and outreach support OTA's efforts to maintain the trail since a well-used trail is easier to maintain. Athletic events help to enhance its reputation as an outdoor recreational opportunity in the region and the nation.

Planned 2022 promotion projects are described below. All promotion projects are subject to cancellation or postponement due to COVID-19 regulations and policies.

1. Special Events: The Ozark Trail Association has four special events scheduled for 2022. These events attract folks from around the country and are a significant generator of unrestricted funds. These events are coordinated by the Race Directors and OTA volunteers and serve as both fundraisers and promotional events.
  - a. *OT Hike & Float Challenge*- Due to the popularity of the Current River Challenge, the decision was made for the OTA to expand the annual OT Challenge Hike to include a paddling portion. On September 10<sup>th</sup>, the OTA will hold the sixth annual OT Challenge fundraiser, to be based out of the ONSR. This event involves a 10 mile hike on the Upper Current section and a 5 mile float on the Current River. Each participant is required to raise \$1,250. This is the OTA's biggest fundraiser and has been a very successful and fun event. Past participants of the Challenge Hike have also expanded their involvement to other OTA special events and work outings.
  - b. *Devil's Toll Race*- Following the success of the Taum-A-Hawk Hiking Race, this event is an expansion to include trail running. This event is based out of Johnson's Shut-Ins State Park and is scheduled for October 15<sup>th</sup>. Teams will hike/race from Taum Sauk Mountain SP to the pavilion across from the Black River at Johnson's Shut-Ins SP. Participation in

the race more than doubled from 2017-2018 and is expected to grow even more in 2022.

- c. *One-Eyed Dog Mountain Bike Race*- This race is in partnership with the Team Noah Foundation on September 24<sup>th</sup>. This partnership will benefit two non-profits with worthy causes and will keep the OTA involved with the mountain biking community. The OTA will continue to benefit from promotion and fundraising from this event. Matt Johnson, Team Noah Foundation volunteer, will serve as race director and the OTA will assist in securing the USFS permit and volunteer resources preparing for the race.
  - d. *3-Legged Monster*- On August 20<sup>th</sup>, the OTA will hold the second annual 3-Legged Monster Adventure Race. This event is a trail running, mountain biking and paddling adventure race for teams of two consisting of three legs totaling 50 miles. No event like this is currently held on the Mark Twain National Forest. This unique event was well received bringing in participants from across the country and is logistically simple. This event showcases the recreational opportunities of the OT and further build the OTA's relationship with the local outfitters and communities.
2. Publications and Merchandise: The OTA has created section maps for all 14 sections of the OT, which are available for purchase by trail users to aid in planning and safety during hiking. The OTA also sells the Ozark Trail Guidebook publication and merchandise displaying the OTA brand which helps to publicize the organization and our mission. This year, the OTA has established a CafePress account to make additional OT merchandise available for purchase.
  3. Social Media Outreach: With a dedicated following on Facebook of more than 12,275 "likes" the OTA's Communications Committee is transitioning to an improved communications style and more consistent brand throughout social media platforms. Regular email blasts will continue to be sent to 3,700+ subscribers via Constant Contact and improvements are continually ongoing to the website (ozarktrail.com).
  4. Booths & Outreach Events: The Education and Outreach Committee makes several public appearances throughout the year spreading word of the work of the OTA and the recreational opportunities available on the OT. These opportunities include Junior Ranger Day at Alley Spring, Gateway Outdoor Expo, Bass Pro Fitness Expo, local farmers market and outdoor events.

Program Budget Summary:

**Estimated Promotion Program Expenses: \$20,358.20**

*See 2022 proposed budget for program budget details.*

#### **DEVELOPMENT OF THE OZARK TRAIL**

This program focuses on the long term vision of the trail extending from St. Louis to the Arkansas border to connect with the Ozark Highlands Trail and filling in gaps on the OT backbone. To protect the trail, the OTA advocates for public policy that provides adequate resources for trails on public land.



Planned 2022 development projects are described below:

1. Ozark Trail Council Meetings: The OTA is scheduled to hold Ozark Trail Council meetings twice per year. OTA is chair of the Ozark Trail Council, whose purpose is to promote the Ozark Trail; to establish guidelines for its construction, maintenance, marking, and mapping; to publicize the trail; and generally to provide an organizational framework within which all matters relating to the Ozark Trail in Missouri can be discussed and resolved. The OTA works in partnership with landowners, land managers, and trail users, which are all represented on the Council. Key members include: Mark Twain National Forest, Ozark National Scenic Riverways, the U.S. Army Corps of Engineers, the Missouri Department of Conservation, the Missouri Department of Natural Resources, St. Louis County Parks Department, Pioneer Forest, and the Sierra Club.
2. Northern Expansion: The OTA has proposed designating the Meramec River as a water trail to extend the trail north from Onondaga Cave SP. A map has been produced, determining ingress and egress points and the PTD Committee will continue developing this route. There has also been interest from a private landowner to extend the foot trail north from Onondaga Cave SP through his property on the north side of the Meramec River. The Meramec Valley Trail Association has taken on the task of attempting to extend the trail from Meramec SP to meet the Great Rivers Greenway at Pacific.
3. Southern Expansion: The OTA will continue communications with David's Trail and the Ozark Highlands Trail Association, who have shared quite a bit of recent success in their plans to connect the OHT to the Missouri border. Once they reach the state line, there is 15 miles of Army Corps' land near Tecumseh, MO where trail can be built up to Dawt. North of there, is a piece of property that may require a bushwhack route due to environmental concerns before reaching private land along the Norfork River near the southern terminus of the OT. There is a 14.6 mile gap between Dawt and the North Fork section of the OT. Development of trail from the North Fork section south to the Arkansas border is an ongoing project.
4. Road Designation: One option to close gaps in the trail is the use of road routes. Due to COVID-19, contact with county commissioners along the Ozark Trail to discuss the possibilities of using county roads to close the gaps in the through-trail that pass through areas of privately owned lands in their county has been tabled.
5. Planning and Trail Development (PTD) Committee: This Committee will meet throughout 2022 and is responsible for recommending to the Board the future course of the trail, including trail design, layout and general scope within the vision promulgated by the Corporation/OTA. The PTD Committee responsibilities include maintaining appropriate Memorandums of Understandings, easements, usage and public access commitments, and other needed agreements with various land managers and owners, and maintaining and updating the status and designation of the Ozark Trail as a National Recreation Trail.

6. Advocacy & Representation Statewide: The OTA President regularly represents the OTA at federal and state meetings, as well as seminars, in the area surrounding the OT. Those partners include the USFS Collaborative Partnership, Meramec River Recreation Association, Meramec Valley Trail Association, American Trails' International Trails Symposium, the MO Department of Conservation Collaborative, and more. The President continues communications with AmeriCorps St. Louis, the Aurora, CO National Civilian Conservations Corps, and the Ozark National Scenic Riverways. The OTA maintains membership in the following organizations: MO Bike & Pedestrian Federation, the Open Space Council, and the Conservation Federation of Missouri, along with various trail towns' Chambers of Commerce.

Program Budget Summary:

**Estimated Development Program Expenses:     \$7,888.20**

*See 2022 proposed budget for program budget details.*



**Attachment 2 – Treasurers Report**



## Report to the Board of Directors

Roger Allison, Treasurer

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January 19, 2022

OTA has a good year financially in 2021. Our revenue exceeded our projections. This can be seen in the budget review presented by the COO and President in the 2022 Budget approval agenda item. To summarize our total regular operating revenue was \$166,334.79. We had additional revenue from the sale of the DR Mowers of \$2,100. Our operating expenses were \$133,604.75

This results in a net income for the year of \$34,830.04. These figures do not include depreciation, investment fees, investment earnings or appreciation on investment. They are also subject to some adjustment as Abi, and I are working on finalizing accounting for 2021 as well as making some corrections for previous years.

Our financial position is strong. Our financial assets are as follow:

Account	As of 12/31/2020	As of 12/31/2021
US Bank Checking Account	\$119,877.35	\$131,385.52
Edward Jones Invest (Endowment)	0	\$25,273.57

Since we are on Cash Accounting basis, we do not recognize revenue until it is received. This includes the large reimbursements we receive on RTP grants. We currently have a reimbursement request of approximately \$30k outstanding. We expect to receive it soon so our cash position will be even better.

Once Abi and I have finalized books for 2021 and updated our Quickbook records to sync with the data reported on previous Forms 990 (mainly depreciation of our capital assets), we will publish a full set of financial statements for 2021 to include Statement of Activities, (a.k.a. Profit and Loss) and Statement of Financial Position, (a.k.a Balance Sheet). My goal is to have these documents published no later than February 28, 2022.

I have two recommendations.

1. We are using the 2015 version of Quickbooks. I recommend upgrading to the subscription version, Quickbooks Online (Plus Plan) This will allow us to have up to 5 users and two

accountants access our files. This will allow me to collaborate with Abi more easily, perform quality control on our accounting records, facilitate more sophisticated analysis of our financial situation and prepare for an eventual independent audit. The cost of the subscription for the first year is \$40 per month and \$80 per month thereafter. The cost of the first-year subscription is contained in the proposed budget.

2. Assuming a cash flow analysis of operations under GAOA indicates we have more than sufficient cash to sustain operations, I will recommend at the next board meeting that we store our excess cash in an interest bearing/earning account.

Please let me know if you have any questions.

Roger Allison  
Treasurer

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314-397-5661

## Attachment 3 – COO Report

### COO Report January 22nd • Abi Jackson 4th Quarter 2021

#### 1. MAINTENANCE

- *USFS Collaboration*
  - Great American Outdoors Act (GAOA) Agreement (deferred maintenance):  
Met with key partners, prepared and submitted multiple monthly invoices, quarterly financial reports, progress reports, and submitted employee payroll hours.
  - *2021 USFS Annual Report*  
Completed and submitted OTA data for Oct 1, 2020 through Sept 30, 2021 to Jane Mobley, USFS Forest Manpower Development Specialist. This included 4,670 hours on the Forest, valued at \$133,281.80.
- *Mega*  
Assisted with prep for Mega Event. Coordinated electronic registration, crew leader packets, sign-in sheets, crew lists, etc. Attended Mega at Round Spring on October 9, 2021.

#### 2. DEVELOPMENT

- *2017 RTP*  
A third invoice has been completed and mailed. The total billing costs were \$88,678.48 with a reimbursement request of \$34,008.68. Final auditing and edits are pending on this reimbursement. All remaining funds have been spent and a final invoice will be submitted by January 31, 2022 to close out this grant.

#### 3. PROMOTION

- *Devil's Toll Race*  
Printed waivers, created timing sheets and printed camping list. Collaborated with race directors Jake Grossbauer and Ryan Maher. Updated and submitted 2022 permit application to MDC.
- *Website*  
Made updates to the online shop and website. Met with the website task force.
- *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

- *2021 OT Challenge Hike*  
Compiled Facebook financial report, updated sponsor form, set up GoFund Me page, and mailed sponsor donation acknowledgements. Updated and submitted 2022 permit applications to NPS and DNR.
- *Devil's Toll Race*  
Attended the event on October 9<sup>th</sup>, ordered additional swag and mailed to attendees, updated and submitted the 2022 permit application to DNR.
- *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*  
Attended planning committee meeting. Updated and submitted permit applications to the USFS and MDC.
- Worked with OTA President on Giving Tuesday campaign and end-of-year fundraising.
- *Grants*
  - Submitted L-A-D Foundation grant report

- Submitted Bass Pro Shops grant report
- Submitted David Risberg grant application
- Submitted REI grant report

## 5. ADMINISTRATIVE

- *Accounting*
  - 2020 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. 11<sup>th</sup> and was filed on Nov. 12<sup>th</sup>.
  - 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 18<sup>th</sup> for the purpose of receiving and reviewing committee 2022 budget requests and goals.
- *Miscellaneous Additional Collaboration*
  - Acquired free safety glasses and masks through Amazon Hub.
  - Met with OTA President and DNR representatives to update OT brochure.
  - Communicated with committee chairs. Participated in committee meetings and discussions.
  - Attended the Q4 2021 Board Meeting plus committee, staff, Ozark Trail Council, Finance Committee, succession planning, Executive Committee, and website meetings.
  - Met with OTA President, C&M Chair, and Jon Breithaupt, USFS Wilderness and Trails Manager.
  - Attended the MTNF Collaborative Zoom meeting.
  - Met with OTA Volunteer Coordinator for a volunteer interview.

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

## Attachment 4 – Committee Organization Proposal

### OTA Standing Operations Committees Re-Organization Proposal January 14, 2022

*This is a committee restructuring proposal from the Chief Operations Officer based on historical performance of committees and a vision for fulfilling the purposes and goals of each committee. This proposal is specific to committee organization and does not address board recruitment or nomination.*

#### Summary of Proposal

Issue	Solution
Overlapping committee functions and difficulty of recruitment and retention of committee members	Reduce number of standing operations committees for operational efficiency
Volunteer enthusiasm leading to burnout when volunteers are over-extended	Limit operations committee members to one-year renewable term lengths
Lack of established process and responsibility for recruiting and onboarding volunteers	Expand Recruiting & Nominating Committee role to operations committees
Current timeline for recruiting/nominating needs adjusted to meet the needs of the organization	Proposed timeline for recruiting members for operations committees

#### Reduce Number of Standing Operations Committees for Operational Efficiency

Nonprofit organizations are increasingly realizing that you can do more with fewer committees. For example, in the annual [Leading with Intent](#) survey of nonprofit boards, BoardSource has found the average number of nonprofit committees has [decreased from an average of 6.6 committees in 1994 to 4.1 committees in 2021](#). Also, there has been a trend towards adopting a [three-committee structure](#). Another best nonprofit management practice includes [assigning board members to no more than two committees](#) to avoid burnout and enable them to develop expertise in specific areas.

There are currently six standing operations committees as listed below. Current descriptions of each standing operations committee can be found in the OTA Bylaws in Article VI-C. Standing operations committees must include one board director but can be composed of any number of additional members from the community at-large. Recruitment and retention of committee members has been an ongoing challenge. In addition, there are overlapping functions among several operations committees that would be better served by combining those committees to improve collaborative efforts and focus resources. It is proposed the number of operations committees be consolidated from a total of six to four committees as listed below.

#### Current Operations Committees

- 1) Planning & Development
- 2) Construction & Maintenance
- 3) Education & Outreach
- 4) Communications
- 5) Finance
- 6) Advocacy

#### Proposed Committees

- 1) Construction, Maintenance, & Planning
- 2) Outreach & Communications
- 3) Education & Advocacy
- 4) Finance & Development



### **Limit Operations Committee Members to One-Year Renewable Term Lengths**

Volunteer enthusiasm has its ups and downs, so committees need to be evaluated regularly for progress and success. It is important to re-establish committees each year and not allow committees to be fluid, which will help promote team cohesion. Instead of asking committee members to volunteer for an open-ended amount of time, it will be more effective to ask them to participate for one-year terms (May 1<sup>st</sup> – April 30<sup>th</sup> of each year). If they wish to continue after one year and have been an active contributor, they can be nominated again.

Concern has been expressed over limiting volunteers an opportunity to join a committee only once per year. However, there are many ways to volunteer with the OTA besides being on a committee, and committees should try to provide opportunities for non-committee members to assist if they have a desire and ability to help. For example, volunteers could assist with specific campaigns or task forces set up around particular projects. Non-committee members should not participate in committee meetings, but could be included in committee tasks, which could serve as a vetting process for recruitment before the following year's term begins.

### **Expand Recruiting & Nominating Committee Role to Operations Committees**

The Recruiting & Nominating (R&N) Committee is a standing board committee that is vital to the success of each operations committee. Currently, the role of the R&N Committee has primarily focused on recruitment of board member and officers. However, the OTA Bylaws specifically mention that this committee should be focused on growth of the organization, including identifying opportunities and recruiting individuals with the right skill sets to fit these needs. Thus, it is proposed that the R&N Committee should expand its scope and collaborate with operations committee chairs and the Volunteer Coordinator to recruit operations committee members with specific skills to support the success of committees.

Committees play a central role in fulfilling the mission of the Ozark Trail Association. As such, committee membership should be regarded as a leadership role, and committee members should be educated and passionate about the OTA's mission. R&N Committee members should seek out operations committee member candidates with appropriate skill sets to contribute to the functionality of specific committees and clearly communicate member expectations and gain commitment before making a nomination. The R&N Committee should be made up of a diverse group of volunteers that are involved in different aspects of OTA activities to be prepared for this role. It is proposed that the following responsibilities be included as part of the R&N Committee functions.

#### Additional R&N Committee Responsibilities:

- Collaborate with operations committee chairs to find out who is active or inactive on the committees, who would like to continue or not continue for another term, and identify number of vacant positions. The R&N Committee would also welcome input from the committee chairs about possible candidates for recruitment.
- Design and implement an annual recruitment strategy that seeks to solicit volunteer leadership applications from people of all backgrounds and experiences and targeted skills sets, by

advertising through various communication channels, networking among outdoor communities, and promoting an open and transparent process.

- Select a Volunteer Coordinator to organize interviews for new operations committee member candidates. One or two R&N Committee members, supporting the Volunteer Coordinator, should participate in the interview process to ensure a diverse selection process and to also vet candidates for any potential conflicts of interest.
- Submit a list of committee members for nomination at the Q2 board meeting each year for final approval by the board. The R&N Committee could also help in notifying and properly onboarding new committee members to ensure volunteers are engaged and provided needed information for success in their new roles.

#### **Proposed Timeline for Recruiting Members for Operations Committees**

- Year-round: Seek out operations committee candidates who have skills needed by OTA committees through active recruitment strategies, and participate in volunteer interviews.
- November: Contact operations committee chairs to request a list of active committee members and recommendations for the upcoming year, and post an open call for applications from the trail community at-large.
- January: Begin communications with potential operations committee member candidates, requesting additional information, setting up interviews in conjunction with the Volunteer Coordinator, and answering any candidate questions on roles and responsibilities.
- April: Present operations committee member recommendations at Q2 board meeting, notify candidates of the decisions, and help coordinate an onboarding session for new volunteer leaders.

#### **Next Steps**

The next steps are to consult with the Rules, Governance, and Finance Committee on this proposal and evaluate which By-Laws may need to be revised based on this information. From there, any revisions will be written up and presented to the Board for consideration and approval. This proposal will also be reviewed with current operations committee chairs, the Volunteer Coordinator, and other interested parties to solicit input and ensure awareness of the proposed updates.

## **Attachment 5 – Web Team Status**

### **1Q2022 OTA Board of Directors Meeting Website Improvement Team**

Since the last report in November 2021, we have a few key accomplishments:

- Began using PayPal for the donation platform, replacing NEON; added “suggested donation” amount
- Added news ticker to home page; used it to highlight Taum Sauk and Wappapello section alerts
- Added several new dropdown options to the “Contact” menu item

Our current priorities are:

- Home page redesign focusing on clickable trail map
- Add additional fields to the work report form; generate work reports from user input forms
- Repair Google maps throughout website
- Add Upper Current River section to Trip Planner
- 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 6 – 6-2021 Accomplishments C&M Board Report**

### 2021 OTA Construction and Maintenance Annual Accomplishments Report

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 in August.

In May of 2021 – the OTA was fortunate to be awarded a 2 year GAOA funding grant that allows us to rehab deferred trail maintenance and enhance the 364 miles of the Ozark Trail located within the Mark Twain National Forest.

The 2021 event calendar included 17 Maintenance events (6 of first 7 were canceled due to weather) we still managed to get in 13 through the End of June. Several of which were GAOA related projects. We had 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 GAOA grant money expected from the USFS. These projects include:

What we accomplished in 2021:

We started the large scale GAOA trail re-hab project that encompasses updating trail tread all along the 235 mile back bone, Wappapello, Marble Creek, Norfolk and Victory sections.

GAOA Tread RE-Hab Projects Completed in 2021:

- 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
- Courtois, second road crossing off of Pigeon Roost Rd , 400 ft
- Courtois – GAOA Tread Rehab From FR 22744 down to Bottom of hill – Approx 1,000ft
- 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
- 11 Pt Project #2 EP3 – tread rehab directly behind Campground 200 ft up the bluff
- 11 PT – From 3152 (Katy Trailhead south for 1,000 ft
- Sutton Bluff – Karkaghne Project #1 – North of Sutton Bluff Campground between Road exit and River Road crossing about  $\frac{3}{4}$  north - 670 ft of trail rehabbed – 4/3/2021
- Spring Mega – Started the new switchback re-route north of Harmon Springs over 800 ft
- Fall Mega – Berryman Rehab above Harmon Springs/ Re-Route opening

- (over 1000ft tread worked )
- Fall Winona 4 GAOA trail re hab projects completed on BTR, 2 on Eleven Point, trail head signs painted and cleaned.
  - Karkaghne - 2 re-hab Projects completed with AmeriCorps crews Nov 1 – 400 ft on south
  - Karkaghne – 800ft on hillside just north of Beefork creek crossing.
  - Invoicing has been submitted for Sept, Oct , Nov, Dec 2021 GAOA project work.
  - 2 Trail GAOA trail coordinators hired – Trey and Katie. - They have led 4 AmeriCorps Crews
  - 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 Guide book.
  - Karkaghne – hillside north of Sutton Bluff and Cty RD 849. - AmeriCorps
  - Karkaghne – hillside north of CTY RD 828 and Stillwell Hollow. - AmeriCorps
  - Middlefork – hillside south of Barton Fen – Cty Rd 79 - AmeriCorps
  - MiddleFork Project #1 - MF2 – move tread away from eroding bank – 200 ft
  - Taum Sauk Tread Rehab East og Hwy N up the hill for .2 of mile. - Non-GAOA - AmeriCorps

59 GAOA Trail Projects Identified so far and the list gets longer as we assess more trail Scheduled or on the list as soon as USFS NEPAs Completed – More are being added weekly

#### Projects Scheduled for 2022.

- Wappapela – TH RD 172 W30-33 approx .25 mile– reroute –
- Victory Section V8 - - reroute
- Karkaghne Project #2 K4- tread rehab West of Bee Fork on Big Nasty – approx .5 miles
- Karkaghne Project #3 K5a – tread re-hab West of Big Nasty on Little Nasty – approx .5 mile
- Spring Mega – Begin Build of new Harmon Spring Spur to new TH
- Fall Mega - Continue Harmon Spring New Spur
- Courtois – Project #3 – Between Hwy 8 /Lost Creek and Gobblers Knob Rd at mile marker 36-38
- Courtois - Project #5 – BerryMan north end of loop just above Harmon Springs spur connection
- 11 Pt -Project #4 EP10 – move western TH to Bannister Rd ( Cty Rd 430) and build about 1 mile of new trail
- Courtois – Project #4 – Mile 39.7 between FS RD 2591 and 2267 .75 mile of tread rehab
- Courtois – Project #7 – Repair trail and off road vehicle damage mitigation between Hazel Creek to Snapps Branch then to FS RD 2698 – 3 miles ( underway)



## Projects to be Scheduled

- 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
- MiddleFork Project #2 – MF7C – put in switchbacks above Strother Creek – steep hill
- Current River Project #1 CR3a – rehab trail tread on north side of Stegal Mtn .25 mile
- Current River Project #2 CR10 – Fix steep ascent via boulder drainage at highway 60 underpass
- Courtois – Project #6 – Re-rout just west of 2<sup>nd</sup> crossing – move trail out of drainage area and up on hillside – will require NEPA.
- 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 #3 EP10 – re-route east of Bochman Springs
- Norfolk Project #1 – re-route off of CTY RD AP
- Norfolk Project #2 – NF4a – fix hillside tread erosion
- Taum Sauk – TS11 - reroute
- Council Bluff CBL2 – re-route above spillway to by pass 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 – in Pioneer Forest
- 400 ft of damaged trail was re-routed in Peck Ranch n Mar 20.

## OT-OHT Connection Project

- August OT-OHT Build – starting up the hill from Bridges Creek. - 400ft .
- Oct 1-3 OT-OHT canceled due to weather.
- Nov OT-OHT build continued up the hill from Bridges Creek – 500 ft
- Dec OT-OHT build – reached top of the hill from Bridges Creek - 600 ft

We sold all of the DR mower equipment and 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 trailer 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 have put up for sale the OTA Green Truck. 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 had 9 AmeriCorps crews ( 5 between Jan and July) ( 4 Between Sept – December) – Most of the work done by the AmeriCorps crews from June – Dec was GAOA tread rehab related.

Trail Head Enhancement Project - A sub-project under the GAOA funding to refurbish and freshen up all the trail heads

- New Trailhead benches
  - deployed benches at every major TH – replaced 3 that were stolen.
- We started building the KIOSKS for the new Trailhead and locator projects – 2 Large TH signs have been cut and painted – 1 is completely built ready to be deployed when the weather turns warmer.
- January 2022 we will begin deploying the new locator kiosks and sign boxes.
- We started painting Trailhead signage in the Fall at Hwy 60 Trailhead, 3152 Trailhead and McCormick Lake. We will paint at least 5 more Trailhead's signs and install sign on boxes at each.
- We will build and install another 17 locator boxes throughout the Ozark Trail sections located in the MTNF.

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

- 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 Bennan, Terry Hawn and James Hodges presented in a MDC hosted Webinar which had 103 participants and 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.

## 2022 Schedule of Events

We have over 40 C&M events scheduled in 2022. As in 2021 We will be supporting all of the OTA Outreach and fund raising events ( 3LM, OT Challenge event, One Eyed Dog Bike event, Devils Tollgate Event and the OT100 Endurance Run. )

We have 8 OT-OHT Build Events Scheduled

19 GAOA Events Scheduled

15 Regular C&M Events (includes 2 Megs, and 2 Winona MultiDay events)

Tuesday Jan 18-19 - USFS Trail Crew training meet n great in Potosi  
Trail Assessment

Wednesday - Jan 20 - USFS TrailCrew - Loggers Lake

Friday Jan 21 - USFS Trail On OT for Maintenance training

Sa 01/22/22 - OTA Board Mtg –

Tuesday 1/25-29 – USFS 0- OTA GAOA Maintenance on the Courtois Section

Sun 01/30/-2/13/22 - OT Maint -- Winona -- AmeriCorps

Feb 11-12 Chainsaw Cert- USFS - Potosi

Fri-Sun 02/11-13/22 - OT-OHT Build - UDALL

Tues-Sat - 2/15-17/22 - Wappapello Re-Route -- OTA / USFS GAOA Crew and volunteers

Tues-Sat - 2/22-25/22 -Wappapello Re-Routes Continued and/or Maintenance with Scouts

Th 02/10/22 - OT Council Meeting – Zoom

Wed-Sat - 3/1-5 - Karkaghne Tread Work- USFS / OTA Trail Crew -- Big Nasty/Little Nasty

- 3/3-5/22 - USFS Tentatve Crosscut Saw training

Tues-Friday 3/8-11 - Hazel Creek - Off Road Mitigation

Sat - 3/12 - Victory Section

Fri-Sun 03/11-13/22 - OT-OHT Udall Build ?????

St Patrick's Day We Mar 17

Fri-Th 03/07-20/22 - "Luck of the Irish" at Winona – w/USFS - AmeriCorps on Current River, BTR and Eleven Point

Tues - 3/22 - USFS Trail Crew -- Rockpile

Weds-Thurs 3/23-34 - USFS Trail Crew - Bell Mtn

Fri - 3/25 - USFS Trail Crew - Taum Sauk

Sat - 3/26 - USFS TRail Crew - Wappapello  
 Tues- Sat - 3/29-4/2 - USFS Trail Crew - Karkaghne / Blair Creek  
 Fri-Su 04/09/22 - Maintenance on the Trail  
 - Build OT-OHT Build  
 Sun 04/10/22- Psalm Sunday  
 Fri-Sun 04/15-16/22 - Maint on OT TBD  
 Tu 04/19/22 - OTA Board Mtg  
 FRI - 04/22/22 - Spring Mega Prep  
 Sa 04/23-24/22 - Spring Mega. South – OT/OHT Connection  
 TH 05/06/21 - Junior Ranger Day – Round Springs – Place Holder – TBD  
 Fr 05/07/21 Maint Out There– TBD  
 Sa May 8 Celebrating Mom on the OT  
 Sa 05/14/21 - Friends and Family  
 Sa May 21\* - OT-OHT Build  
 Sa 05/28/21 - OT Maint  
 Mon May 31 Memorial Day  
 Sa 06/04/22 - National Trails Day observed TBA  
 Sa 06/11/22 - Maint day TBD  
 Sa June 19  
 Su June 20  
 Sa June 26  
 Sa July 3  
 Sa July 10  
 Sa July 17  
 Sa July 24  
 Sa July 31  
 Sa Aug 7  
 Sa Aug 13 - OTA-OTC Meeting – Zoom  
 W-Th Aug 17-18 - Prep for 3-LM Race  
 Fri-Sun Aug 19-20 3-Legged Monster Race – BASS  
 Sa Aug 27 - TBD  
 Sa Sept 3-5 - Labor on the OT  
 Mon Sept 6 - Labor Day  
 Fri-Sun Sept 10-12 - TBD - OT-OHT Build  
 Fri-Sun Sept 17-19\* - MTB Maint Council Bluff or Berryman. – Maybe OTSHAB Maint  
 Day  
 W-Fri Sept 22-23 - MTB Prep  
 Sa Sept 24 - One Eyed Dog 50/100 MTB Race – Council Bluff  
 Fr-Sun Oct 1-3 - Mississippi Valley Outdoor Expo  
 - OT-OHT Build  
 Fr 10/07/22 - Mega Prep  
 Sa 10/08/22 - Fall Mega. North – Bass – Harmon Springs - Berryman  
 Fri 10/14-15/22 - Maint on OT - TBD  
 Fri-Wed Oct 21-26 - Whoopin It Up in Winona Extended work week art Winona  
 Fri Oct 28-31 - 100 Endurance Race Maintenance and Prep\\\\\\\\

Sa-Sun Nov 3-4/22 - OT100M ER Aid Stations  
Sa-Sun 11/12-13 - MTB Maint Council Bluff or Berryman. – Maybe OTSHAB Maint  
Day  
- OT-OTH Udall Build  
Daylight Savings Time ends  
Sa 11/12/22 - Deer Season begins  
Sa Nov 12 - OTA Board Meeting - Zoom  
Thurs 11/24/22 - Thanksgiving  
Sat 11/26-27 - The 3 “F”s maintenance event  
Tue Nov 29 - #GivingTuesday  
Sa 12/02-04/22 - OT-OHT Build Udall  
Sa 12/10/22 - Maintenance TBD  
Sa Dec 17/22 - Full Moon Maintenance  
Sa Dec 25 - Christmas  
Fr Dec 31 - End of Year Hike  
Sa Jan 1/2023 - First Year Hike



## **Attachment 7 – Finance Committee Report**

### **OTA Finance Committee for January 2022 Board Meeting**

#### **Corporate Funding Raising Report**

##### **Foundations:**

Need to obtain subscription to Foundation Directory Online.

**Trust for Public Land:** Met with JT Horn / Senior Project Manager @ Trust for Public Land. Website: <https://www.tpl.org/> They love working with trail groups and partnering with trail organizations

Land projection work - if we have a section of private land with a willing seller they can help us with securing the land or right of way and conserve it permanently. They have worked closely with the National Forest service and we could work together. Process with NFS can take a long time, but they could work with a willing seller to complete acquisitions. Need to follow up with contact as we develop plan for trail gaps and funding needs.

**Ozark Land Trust:** Need to contact Donna Kridelbaugh to open discussions about how we can partner with the OLT as we move forward to obtain additional property for new land.

**Outdoor Foundation and River City Outdoors:** Conducting conversation with Jacob Fisher @ Outdoor Foundation and River City Outdoors - Thrive Outside Network to discuss potential partnership opportunities. Provided Jacob an overview of the OT and OTA mission. Based on our conversation, he believes there may be an opportunity, and forwarded my name to Rachel Bartels at River City Outdoors. She is on the board at Missouri Waterkeepers She sent me a survey to complete and then will set up some time to connect and discuss opportunities. Survey completed and returned on 11/19/21. Sent follow up email on 11/30 and 12/30 to Rachel, waiting for a response. Follow-up: met with Rachel and discussed partnership opportunities. She will invite me to strategic planning sessions.

**National Forest Foundation / Matching Awards Program:** MAP funding requirements appear to align to trail construction and maintenance. Requires matching funds and deadlines for spending. Can we commit to this based on our current plans or should we defer for a year?

**American Trails:** Received reply from note sent to American Trails from Candace Gallagher / Director of Operations regarding applications for the Trail Fund grant. She will put us on the mailing list when details are available for applications.

**Centene Corporation Charitable Foundation:** Need to review specific requirements to determine if we believe this is a good fit and if we should request for event sponsorship or general funding. Will set up meeting with exec committee to review once research is completed with foundation directory online.

### **Corporate Sponsorship**

The following is a list of potential corporate sponsors I have researched with next steps and / or status. I plan to submit sponsorship requests or introductions as the website and printed material is updated, and as specific projects and events are defined. Colors indicate status or likelihood of making contact and obtaining partnership. Green - most likely, Yellow - less likely.

**Moosejaw Mountaineering:** Retail Chain of 12 stores. Stores in KC, Olathe KS and Bentonville. Might be a good to contact through Facebook, possible explore event sponsorship.

**GSI Outdoors:** Maker of packs. Potential good opportunity, company supports many trail organizations

**Green Goo:** Company support PCT, may reach out via facebook

**Gerber Knives:** Accepts donation requests - would be a good potential partner for equipment donations for events or trivia

**Clif Bar** – Previous submission in 2018 declined, will look to resubmit after website and sponsorship material is updated

**Buff** - Reviewed website. Opportunities may be limited, but should contact after website and sponsorship material is updated

**Benchmade Knives:** Reviewed website and corporate giving page. Currently not accepting requests, check again in a couple of months

**American Backcountry:** Sells Tshirts with OTA logo. Should discuss how we partner / support each other.

**Coleman / Newell Brands** - There may be an opportunity through the Newell Brands Charitable Foundation -will research further on Foundaiton D. O., but doesn't seem like a strong alignment

**Hydro Flask** - Submitted Grant request for equipment donation on 12/30/21, awaiting response. Will submit \$ grant request mid 2022. To view application:

[http://www.cybergrants.com/pls/cybergrants/ao\\_login.login?x\\_gm\\_id=7616&x\\_pr\\_oposal\\_type\\_id=74208](http://www.cybergrants.com/pls/cybergrants/ao_login.login?x_gm_id=7616&x_pr_oposal_type_id=74208)

Submission has been acknowledged and confirmed via email.

**Bayer** - reviewed website, did not see obvious opportunity, but will investigate corporate foundation further

**Doe Run** - Sent introductory email on 12/20, awaiting response.

**Darn Tough Socks** - Website indicates they are not accepting donations requests until mid-Feb 2022. Will check back then. Need to leverage previous donation

**Osprey**: Sent follow up email to Vince Mazzuca via [sponsorship@ozarktrail.com](mailto:sponsorship@ozarktrail.com) to request time to meet and discuss sponsorship opportunities. Original email sent several months ago. Sent a LinkedIn invitation to Robert BonDurant VP Marketing @ Osprey Packs. 1/3/22 update - received response from Sam Mix / Outreach Marketing Pro - interested in talking to us. No opportunity for 2022, but start planning for 2023. Will set up introduction call ( Sent follow up reply on Jan 4 - awaiting response)

**Dick's Sporting Goods** - looks like a good opportunity for **event sponsorship**. Need details for a particular event or race we would like them to sponsor. Created an account to submit a request <https://dickssportinggoods.versaic.com/login>

**Big Agnes** - website indicates they support organizations that are nationally or Colorado focused. Probably a long shot, but will submit a donation request once website is updated

**LL Bean** Reviewed website. We may be able to get an event sponsorship or general contribution. Need to get clarity on how we will recognize LLBean on application, once website is updated

**Enterprise RentACar** reviewed website and googled Enterprise Holdings Foundation. Grant requests can only be submitted by employees. Reached out to Exec Committee to see if we have any members employed by Enterprise that could be a potential contact for submission.

**Ameren**: Reviewed website: <https://www.ameren.com/missouri/company/community/grants> . Grant applications are closed until Mid-Jan 2022. Will check back then

**Feet to Farm Socks / Nester Hosiery.** Website: <https://www.nesterhosiery.com/> . Will contact them via their website once we have our website revised

**UTS/ American Outdoors Brand** - Working with Jen Potts to re-establish contact

**Urban Chestnut** - Potential donation / sponsor. We can request beer donations for events like Trivia Night or other events.

**O'Fallon Brewery**: Reviewed website and online donation form. Possible donations for events or \$ donation to sponsor events

**ENO**: Sent follow up email to Laura Wallenta / Marketing Director and Eagles Nest Outfitters

after initial contact to Eno to explore sponsorship. Have established Linked In connection. Potential partnership to receive donations based on hammocks sold with a specific color. Sent email to OTA Committee for feedback

**Edward Jones:** Researched Edward Jones corporate website for community engagement contacts, nothing in the website. Seems like a potential good fit given EJ contributions to build the Katy Trail and other conversion efforts. Will continue to pursue by looking for a contact within the EJ Foundation.

**Johnson Outdoors (Jetboil)** – Sent email and brochure. No response to date

### **Business Membership and Trail Town**

Working with Garrett and Abi to enhance and modify Trail Services pages by community. Need further progress on supporting printed material and volunteer support

### **Other Organizations / Networking:**

**Ozark Society - Loring Bullard / Springfield Chapter** - Opportunity to engage for trail construction efforts in Southern Missouri, and OTA membership. Recommend setting up a meeting to update him on efforts and discuss partnership opportunities.

**Ryan Kelly** - KeepClimbingFoundationmade LinkedIn connection. Invited Ray to discuss partnership opportunities with the OTA

**Ozark Greenways - Springfield.** Will reach out to make contact and discuss our trail building and fundraising efforts.

**Black People Who Hike** - made Linked-in connection with Debbie Njai, founder. Sent follow up email and working to connect.

# Attachment 8 – 2022 Proposed Budget

12:39 PM  
01/17/22  
Accrual Basis

## Ozark Trail Association Profit & Loss Budget vs. Actual January through December 2021

ADMIN	\$ 47,992.94
FUNDRAISING	\$ 10,669.95
PROGRAMS - CONSTRUCTION & MAINTENANCE	\$ 67,698.20
PROGRAMS - DEVELOPMENT	\$ 7,888.20
PROGRAMS - PROMOTION	\$ 20,358.20
	\$154,607.49

Ordinary Income/Expense	2021 Actuals	2021 Budget	2022 Budget
Income			
40000 · Donations			
40100 · Individual Contributions	31,711.22	16,200.00	\$ 20,000.00
40200 · Entity Contributions	3,904.35	2,000.00	\$ 2,000.00
Total 40000 · Donations	35,615.57	18,200.00	\$ 22,000.00
42000 · Grants			
42100 · Business Grants	7,500.00	5,900.00	\$ 7,500.00
42300 · Foundation Grants	6,230.00	6,000.00	\$ 6,000.00
42500 · Nonprofit Grants	0.00	0.00	\$ -
Total 42000 · Grants	13,730.00	11,900.00	13,500.00
45000 · Recreational Trails Program			
45300 · RTP Reimbursements	6,509.69	28,000.00	\$ 49,524.63
Total 45000 · Recreational Trails Program	6,509.69	28,000.00	49,524.63
50000 · USFS Cost-Share			
50200 · USFS Cost-Share Reimbursements	15,963.13	25,000.00	\$ 17,000.00
50250 · USFS Cost-Share - GAQA	9,185.13		\$ 75,000.00
Total 50000 · USFS Cost-Share	25,148.26	25,000.00	92,000.00
52000 · Membership Revenue			
52100 · Memberships	23,859.76	15,000.00	\$ 20,000.00
Total 52000 · Membership Revenue	23,859.76	15,000.00	20,000.00
54000 · Merchandise and Misc. Sales			
54300 · Inventory Sales			
54340 · Map Sales	18,517.73	6,000.00	\$ 8,000.00
54350 · Merchandise Sales	7,317.89	6,000.00	\$ 6,000.00
Total 54300 · Inventory Sales	25,835.62	12,000.00	14,000.00
54400 · Cost of Inventory Sales			
54440 · Map Costs	0.00	0.00	\$ -
54450 · Merchandise Costs	-2,498.54	0.00	\$ (1,000.00)
Total 54400 · Cost of Inventory Sales	-2,498.54	0.00	-1,000.00
Total 54000 · Merchandise and Misc. Sales	23,337.08	12,000.00	13,000.00
58000 · Special Events Income			
58001 · Mega Cash In	2,206.23	1,000.00	\$ 1,500.00
58010 · Trivia Cash In	2,160.00	0.00	\$ 1,000.00

**Ozark Trail Association**  
**Profit & Loss Budget vs. Actual**  
January through December 2021

	2021 Actuals	2021 Budget	2022 Budget	
58015 · OTA MTB Cash In	1,075.50	2,000.00	\$ 1,000.00	
58030 · Challenge Hike Cash In	19,585.70	14,000.00	\$ 16,000.00	
58035 · Devil's Toll Race Cash In	7,330.00	3,000.00	\$ 5,000.00	
58040 · 3-Legged Monster Cash In	5,777.00	8,000.00	\$ 5,000.00	
58050 · AI-Pint Night Cash In	0.00	1,500.00	\$ 1,000.00	
<b>Total 58000 · Special Events Income</b>	<b>38,134.43</b>	<b>29,500.00</b>	<b>30,500.00</b>	
<b>Total Income</b>	<b>166,334.79</b>	<b>139,600.00</b>	<b>240,524.63</b>	
<b>Gross Profit</b>	<b>166,334.79</b>	<b>139,600.00</b>	<b>240,524.63</b>	
<b>Expense</b>				
<b>72000 · Salary and Wage Expenses</b>				
72200 · Staff Wages	56,302.16	38,003.87		
Permanent Staff Wages			\$ 44,991.96	\$ 14,577.40 \$8,669.95 \$ 7,248.20 \$ 7,248.20 \$ 7,248.20
Temporary Staff Wages			\$ 38,540.00	
72300 · Mower Wages	27,834.95	35,000.00	\$ -	
72400 · Trail Builder Wages	0.00	0.00	\$ -	
72500 · Payroll Expenses	4,309.79	3,000.00	\$ 7,935.54	
<b>Total 72000 · Salary and Wage Expenses</b>	<b>88,446.90</b>	<b>76,003.87</b>	<b>91,467.50</b>	
<b>74000 · Promotion and Awards</b>				
74100 · AAT Promotion	112.67		\$ 750.00	\$450 T-shirts; \$300 Tools
74200 · Awards and Gifts	515.33	637.50	\$ 240.00	
74300 · Booths	356.78	100.00	\$ 1,400.00	\$200 AAT Canopy
<b>Total 74000 · Promotion and Awards</b>	<b>984.78</b>	<b>737.50</b>	<b>2,390.00</b>	
<b>75000 · Contract Services</b>				
Trail Maintenance Crews			\$ 9,000.00	
75200 · Accounting Fees	3,375.39	3,245.00	\$ 3,400.00	
75400 · Other Professional Fees	0.00	7,500.00	\$ 7,500.00	Audit
75900 · Contract Services - Other	3,000.00		\$ 3,000.00	Sawyer Training
<b>Total 75000 · Contract Services</b>	<b>6,375.39</b>	<b>10,745.00</b>	<b>22,900.00</b>	
<b>81000 · Nonpersonnel Expenses</b>				
81100 · Office Supplies	592.96	500.00	\$ 700.00	
81300 · Computer and IT				
81320 · Hardware & Software	332.21		\$ 250.00	
81390 · IT Subscriptions	3,139.37	2,100.00	\$ 3,870.00	\$ 800.00 \$3,070.00
<b>Total 81300 · Computer and IT</b>	<b>3,471.58</b>	<b>2,100.00</b>	<b>4,120.00</b>	
81400 · Postage & Shipping	1,367.74	950.00	\$ 1,000.00	
81700 · Printing	69.55	875.00	\$ 1,000.00	
<b>Total 81000 · Nonpersonnel Expenses</b>	<b>5,501.83</b>	<b>4,425.00</b>	<b>6,820.00</b>	
<b>82000 · Facilities Expenses</b>				
82200 · Utilities	1,229.58	1,500.00	\$ 1,500.00	\$ 750.00 \$ 750.00
82300 · Telecommunications	1,303.66	1,265.00	\$ 1,300.00	

**Ozark Trail Association**  
**Profit & Loss Budget vs. Actual**  
January through December 2021

	2021 Actuals	2021 Budget	2022 Budget	
82600 · Facilities Maintenance	370.55	100.00	\$ 150.00	
<b>Total 82000 · Facilities Expenses</b>	<b>2,903.79</b>	<b>2,865.00</b>	<b>2,950.00</b>	
83000 · Travel and Meetings				
83600 · Mileage Reimbursements	0.00	100.00	\$ 100.00	
<b>Total 83000 · Travel and Meetings</b>	<b>0.00</b>	<b>100.00</b>	<b>100.00</b>	
85000 · Other Expenses				
85100 · Advertising Expenses	0.00	300.00	\$ 300.00	
85200 · Dues and Subscriptions	721.39	700.00	\$ 800.00	\$ 640.00 \$ 160.00
85500 · Insurance	9,675.55	10,500.00	\$ 10,500.00	
<b>Total 85000 · Other Expenses</b>	<b>10,396.94</b>	<b>11,500.00</b>	<b>11,600.00</b>	
86000 · Other Business Expenses				
86700 · Organizational Expenses	11.25	25.00	\$ 25.00	
86800 · Bank Fees	21.00	5.00	\$ 5.00	
<b>Total 86000 · Other Business Expenses</b>	<b>32.25</b>	<b>30.00</b>	<b>30.00</b>	
87000 · Special Events Expenses				
87001 · Mega Cash Out	1,017.58	1,000.00	\$ 1,000.00	
87010 · Trivia Cash Out	0.00	0.00	\$ -	
87015 · OTA MTB Cash Out	127.78	103.00	\$ 100.00	
87020 · Work Outings Cash Out	809.72	1,025.00	\$ 1,000.00	\$100 AAT Kick-Off Events
87025 · Workshops/Training Cash Out	1,170.16	2,500.00	\$ 100.00	Sawyer Training
87030 · Challenge Hike Cash Out	3,130.15	2,000.00	\$ 2,000.00	
87035 · Devil's Toll Race Cash Out	2,500.95	3,000.00	\$ 3,000.00	
Friends & Family Event			\$ 1,000.00	
87040 · 3-Legged Monster Race Cash Out	3,746.42		\$ 3,000.00	
<b>Total 87000 · Special Events Expenses</b>	<b>12,502.76</b>	<b>9,628.00</b>	<b>11,200.00</b>	
88000 · Tools and Equipment				
88100 · Fuel	2,830.58	1,500.00	\$ 2,500.00	
88200 · Maintenance	903.70	1,000.00	\$ 1,000.00	
88300 · Repairs	52.00	500.00	\$ 500.00	
88400 · Tool and Equip Purchases	379.18	1,500.00	\$ 1,000.00	
88600 · Safety	187.60	100.00	\$ 200.00	
88700 · Signage	2,107.05	900.00	\$ 900.00	
88800 · Kitchen Supplies	0.00	50.00	\$ 50.00	
<b>Total 88000 · Tools and Equipment</b>	<b>6,460.11</b>	<b>5,550.00</b>	<b>6,150.00</b>	
<b>Total Expense</b>	<b>133,604.75</b>	<b>121,584.37</b>	<b>155,607.50</b>	
<b>Net Ordinary Income</b>	<b>32,730.04</b>	<b>18,015.63</b>	<b>84,917.13</b>	
<b>Other Income/Expense</b>				
<b>Other Income</b>				
60000 · Other Revenue	2,100.00	0.00	2,500.00	
<b>Total Other Income</b>	<b>2,100.00</b>	<b>0.00</b>	<b>2,500.00</b>	



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Accrual Basis

Ozark Trail Association  
**Profit & Loss Budget vs. Actual**  
January through December 2021

Net Other Income  
Net Income

<u>2021 Actuals</u>	<u>2021 Budget</u>	<u>2022 Budget</u>
2,100.00	0.00	2,500.00
<u>34,830.04</u>	<u>18,015.63</u>	<u>87,417.13</u>

## Attachment 9 – Membership Report

### Ozark Trail Association 1Q2022 Board of Directors Meeting Membership Coordinator Report

2021 was an incredibly strong year for OTA membership. We had an amazing 25% membership growth in the fourth quarter of 2021, with most of that occurring in December 2021. The primary driver of that was the beginner backpacking events planned by Andi Lowery of the OTSHAB Facebook group; Andi required OTA membership to receive priority scheduling.

2021 membership revenue netted \$24,700, against a planned 2021 target of \$15,000.

#### December 31, 2021 Membership Counts

- Annual Members: 449
- Lifetime Members: 83
- TOTAL Members: 532
- Year-over-year growth: 67%

