

The quarterly meeting of the Tennessee Trails Association Board of Directors (BOD) was held May 7, 2024, starting at 6:30 CT via Zoom; presided by Duane Frichtl and recorded by Libby Francis, acting secretary.

Members of the BOD present were Duane Frichtl, Michelle Kelley, June Callahan, Will Latham, Sara Pollard, Mark Hubbard, Wayne Drown, Libby Francis, Marti Owensby, Jane Coffey, Alice Cannon, Jeanne Conatser, Patty Dean, Amber Dobie-Grove, Lucy Cahill, Cathy Moran, Bob Obohoski, John Thomas, and Marvin Caine. Also in attendance were Bob Richards and Randy Medley. Absent were Susan Woods, Jenny Fitzgerald, Karen Shoemaker, and Steve Turner.

The minutes of the Quarterly Meeting, February 6, 2024, were considered for approval. Wayne Drown moved that the minutes be accepted and Jane Coffey seconded the motion. The minutes were approved.

The TTA Financial Report was presented by June Callahan, Treasurer. June stated that the two vacant positions on the Financial Committee had been filled. 1<sup>st</sup> quarter earnings were consistent with the budget.

The Membership Report was presented by Marti Owensby, Chair. The membership committee met in May and will present a follow-up report at the next BOD meeting in August.

The Communications Committee Report was presented by Will Latham, Chair. Recommendations for specific guidelines for newsletter editorial content were presented for approval. Michelle Kelley moved to approve the recommendations. Alice Cannon seconded. The recommendations were approved. Will presented information about a change in the platform for the content and distribution of the TTA Newsletter. Michelle Kelley made a motion allowing the Communication Committee to move forward with updating the communication platform. Lucy Cahill seconded. The motion was approved.

The Evan Means Grant Committee report was presented by Jane Coffey, Chair. A recommendation for a grant application from Cumberland Trail Conference for \$2000 was presented. Patty Deen moved that we accept and Bob Obohoski second the motion. The motion was approved. A recommendation for Reflection Riding Arboretum and Nature Center for \$3000 was presented. The motion to accept was made by Libby Francis

and seconded by Wayne Drown. An amendment to the motion to grant half the request, \$1500, was made by Michelle Kelley and seconded by Bob Richards. The amendment was approved. The motion to grant \$1500 to Reflection Riding was approved with admission costs to be clarified.

The Archives Committee report was presented by Libby Francis. Ideas were presented pertaining to preserving the historic minutes of TTA BOD meetings. More research about security of these documents will be explored.

The Outreach Committee Report was presented by Will Latham, chair. The committee had developed short promotional video to be used by chapters at community events. It is recommended that chapters use their own AV equipment to display. More development will be made with this project.

The Nominating Committee Report was presented by Libby Francis, chair. The BOD was advised of the many upcoming vacancies next year for the Board of Directors. Volunteers for Directors are urgently sought.

The TTA/CTC Liaison Report was made by Randy Medley. He reported on many volunteer opportunities and ways to improve communication with the Cumberland Trails Conference.

The President's Report was presented by Duane Frichtl, TTA BOD President. Duane presented the resignation of Dharma Alaksza as West Tennessee Area Rep. Mark seconded Duane's motion. The motion carried. Duane presented an updated committee list.

A proposal was presented by Duane for a Strategic Plan Proposal for future growth and expanding the mission of Tennessee Trails with NRM Consulting for \$6,950 initial costs plus additional costs such as travel as needed. A motion was made by Bob Richards to approve and seconded by Mark Hubbard. The motion carried.

The 2024 annual meeting report was given by Patty Deen. The registration process is now online. Thanks Treasurer June and Annual Meeting Planners for making this happen.

There was no more old or new business  
A motion was made by Wayne Drown and seconded by June Callahan.

The motion carried and the meeting was adjourned at 8:25 CT.

Dates of future TTA Board of Directors meetings:

August 6, 2024, 6:30 PM, via Zoom

October 27 2024 at 8:30 AM at Fall Creek Falls State Park Lodge

Agenda for Tennessee Trails Association Board of Directors  
Meeting - Attachment #1  
6:30 pm, CT, Tuesday May 7, 2024, by Zoom

Call to Order and Welcome, Duane Frichtl, President  
Roll Call, Susan Woods, Secretary  
Approval of the Minutes, Board of Directors Quarterly Meeting,  
February 6, 2024, Susan Woods, Secretary - Attachment #2

TTA Financial Report, June Callahan, Treasurer - Attachment #3

Membership Report - Attachment #4

Communications Committee Report, Will Latham, Chair - Attachment #5

Evan Means Grant Committee Report, Jane Coffey, Chair - Attachment #6

Archives Committee Report, Libby Francis, Chair - Attachment #7

Outreach Committee Report, Will Latham, Chair - Attachment #8

Nominating Committee Report, Libby Francis, Chair - Attachment #9

TTA/CTC Liaison Report, Randy Medley - Attachment #10

President's Report, Duane Frichtl, TTA BOD President - Attachment #11

Strategic Plan Proposal from NRM Consulting - Attachment #12

2024 TTA Annual Meeting oral report, Patty Deen

Old Business

New Business

Motion to Adjourn

Dates of future TTA Board of Directors meetings:

August 6, 2024, at 6:30 pm CST, via Zoom

October 27, 2024, at 8:30 am at Fall Creek Falls State Park Lodge



The quarterly meeting of the Tennessee Trails Association Board of Directors (BOD) was held February 4, 2024 starting at 6:30 CT by Zoom, the President, Duane Frichtl, being in the chair and the Secretary, Susan Woods, being present.

Members of the BOD present were: Dharma Alaksza, Lucy Cahill, Marvin Caine, June Callahan, Jeanne Conatser, Patricia Deen, Amber Dobie-Grove, Wayne Drown, Jenny Fitzgerald, Libby Francis, Duane Frichtl, Mark Hubbard, Michelle Kelley, Will Latham, Cathy Moran, Bob Oboboski, Marti Owensby, Sara Pollard, Karen Shoemaker, John Thomas, Steve Turner, Susan Woods. Members of the BOD absent were: Alice Cannon, Jane Coffey. Visitors present were: Bob Richards, Randy Medley, Joan Hartvigsen.

Minutes to be considered for approval were the Annual Membership Meeting of TTA, Special Organizational Meeting of TTA BOD, and the regular quarterly meeting of TTA BOD, all of which were held on Oct. 22, 2023 at NTSP. Wayne Drown moved that the minutes of the Annual Membership Meeting be approved, seconded by Sara Pollard and the motion was approved. Michelle Kelley moved that the minutes of the Special Organizational meeting be approved, seconded by Libby Francis. Mark Hubbard pointed out an error in the name given for the motion to adjourn. The minutes for the Special Organizational meeting were then approved by the board as corrected. Mark Hubbard moved that the Quarterly Meeting of the TTA BOD be approved, seconded by Jenny Fitzgerald and the motion was approved by the BOD.

Treasurer June Callahan presented the Financial Committee report. After she mentioned the two vacant positions on the Financial Committee Bob Richards volunteered to fill one of those positions. Mark Hubbard moved to approve the proposed budget, seconded by Wayne Drown and the BOD voted to accept the proposed budget.

Membership Committee Chair Marti Owensby presented the Membership report as previously sent by email to the BOD.

Communications Committee Chair, Will Latham, explained the completed projects, projects in progress, and future projects of the Communications Committee.

Libby Francis, Chairman of the Archives Committee, described the progress achieved in acquiring previously missing records.

In the absence of Evan Means Grant Committee Chair, Jane Coffey, EMG committee member Libby Francis described the grants having been applied to the committee by Friends of Beaman Park for \$1000 and the Friends of Henry Horton State Park for \$976.80. The committee is recommending the approval of both grant applications. Will Latham moved to approve both applications and the motion was seconded by Mark Hubbard. The BOD voted to approve the motion.

Patricia Deen of host chapter Highland Rim gave a report on the plans being made for the 2024 Annual TTA Membership Meeting to be held on Oct 25-27 at Fall Creek Falls State Park.

President Duane Frichtl's president's report began with an updated committee list for 2024.

Next he welcomed and introduced Randy Medley, who has volunteered to serve as TTA/CTC (Cumberland Trails Conference) Liaison. Ideas from Randy and the members of the board concerning how these groups might help each other were discussed at length.

President Frichtl announced the formation of the Outreach Committee. They are working on a survey of the Chapter Chairs, deciding on upgrades to the state display, and how TTA might partner with community and business entities with similar interests. The Outreach Committee will report at the May meeting.

President Frichtl then led a discussion of how a strategic planning meeting might be carried out.

The issue previously included in the president's report which was emailed to the BOD concerning a financial appeal in the newsletter from the Friends of the Rugby State Natural Area was tabled by President Frichtl.

There was no old or new business to consider.

The motion to adjourn was made by Wayne Drown and seconded by Michelle Kelley and approved by a vote of the BOD.

The meeting was adjourned at 8:20 p.m.

Minutes submitted by Secretary Susan Woods.

Dates for future TTA Board of Directors Meetings:

May 7, 2024, at 6:30 p.m., via Zoom

August 6, 2024, at 6:30 p.m., via Zoom

October 27, 2024, at 8:00 a.m., at Fall Creek Falls State Park Lodge

**Tennessee Trails Association Inc.**  
**General Fund by Month**

General Fund by Month - 1st Qtr 2024

Ordinary Income/Expense

Income

Donations

Donations General

0.00 225.00 25.00 250.00

Total Donations

0.00 225.00 25.00 250.00

Memberships

Family

560.00 490.00 665.00 1,715.00

Individual

1,325.00 1,050.00 1,175.00 3,550.00

Lifetime

25.00 0.00 0.00 25.00

Student

0.00 0.00 0.00 0.00

Supporting - Family

35.00 105.00 0.00 140.00

Supporting Individual

50.00 125.00 75.00 250.00

Total Memberships

1,995.00 1,770.00 1,915.00 5,680.00

Other Income

Amazon Income

0.00 0.00 0.00 0.00

Bank & CD Interest

5.72 16.92 15.84 38.48

Total Other Income

5.72 16.92 15.84 38.48

Total Income

2,000.72 2,011.92 1,955.84 5,968.48

Total Income

2,000.72 2,011.92 1,955.84 5,968.48

Expense

Administrative Expenses

Acctng & Financial Review

0.00 0.00 0.00 0.00

Dues & Subscriptions

0.00 177.74 0.00 177.74

Chapter Allocations

0.00 3,044.49 0.00 3,044.49

Insurance

D&O Liability Insurance

0.00 0.00 0.00 0.00

Liability Insurance

0.00 0.00 0.00 0.00

Total Insurance

0.00 0.00 0.00 0.00

Newsletter Editing

375.00 0.00 0.00 375.00

Merchant Charges

70.51 70.00 79.29 219.80

PO Box & Mailing Supplies

0.00 0.00 0.00 0.00

State & Federal Filing Fees

20.46 0.00 0.00 20.46

Total Administrative Expenses

465.97 3,292.23 79.29 3,837.49

Program Expenses

Awards

0.00 0.00 0.00 0.00

General Fund - Outreach

0.00 0.00 0.00 0.00

Website & Supporting Software

0.00 99.00 0.00 99.00

Total Program Expenses

0.00 99.00 0.00 99.00

Total Expense

465.97 3,391.23 79.29 3,936.49

Net Surplus/Deficit

1,534.75 -1,379.31 1,876.55 2,031.99



**Tennessee Trails Association  
General Fund by Quarter  
with 2024 Budget**

General Fund by Quarter - Jan - Dec 2024

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total	2024 Budget
<b>Ordinary Income/Expense</b>						
<b>Income</b>						
Donations						
Donations General	250.00				250.00	
Total Donations	250.00	0.00	0.00	0.00	250.00	2,000.00
Memberships						
Family	1,715.00				1,715.00	5,600.00
Individual	3,550.00				3,550.00	11,000.00
Lifetime - Individual	25.00				25.00	25.00
Lifetime - Family					0.00	
Student	0.00				0.00	30.00
Supporting - Family	140.00				140.00	385.00
Supporting Individual	250.00				250.00	1,200.00
Total Memberships	5,680.00	0.00	0.00	0.00	5,680.00	18,240.00
Other Income						
Amazon Income	0.00				0.00	0.00
Bank & CD Interest	38.48				38.48	4,000.00
Total Other Income	38.48	0.00	0.00	0.00	38.48	4,000.00
Total Income	5,968.48	0.00	0.00	0.00	5,968.48	24,240.00
<b>Expense</b>						
Administrative Expenses						
Reviews, Financial & Legal	0.00				0.00	1,000.00
Dues & Subscriptions	177.74				177.74	120.00
Chapter Allocations	3,044.49				3,044.49	3,700.00
Insurance						
D&O Liability Insurance	0.00				0.00	650.00
Liability Insurance	0.00				0.00	1,050.00
Total Insurance	0.00	0.00	0.00	0.00	0.00	1,700.00
Newsletter Editing	375.00				375.00	1,600.00
Newsletter Postage & Supplies	0.00				0.00	0.00
Newsletter Printing	0.00				0.00	0.00
Merchant Charges	219.80				219.80	650.00
PO Box & Mailing Supplies	0.00				0.00	260.00
State & Federal Filing Fees	20.46				20.46	100.00
Total Administrative Expenses	3,837.49	0.00	0.00	0.00	3,837.49	9,030.00
Program Expenses						
Awards					0.00	200.00
General Fund - Outreach	0.00				0.00	3,000.00
Website & Supporting Software	99.00				99.00	5,998.00
Total Program Expenses	99.00	0.00	0.00	0.00	99.00	9,198.00
Total Expenses	3,936.49	0.00	0.00	0.00	3,936.49	18,228.00
Net Surplus/Deficit	2,031.99	0.00	0.00	0.00	2,031.99	6,012.00

Evans Means Grant Fund - by Quarter 2024

	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	TOTAL
Ordinary Income/Expense					
Income					
Donations - Donor Directed					
Annual meeting income					0.00
Donations, Board Directed	485.00				485.00
Total Donations	485.00	0.00	0.00	0.00	485.00
 Total Income	485.00	0.00	0.00	0.00	485.00
 Total Income	485.00	0.00	0.00	0.00	485.00
 Expense					
Program Expenses					
Evan Means Grants Given	1,976.80				1,976.80
Total Program Expenses	1,976.80	0.00	0.00	0.00	1,976.80
 Total Expense	1,976.80	0.00	0.00	0.00	1,976.80
 Net Surplus/Deficit	-1,491.80	0.00	0.00	0.00	-1,491.80
 Net Surplus/Deficit	-1,491.80	0.00	0.00	0.00	-1,491.80

Total Funds 31st Dec 2023 32,171.50

Plus 1st Qtr 2024 Income 485.00

Less 1st Qtr 2024 Grants Given -1,976.80

Total Funds 31st Mar 2024 30,679.70

Cash in Hand - In Bank - checking 10,679.70

Cash in Hand - In Bank - money market 20,000.00

30,679.70

# Tennessee Trails Association Net Worth

Tennessee Trails Association, Inc.  
Statement of Net Worth  
1st Qtr 2024

	General	Evan Means	Grand
	<u>Funds</u>	<u>Grant Fund</u>	<u>Total</u>
<b>ASSETS:</b>			
Cash in Checking Account	14,245.09	10,654.70	24,899.79
Cash in Money Market	15,157.63	20,000.00	35,157.63
Cash in Edward Jones CD acct	95,814.36	0.00	95,814.36
Cash in Regions CD account	20,000.00	0.00	20,000.00
Cash in PayPal	0.00	0.00	0.00
Cash in Stripe Account	<u>543.13</u>	<u>0.00</u>	<u>543.13</u>
<b>TOTAL ASSETS</b>	<b>145,760.21</b>	<b>30,654.70</b>	<b>176,414.91</b>
<b>NET WORTH:</b>			
<b>Net Worth</b>	<b><u>145,760.21</u></b>	<b><u>30,654.70</u></b>	<b><u>176,414.91</u></b>

	1st Qtr 2024	1st Qtr 2024	1st Qtr 2024
	General	Evan Means	Grand
	<u>Funds</u>	<u>Grant Fund</u>	<u>Total</u>
Net Worth 31st Dec 2023	143,728.22	32,171.50	175,899.72
Revenues for All Accounts	5,968.48	485.00	6,453.48
Expenditures for All Accounts	-3,936.49	-1,976.80	-5,913.29
Release of Prepaid Dues	<u>-25.00</u>	<u>0.00</u>	<u>-25.00</u>
<b>Net Worth 31st Mar 2024</b>	<b><u>145,735.21</u></b>	<b><u>30,679.70</u></b>	<b><u>176,414.91</u></b>

## TTA MEMBERSHIP COMMITTEE REPORT - May 2024

*Submitted by Marti Owensby, Membership Director*

*Committee Members: Dharma Alaksza (Jackson), Jenny Fitzgerald (Sumner Trails), Will Latham (Scenic City), Sara Pollard (Murfreesboro)*

### **Membership Report January 2024**

Attached is the Membership report. You will see that as of April 2024, we have a total membership of 715 for a 12% or 79 membership increase since April of 2023. We have also seen a small increase in Supporting and Lifetime memberships over the last year with Supporting Memberships up by 5 or 10% and Lifetime Memberships up by 2 or 4%.

### **Membership Committee activities completed since last Board meeting:**

Continued to address incoming emails with regard to expiring and new members, aid in questions / problem resolution with regard to the membership, create and send the monthly membership reports and distribute the monthly newsletter as provided by the Communications Committee.

Worked with the Communications Committee to develop a TTA Newsletter Editorial Content Policy and a Newsletter Editorial Content.

### **Upcoming Membership Committee Activities:**

The membership committee is to meet the week of April 22<sup>nd</sup> to review the Chapter Survey Summary January 2024 and come up with 2 – 3 action items to support membership growth in the Chapters. As always, we welcome input from the Board.

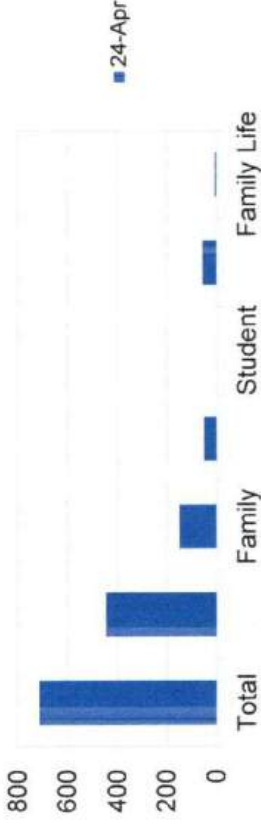
Marti Owensby (Scenic City)  
423-309-0579 (voice or text)  
[mlovensby71@gmail.com](mailto:mlovensby71@gmail.com)



TTA Membership Report for May 7, 2024 Board Meeting

TTA Membership for April 2024

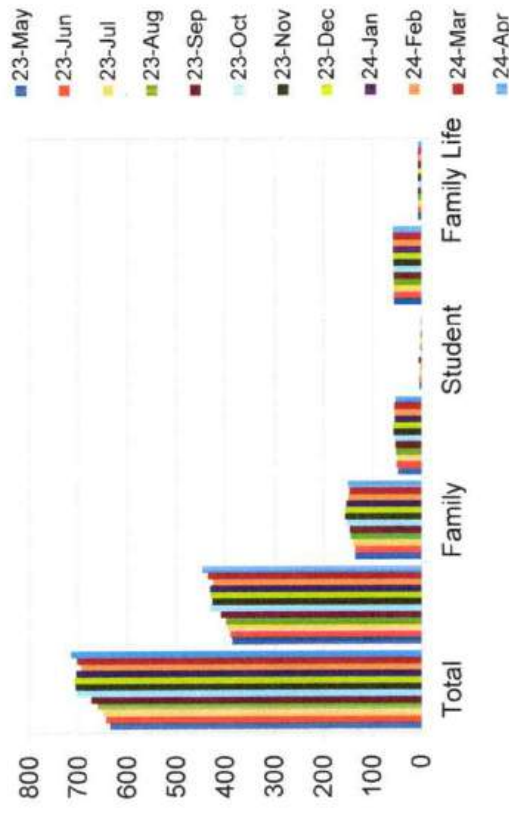
Date	Total	Individual	Family	Supporting	Student	Life	Family Life
24-Apr	715	447	150	53	0	58	7



TTA Membership for past 12 months

Date	Total	Individual	Family	Supporting	Student	Life	Family Life
23-May	636	386	135	48	4	56	7
23-Jun	643	390	135	51	4	56	7
23-Jul	650	395	139	49	4	56	7
23-Aug	662	399	145	52	3	56	7
23-Sep	674	409	146	53	6	56	7
23-Oct	703	431	152	54	2	57	7
23-Nov	706	427	156	57	2	57	7
23-Dec	708	430	155	57	2	57	7
24-Jan	705	431	153	54	2	58	7
24-Feb	695	425	149	55	1	58	7
24-Mar	703	435	147	55	1	58	7
24-Apr	715	447	150	53	0	58	7

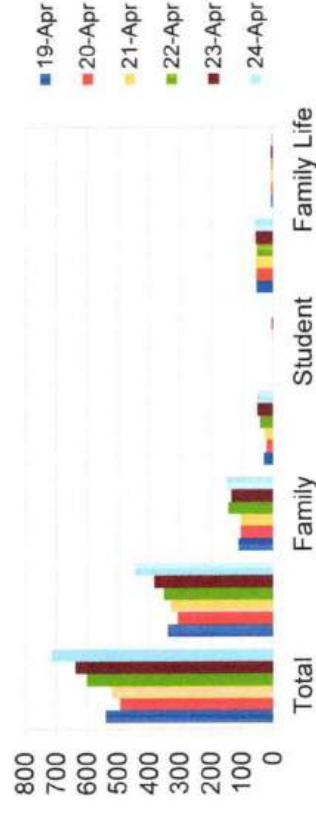
Note: Individual up 61; Family up 15; Supporting up 5; Student down -4; Lifetime up 2; Total up 79



TTA Membership for April in the past 6 years

Date	Total	Individual	Family	Supporting	Student	Life	Family Life
19-Apr	543	341	112	30	0	54	6
20-Apr	494	308	105	21	0	54	6
21-Apr	522	329	104	27	0	56	6
22-Apr	603	355	144	43	2	53	6
23-Apr	638	385	134	51	5	56	7
24-Apr	715	447	150	53	0	58	7

Note: Individual up 106; Family up 38; Supporting up 23; Family Lifetime up 1; Lifetime up 4; Total up 172



# Tennessee Trails Association

## Communications Committee Report

May 7, 2024

### Projects in Progress

1. **TTA Newsletter Editorial Content Policy:** In preparing for updating member communications the Communications Committee is proposing a Newsletter Editorial Content Policy as found in Attachment 1.
2. **Member Communication Update Proposal:** Attachment 2 is the proposal from the Communications Committee to update Member Communication (newsletter). This project will also include determining TTA support of Chapter communications.
3. **New Newsletter Editor Needed:** TTA is in need of a new Newsletter Editor. In addition we will be setting up a back-up system for the Newsletter Editor.
4. **Members Help Webpage:** We are working to redesign the Members Help Page to clarify various points – completed.

### Future Projects

1. **Miscellaneous Website Fixes/Improvements:** Various fixes and improvements to the website.
2. **Website Maintenance:** Finalize Website Maintenance responsibilities.
3. **Documentation:** Continue to work on Documentation for Website and Communication Committee.

# **Proposed Tennessee Trails Association Newsletter Editorial Content Policy**

## ***Tennessee Trails* Newsletter Summary**

*Tennessee Trails* is the TTA's monthly newsletter and serves its membership and the community at large. It inspires, informs, and motivates with news and information about events, programs, operations, and trails and hiking in general.

## **Newsletter Contents**

### **Appropriate**

1. Listing of hikes, outings, and volunteer efforts
2. News about the Evan Means Grant Program
3. Annual meeting information and reports
4. Messages from TTA leadership
5. Chapter news
6. Board and committee projects
7. Periodic updates from the Cumberland Trails Conference
8. Board schedule and reports
9. Acknowledgement of donors including lifetime and sustaining members
10. Memorials
11. Awards and honors
12. Acknowledgement of sponsor contributions and volunteer efforts
13. Reminders about policy, procedures, and safety
14. General articles about trails and hiking

### **Inappropriate**

1. Fundraising appeals
2. Solicitations from businesses
3. Articles that are political in nature
4. Articles for personal or financial gain

## **Tennessee Trails Association Member Communications Update Proposal**

### **Background**

In terms of format and content, TTA's newsletter has been largely unchanged for a couple of decades. Printed monthly newsletters were sent to members via US mail. Later TTA began sending an electronic version via email, providing the option for members to opt out of the printed version. The distribution of printed newsletters was discontinued in 2023. A corresponding hike and events listing has historically been maintained on the TTA website. This calendar was dramatically improved with the new website design.

### **Current Newsletter Content**

- Hike and meeting listings (most of the pages)
- Announcements and articles
- Repeated information (listing of TTA board members, officers, and regional directors)
- Membership form

### **Current Cycle**

1. Chapters collect information from hike leaders and send it to the editor.
2. Various other contributors submit articles and information.
3. The editor compiles the content and produces the newsletter as an electronic document.
4. The Membership Director downloads current member information into a separate email distribution system (Mailman).
5. Members receive an email with the .pdf newsletter document attached; the membership expiration date is also provided.



## **Current System**

- Membership data is maintained in a system called Memberpress that resides on the TTA website which is hosted by a company called DreamHost.
- The newsletter is designed as a Word document and converted to an electronic version (.pdf file).
- Email distribution is handled with a system called Mailman which is provided and hosted by a different company than used for the TTA website (EM Web Development) at a cost of approximately \$250 a year.

## **Strengths of Current System**

- The newsletter and its production are familiar to members and leadership.
- The electronic newsletter can be opened on most devices and easily printed for those who want a hard copy.
- Continuously updated event and hike information is always available on the website in a format that is easily read across devices.
- Copies of newsletters are available through the TTA website.

## **Weaknesses of Current System**

- Word is relatively awkward for this kind of design.
- Mailman does not interface well with our website and is not familiar to Richards Design (who helped develop and helps maintain the TTA website).
- The emails are plain text and generate unnecessary attachments for some users.
- The electronic newsletter (.pdf) is awkward to read on a phone.
- There have been newsletter delivery problems using Mailman.

## **Opportunities**

- Adopt a more state-of-the art tool (“platform”) such as Constant Contact or Mailchimp that is easier to use and combines newsletter design and distribution.
- Upgrade to a more modern appearance and design placing the newsletter in the body of the email and making it more readable across devices.
- Eliminate the expense of using a separate hosting provider.
- Continue to provide access to an electronic hike and meeting listing that can be printed.

## **Challenges**

- An email-based newsletter will be most impactful if its length is moderate.
- Some chapters use the Mailman system for communications to their members and other regional hikers.
- The newsletter editor will need to be trained on using the chosen platform.

## **Recommendations**

- Implement the use of a design and distribution platform for an email-based newsletter focused on TTA news.
- Produce the hikes and events listing as a separate attached or linked document or webpage.
- Similarly handle other detailed information (such as annual conference registration and hike listings) as separate or linked documents or webpages.
- Contract with Richards Design as needed to implement this plan.

## **Cost vs Benefit**

TTA stands to benefit greatly from a communication upgrade. Investment in improving the production efficiency, delivery performance, and quality of the newsletter is necessary and justified. Foreseeable costs are primarily those of subscribing to the platform. The cost of using a second internet hosting company will be eliminated. Whether or not this proposal is accepted, TTA may need to increase its investment in media staff as we move forward.



The Evan Means Grant Committee met on April 8, 2024, starting at 6:30 p.m. to review the merits of two grant requests:

1. The first request was from the Cumberland Trails Conference (CTC). As stated in their grant request, their goal is to complete the Cumberland Trail within the next five (5) years and then switch to trail maintenance rather than trail building. To improve the hiking experience within the Cumberland Trail, the request for this grant belongs to both the Piney River Management Area and Laurel Snow Project. The Friends group believes that the trailhead to this area has fallen into disrepair due to neglect and years of weather damage. For this reason, the Piney River Project will concentrate on extending the current trail an additional eight (8) miles which will bring the total length to 11 miles. This extension will bring the CTC closer to the "ultimate goal" of completion. The Piney River project started in June 2023 and will be completed in September 2024, while the Laurel Snow Project will start in April 2024 and be completed in March 2025.

Their request for an Evan Means Grant will cover the new tools which will be needed, including a Chainsaw sharpener. They have requested \$2,000 (see attached). They have researched costs for these tools and their explanation for the individual supplies needed is covered in their request (attachment).

Their proposal also covers monetary requests from other major contract suppliers including the Tennessee Department of Environment and Conservation (TDEC) and contributions. The Evan Means Grant Committee reviewed this request for \$2,000 and approved it.

2. The EMG Committee also fielded a request from Reflection Riding Arboretum & Nature Center in Chattanooga, TN. The Reflection Arboretum considers itself as a part public park, part nature center, part wildlands, and outdoor learning options which have been offered to 16 counties. The Arboretum's mission is to "restore the vital connection between people and nature." They have worked closely with the TTA's Scenic City Chapter in the past and hope to continue that trend with this grant request.

The project will start in June 2024 with mulching and widening the trails. The tentative completion date is August 31, 2024. The request for \$2,975 includes the cost of mulch, three-step stringers and lumber. While they have included a second option of only working on that portion of the trail needed to have a "safe hiking experience," the EMG committee voted to fund the total material cost for this project.

Originally the EMG request from Reflection Riding Arboretum did not include what they had planned for publicity; we requested and received an email with specifics such as, "We are definitely going to be publicly thanking TTA in our weekly newsletter. This publication goes out to all of our members and anyone around the country who has requested our newsletter. We will also be making social media posts recognizing TTA and their contributions to our trail system at Reflection Riding. If there are any other recognition requests that TTA has, we would be happy to make them happen. We will definitely make sure that everyone knows the support that you are giving us and the great work that you are doing around our state to promote hiking and being outdoors."

Jane Coffey  
Chairman – Evan Means Grant Committee

Grantee name:

Cumberland Trails Conference  
409 Thurman Avenue, Suite 102  
Crossville, TN 38555

Prepared by: Brittani Wodicka  
Contact: savana@cumberlandtrail.org

A brief narrative description of the project and how it fits within the range of the organization's total activities:

We have two simultaneous projects this year, each of which is a new section of the trail within Cumberland Trail State Park. Our main focus is the project along the Piney River. This project will complete an eleven-mile gap in Rhea County and will connect to the Piney River Management Area. Our second ongoing project is a connection to the Morgan Creek bridge in Laurel Snow State Natural Area from the Graysville Mountain section. This one-and-a-half-mile section will link Gilbreath Creek Trail to Snow Falls Trail.

The Cumberland Trails Conference has a mission to provide access and advocacy to the Cumberland Trail. The Cumberland Trail has been a passion for our organization for over 25 years. We are working hard to complete the Cumberland Trail in its entirety within the next 5 years and be able to switch to maintaining it for years to come. We hope that we can continue providing the public with high-quality trails in the backcountry of Walden's Ridge for many generations.

A description of how the project will benefit hikers and the usage level at the location:

Our organization is the boots-on-the-ground effort that provides access to otherwise inaccessible areas of the Cumberland Plateau along Walden's Ridge. We construct sustainable, low-impact trail systems so hikers can safely navigate through steep and rocky terrain with minimal impact on the natural world we aim to highlight. As portions of the trail are completed, trail communities are created, and this allows people to connect with Tennessee beauty in their own backyards.

The Piney River Management Area is a beloved destination for families, offering idyllic picnicking spots, refreshing swimming areas, and scenic hiking trails. However, the existing 3-mile trail heading southwest has suffered from neglect and years of wind damage, falling into disrepair. To address this issue, the CTC has mobilized volunteer efforts for maintenance in addition to our ongoing construction projects. The upcoming Piney River project will extend this trail, adding an additional eight miles and bringing the total length to eleven miles. This significant extension will bridge a crucial gap in the Cumberland Trail, propelling us closer to our ultimate goal of completion.

The Cumberland Trail is a thru-hikers paradise, a Tennessee local version of the Appalachian Trail. We hope to construct and preserve this trail to allow communities to access some of Tennessee's most beautiful parts for decades. Our goal is to finish constructing the Cumberland Trail within the next 5 years so it will be ready for thru-hikers. The two projects we are working on this year will be working towards that goal.

An estimate of the project's start and completion dates:

Piney River Project: June 2023 - September of 2024

Laurel Snow Project: April 2024 - March 2025

A detailed budget for spending the amount requested:

Tools Needed	Quantity	Price
18" Echo Chainsaw	1	\$349.99
20" Chainsaw Chain	4	\$22.49
18" Chainsaw Chain	4	\$28.97
Chainsaw Chain Sharpener	1	\$487.17
Bar & Chain Oil	2	\$19.97
50:1 Fuel	4	\$23.98
Felling Wedge	8	\$6.98
Chainsaw Chaps	2	\$119
Helmet Safety System	2	\$49.99
Fuel & Oil Container	2	\$15.94
Dead Blow Hammer	2	\$19.99
Husqvarna Bag	2	\$44.98
Gas Pole Saw	1	\$249.99
<b>TOTAL</b>		<b>\$1,984.49</b>

Explanation of needs:

In the past few years, our organization has typically tackled trail construction one section at a time. To boost efficiency, we've expanded our trail crew, enabling us to divide into two working teams. As we embark on constructing the Laurel Snow section, significant clearing work lies ahead. The tools listed above are essential for deploying both crews effectively across different sections and ensuring safe chainsaw operation. Historically, we've outsourced chainsaw sharpening, incurring considerable costs over the years. Therefore, we've included a chainsaw chain sharpener in our list of required tools, anticipating substantial savings in our efforts to complete the Cumberland Trail. As you will see in the budget below, our project incurs about \$6000 in tool costs alone. Grants like this one add a significant benefaction to our tool needs. Any funding assistance for the items above would greatly aid us in our overarching goal of timely completion of the Cumberland Trail.

The total cost of the project from all funding sources:

Budget Item	Cost	Funding Sources
Labor Payroll	\$250,000	70% - TDEC contract 20% Grants 10% - Contributions
Project Travel (Gas, Maintenance)	\$6000	100% - TDEC contract
Tools	\$6000	75% - Grants 25% - TDEC contract
Volunteer Events (Food, Gloves, etc)	\$2500	80% - Contributions 20% - Grants
Indirect Costs (Rent, Insurance, Accounting, Marketing)	\$70,000	80% - TDEC contract 20% - Contributions

The number of total man-hours required by the project:

We have a full-time trail crew of 10 employees. They average 33 hours a week, split between the two projects. If the projects are completed upon their expected deadline, we will have around 20,000 hours of labor within each project.

The amount of volunteer hours expected to be used:

Each month, we gather a dynamic group of 15-20 volunteers from the community for a few days of meaningful work, totaling an impressive 3,300 volunteer hours. These volunteer events are

crucial to our organization and the progress of the Cumberland Trail construction project as a whole.

Plans for Publicity:

We plan to publicize the TTA's generous donation by announcing the award in the CTC's monthly newsletter, which is received by an audience of over 1200 people. We would also be happy to invite members of the TTA to join us any of our group hikes we do for the year.



**Grantee Name:**

Reflection Riding Arboretum & Nature Center  
400 Garden Road  
Chattanooga, TN 37419

**Project Description:**

Set on 300 breathtaking acres just 10 minutes from downtown Chattanooga, Reflection Riding is part public park, part nature center, part wildlands, and all outdoor learning. Options for outdoor exploration abound, on-site and off-site, with outreach programs offered to 16 counties. A winding three-mile gravel loop can be walked, run, or bicycled, offering mature hardwood forests, wildflower meadows, and wetlands habitats. Visitors also explore Lookout Creek, with easy access and a canoe put-in. Our 10 miles of trails connect to National Park lands leading to Lookout Mountain's top. Our beautiful and scenic campus is used to fulfill our mission to restore the vital connection between people and nature.

The funds from the Evan Means Grant will be used to widen and improve the trail that connects the four pods in our Nature Playscape. Understanding that children are the key to long-term success in protecting wild spaces, Reflection Riding created a 4-acre Nature Playscape for unguided exploration and nature play opportunities in our community. We created four pods within this space, and each pod signifies a habitat found on our 300-acre campus. The trail that connects these pods helps our guests access each pod and creates a learning experience hiking between each pod. This trail is essential to accessing and further utilizing this fantastic feature. This is one of our campus's most heavily utilized trails and has received the least funding since its creation. Our goal with this funding is to widen and cover the trail to make it more user-friendly and accessible for people with specific needs. This will provide a hiking space for beginners that we can maintain as a comfortable hiking experience where the trail is obvious and wide enough to prevent plants from constricting the width. This will also increase the number of school groups that can utilize this space without staff guiding them through the Nature Playscape.

**Project start date and completion date:**

The local chapter of TTA has offered to assist in mulching the trails and bringing tools to widen the trails on June 1, 2024. That will be the project start date. We plan on having the project completed by August 30, 2024. Depending upon the level of support and the length of the hiking trail that we can improve, the completion date may be sooner.

### **Detailed Budget for the Project:**

The project scope is to widen the 1,437-foot trail that connects the Nature Playscape from 2 feet to 4 feet and to spread 2 inches of mulch to make the trail more visible and useable. We will also add steps on each side of the two bridges to make the trail safer. We will need four 3-step stringers and four 2\*6\*8 treated boards.

960 cubic feet of mulch at \$3 per cubic foot = \$2,880

Three-step stringers = \$14.98 \* 4 = \$59.92

2"\*6"\*8' lumber = \$7.28 \* 4 = \$29.12

**Total Material Cost for the Project = \$2,969.04**

The portion of the trail that needs the most work to have a safe hiking experience is 700 feet. This would decrease the cubic feet of mulch needed for the project to 467.6 cubic feet.

467.6 cubic feet of mulch at \$3 per cubic foot = \$1402.80

**This brings the total material cost for the project to \$1,491.84**

### **Total Cost of the Project:**

The original project to create a Nature Playscape and trail system to support the concept was funded by the Lyndhurst Foundation. The \$125,000 grant was to create an entry point for children with limited access to nature to enjoy nature safely. A small portion of that grant was allocated to creating a small hiking trail that encircles the 4-acre section of our campus. The majority of the funds went towards the creation of four pods that represent different aspects of our campus where children can have unstructured play. The trail is also used for birders, casual hikers, and school groups. It is a great trail that introduces people of all ages to hiking and enjoying nature.

The \$2,969.04 we request through the Evan Means Grant will be used to upgrade the existing trail and make it more user-friendly.

### **Total man-hours required:**

The estimated number of hours for widening the trails is 80 hours. The estimated number of hours for spreading the mulch is 70 hours. The estimated number of hours for putting the steps on the bridges is 15. We estimate a total of 165 man-hours invested in completing this project. The Scenic City chapter of the TTA will provide expertise, volunteer labor, and materials to widen the trail. They have also offered a volunteer work day on June 1, 2024, to kick the project off. About 100 of the 165 hours for the project will be completed by volunteers.

**Appreciation for Consideration:**

Reflection Riding Arboretum & Nature Center is thankful to be considered for the Evan Means Grant. These funds will help us fulfill our mission of restoring the vital connection between people and nature. Through our 10 miles of hiking trails, we provide a safe place for people of all ages to enjoy immersing themselves in nature while enjoying the physical benefits of hiking. The Nature Playscape trail is the starting point for future hikers.



# STATE OF TENNESSEE DEPARTMENT OF REVENUE

REFLECTION RIDING  
400 GARDEN RD  
CHATTANOOGA TN 37419-1807

**Effective Date:** July 1, 2023  
**Expiration Date:** June 30, 2027  
**Account No:** 1000125954-SLC  
**Exemption No:** 1799473408  
**Facility Address:**  
REFLECTION RIDING  
400 GARDEN RD  
CHATTANOOGA TN 37419-1807

## Exempt Organizations or Institutions Sales and Use Tax Certificate of Exemption

This organization or institution qualifies for the authority to make sales and use tax exempt purchases of goods and services that it will use, consume or give away.

This authorization for exemption is limited to sales made directly to the referenced organization. This exemption certificate may not be used for sales made to individuals paying with personal checks or personal debit or credit cards, even if the individual is a representative or employee of the organization, and he or she will be reimbursed for the purchase. Sellers must refuse to accept the certificate when the sale is made to someone other than the organization.

This exemption certificate may not be used to make purchases without the payment of sales and use tax for other locations and may not be transferred to or used by any other person.

Ensure this lower portion is properly completed and signed before presenting to a vendor.

*Seller's Name*

*Seller's Address (City & State)*

I, \_\_\_\_\_, as an authorized representative of the taxpayer named above, affirm that the purchases qualify for the exemption and will be used at the location of the facility address referenced above. Under penalty of perjury, I affirm this to be a true and correct statement.

*Print Name of Authorized Representative*

*Signature of Authorized Representative*

*Date*

The supplier must maintain a copy of this document as evidence of the sales tax exemption.



## Archives Committee Report May 7, 2024

The Archives Committee reports that much progress has been made in creating a separate link on the website to view historic newsletters from the last 50+ years. Thanks to Doug Burroughs and Will Latham for all their hard work on this.

Now the Committee would like to turn its attention to Historic BOD Minutes from the past 50+ years. These paper copies of the minutes have been collected and saved in large tote boxes. For many years it was the duty of the secretary to maintain these boxes. Not all copies have been saved, but most were, and they offer a rich history of decisions made, officers who served, programs and hikes offered.

The Archives Committee is asking for approval from the BOD for the addition of these historic minutes to the static website.

**The Archive Committee recommends putting TTA's Board Meetings Minutes from 1968 to present on the under-development Archive Website link. The committee understands that the Newsletters will be entered first, so this will take place in the future. The Archives Committee will work with the Communications Committee to safeguard security when possible, and facilitate adding the documents.**

Thanks to the committee  
Duane Fritch  
Libby Francis  
Alice Cannon  
Jenny Fitzgerald

# Tennessee Trails Association

## Outreach Committee Report

### Background

Earlier in 2024 Duane Frichtl formed the Outreach Committee and set as one of its goals updating the tools that the Chapters can use to promote TTA at local and regional events/festivals.

### Options

The committee considered modernizing the resources for Chapter exhibitions at local/regional events by potentially:

1. Creating a TTA promotional video.
2. Purchasing televisions that could play videos (from a laptop or a memory stick).
3. Purchasing battery systems to power the televisions at locations where electricity is not available.

After some discussion the committee agreed that the television/battery option may not be feasible for various reasons:

1. Even if TTA purchased a television/battery for each Region, the distance that people would have to travel to “trade off” the set-up would dramatically reduce usage. The current TTA display is rarely used – no one has asked for it in the last 6 months.
2. The committee could not find a reasonably-priced, truly portable battery solution that would run for more than 3 hours.
3. The pieces of the equipment (primarily the televisions) are somewhat fragile.

However, the committee believes that a TTA promotional video has merit and has begun developing such a video. This video can be shared with Chapters who can use the video at events (the Chapters will need to provide the equipment to show the video – a tablet, laptop, or a laptop connected to a monitor).

A few notes about the video:

1. It will be shown in a somewhat noisy environment so we have focused on action videos instead of “talking heads.” We hope the video will grab the attention of events attendees.
2. We will use a combination of TTA filmed clips and royalty-free clips.
3. The Committee will be reaching out to the Chapters for video clips for inclusion.
4. A system whereby the videos can be shared with all Chapters will be developed.

## Nominating Committee Report 5/7/24

During the next quarter the nominating committee will be meeting and selecting nominations for approval from the Membership.

We are looking for nominees for the following:

West TN Area Rep

East Tn Area Rep (eligible for another term)

At Large Directors:

Replacements for:

Libby Francis term expiring

Duane Frichtl term expiring

June Callahan (eligible for another term)

The committee is accepting suggestions for officers during the special BOD meeting following the Annual meeting

President

Vice-President

Secretary

Treasurer

Please consider serving on any of these vacancies. Look at people in your chapter who might be willing to serve. TTA By-Laws have a description of these offices

Let anyone in the Nominating committee know about your suggestions.

Libby Francis

Terry Warren

Sara Pollard

Will Latham

Cathy Moran

# CTC/TTA Liaison Report 5.7.2024

By Randy Medley

Greetings TTA Board Members,

This has been an active year at the Cumberland Trail Conference! They have placed me on their Advisory board. This will help in communicating information with TTA. I recently attended a board meeting and learned about their progress. CTC is in good standing and moving forward to finishing the Cumberland Trail. They have been successful acquiring several grants from others organizations.

Now that everyone on the TTA board has seen and read a copy of the book *Cumberland Odyssey*, you can understand the connection of how past TTA members started this grand dream of building the Cumberland Trail for everyone to enjoy. It has taken amazing efforts from many organizations, politicians and TN State Parks to keep the momentum going. CTC has been through growing challenges in the past, but I can tell you the current administration is very organized and successful with their projects. The application for bids on acquiring projects for CTC to do the work and keep their staff employed has gotten more difficult as they compete with other trail building companies. All work has to be bided out. The results can be a loss for CTC to get the work.

So this makes me think “Who is TTA now to the CTC and development of the Cumberland Trail?” We started this dream of a 300 mile trail and what are we now doing to support it’s completion? Since the EMG is limited to tools and materials the Scenic City Chapter has created a food drive with our members to support the volunteer events. I would like to encourage all TTA chapters to help in this effort. Please contact me if you can support this and which month.

[randymedley@icloud.com](mailto:randymedley@icloud.com) . Since physical work hours and volunteer help is necessary to complete the trail, how can we best support that? Our TTA demographic (age and distance) limits our physical support to do volunteer trail work. So what other ways can we help? I hope you will discuss this in the upcoming TTA Strategic Planning meeting.



I recently learned that CTC has contemplated eliminating their ASB (Alternative Spring Break) events where they have colleges and organizations come do trail work on their spring breaks. The reason for this is cost efficiency. To provide the lodging and meals leaves CTC with a loss of funds. The American Hiking Society wants to attend ASB in 2025 with 30 people, but due to cost of boarding the group makes it not affordable. Savana, the executive director has found Blue Water Resort in Dayton to house the group with six cabins for \$6804. Could this be something TTA could consider supporting some or all of the cost? I hope we can help them keep this going. Free labor is hard to come by.

Please contact me if you have any questions.

President's Report  
May 7, 2024

- 1) Accept resignation of Dharma Alaksza, West Tennessee Rep, for personal reasons.
- 2) Updated 2024 Committees (see attached)
- 3) Strategic Planning Proposal from Ned Murray (see attached) 2024 TTA Committees

2024 TTA Committees  
(Updated 5/1/2024)

**Executive Committee** Conducts the business and manage the affairs of the Association between meetings of the full Board.

1. President Duane Frichtl
2. Vice President Michelle Kelley
3. Treasurer June Callahan
4. Secretary Susan Woods

**Nominating Committee** Provides a slate of qualified candidates for election to the Board and recommends qualified replacements for any vacancies.

1. Libby Francis, Chair
2. West TN Rep. Vacant
3. Middle TN Rep. Sara Pollard
4. East TN Rep. Will Latham
5. Cathy Moran

**Audit Committee** Oversees policy compliance, conflicts of interest, ethics and program integrity, and retains auditors for the Association.

1. Bob Richards, Chair
2. June Callahan
3. Mark Hubbard
4. Wayne Drown

**Finance Committee** Financial management of income, Life Memberships, and other investment funds, and budget planning.

1. June Callahan, Chair
2. Mark Hubbard
3. Bob Richards
4. Norm Brinsley

**Awards Committee** Recommends candidates for various recognition awards provided by the Bylaws and the Board.

1. Michelle Kelley, Chair
2. West TN Rep. Vacant
3. Middle TN Rep. Sara Pollard
4. East TN Rep. Will Latham
5. Steve Turner

**Membership Committee** Collects dues from membership and forwards to the Treasurer. Reports status to the Board. Recommends actions which promote the attraction and enrollment of new members and retention of current members.

1. Marti Owensby, Chair
2. West TN Rep. Vacant
3. Middle TN Rep. Sara Pollard
4. East TN Rep. Will Latham
5. Jenny Fitzgerald
6. Cheryl Heckler

**Communications Committee** Responsible for insuring communication between the Association and the public and the membership. Newsletter, Website, Facebook, etc.

1. Will Latham, Chair
2. Doug Burroughs
3. Mark Hubbard
4. Patty Deen
5. Marti Owensby

**Evan Means Grant Committee** Examines grant project funding for enhancing trails and the hiking experience in Tennessee.

1. Jane Coffey, Chair
2. Marvin Caine
3. Libby Francis
4. Wayne Drown
5. Jenny Fitzgerald

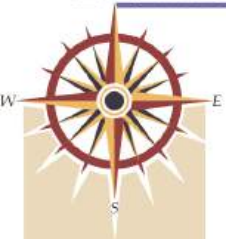
## **Special Committees:**

**Archives Committee** Tasked with archiving past newsletters, minutes, and other TTA items of historical importance.

1. Libby Francis, Chair
2. Doug Burroughs
3. Jenny Fitzgerald
4. Alice Cannon

**Outreach Committee** Responsible for developing plans for outreach to non-members in person or online as well as partnering with businesses or other entities to further the goals of TTA.

1. Will Latham, Chair
2. Wayne Drown
3. Steve Turner
4. West TN member



## TENNESSEE TRAILS ASSOCIATION STRATEGIC PLAN PROPOSAL

**The Firm:** NRM Consulting is a process-oriented firm dedicated to helping organizations navigate their way to their aspirations. We see ourselves as partners committed to success beyond the completion of a project and remain available for advice and support long after the final deliverables have been sent. While Ned Murray will be the lead consultant on this project, he has a team of strategic partners (see website) who provide critical insight, support, and counsel in order to minimize any “blindness” and to ensure our clients receive the best possible input from a variety of perspectives.

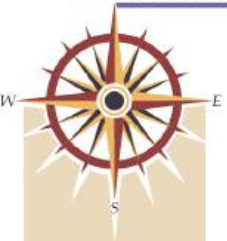
**The Context:** It is our belief that strategic planning is always contextual. What’s important is to match the right process and guiding questions with the right circumstances and particular time. Based on limited exposure to the organization and its leadership, **we believe the time is right, and the conditions are fertile for a bold and powerful new strategic vision and plan for Tennessee Trails Association.** Recently a variety of factors have dramatically impacted the landscape in which TTA operates, including among them the following:

COVID rapidly accelerated an existing increase in the number and frequency of people engaging in outdoor recreation, especially on public lands.

- Funding from the state of Tennessee for trail and infrastructure repair and maintenance has not kept up with increased visitorship and its impact.
- Many communities in Tennessee have invested significant resources in capitalizing upon outdoor recreation for economic stimulus and growth.
- The number and kind of nonprofit organizations have grown in this landscape, supporting everything from the user experience to conservation.
- New state parks have come on line in Tennessee, with 8 more announced for FY24.
- As baby boomers age out, we see shifts in attitudes and habits related to philanthropy, volunteerism, and recreation.

Consequently, significant challenges and opportunities will present themselves to TTA in the coming years. In order to successfully navigate this landscape, TTA will need shared clarity of its identity and purpose, along with clear strategic priorities and objectives. These become the navigational landmarks by which the organization confronts challenges and seizes opportunities. They will become the primary tools by which TTA determines how to deploy limited resources (both people and money) to maximum effect.

**The Process:** For a variety of reasons, we are recommending a simple but comprehensive strategic planning process outlined below. NRM will work with a small, nimble strategic planning group to identify key guiding questions and solicit input from a variety of stakeholders. The strategic planning group will then work with NRM to analyze this information and from it formulate a clear statement of purpose and set of strategic priorities and objectives for the foreseeable future.



## **Proposed Process Outline and Timetable**

### **MAY/JUNE 2024**

- Work with key leadership to create Strategic Planning Group
- Collect and analyze as much organizational data as possible, including charter and bylaws, multi-year (ideally 10) financial performance, marketing materials, previous planning documents, etc.
- Provide an executive summary of findings and key questions from data analysis.
- Work with Strategic Planning Group to develop and deploy constituent survey.

### **JUNE/JULY**

- Collect, analyze, and summarize survey results
- Conduct follow-up individual and focus group conversations
- Work with Strategic Planning Group to develop process outline for a strategic planning retreat.

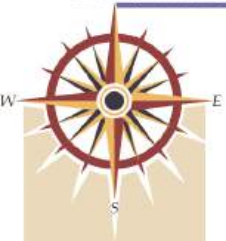
### **AUGUST**

- Conduct one-day in-person retreat to include the following:
- Review of survey and focus group input
- Identification of key strategic challenges and opportunities
- Creation/revision of mission statement and statement of purpose
- Identification of strategic priorities
- Develop (or begin to develop) strategic objectives around the priorities
- Form workgroup(s) and establish timeline to complete any unfinished work.

### **AUGUST/SEPTEMBER**

- Meet virtually with workgroup(s) as necessary to complete development of strategic objectives.
- Prepare summary of retreat and initial draft strategic plan for review by Strategic Planning Group
- Revise draft strategic plan accordingly
- Present strategic plan to board for input and possible adoption

**NRM Project Fee:** \$6,950 plus travel expenses



## BIO: NED MURRAY

With over 30 years in education leadership, Dr. Ned R. Murray, D.Min., has been head of school and senior administrator in independent schools of all sizes - religious and non-religiously affiliated - as well as a for-profit school system. His passion is assisting schools and other nonprofit organizations in pursuing their missions more effectively and efficiently for the betterment of the larger community. Dedicated to research, collaboration, and innovation in education, he has helped found three non-profit organizations: Elementary Schools Research Collaborative (now part of index groups.org), Independent Schools of Augusta (a marketing collaborative), and The Youth Board (an independent youth leadership program serving over 120 middle and high school students annually, and of which he is still a board member and officer).

He also has served two terms on the Board of SAIS and led accreditation teams in eight states. The time and energy he once focussed on those endeavors, Ned now dedicates to NRM Consulting, which he finds is a more efficient and impactful use of his skills and experience. His other community service activities have included serving on the Board of the Chattanooga Boys and Girls Club, the Center for Strategic and International Studies' (CSIS) Education Advisory Council, Governor Sundquist's Advisory Council on Education, and as Mentor to the Augusta Red Cross Youth Board.

Ned earned his B.A. in English from Sewanee: The University of the South, an M.Ed. in Education Leadership from UTC, and a D.Min. in Education Leadership from Virginia Theological Seminary. Other continuing education has included the Coalition of Essential Schools summer workshop at Brown University and two programs at Columbia University's Klingenstein Institute.

Ned knows independent schools as a student, teacher, administrator, and parent of two independent school graduates. Currently he is also the Executive Director of Friends of South Cumberland State Parks. He and his wife reside in Sewanee and attend the Episcopal Parish of St. Mark and St. Paul, for which he serves on both the finance and buildings and grounds committees.

## PROFESSIONAL REFERENCES

### **John Polasko**

Head of School, Gerstell Academy  
jpolasko@gerstell.org  
513-255-8180

(I have worked with John periodically over several years providing individual professional consultation in the areas of strategic thinking, leadership effectiveness, contract negotiation, and career counseling.)

### **Derrick Willard**

Head of School, Augusta Preparatory Day School  
derrick.willard@augustaprep.org

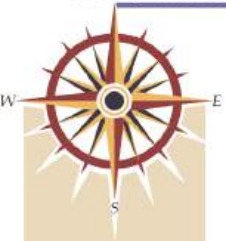
(I did a small project for Derrick on Succession Planning, but have included him more for having a first hand perspective on my strategic thinking and impact.)

### **Gray Jackson**

Board Chair (2015-2020), Episcopal Day School (Augusta)  
Longest serving Board Chair in EDS history  
grady.o.jacksoniii@rbc.com

(Gray and I worked closely together on strategic vision and leadership that led to a transformational project involving the acquisition and development of over 30 acres for experiential education and sports, as well as the creation of a nature school, now named Murray Nature School.)



**Sean Corcoran**

Head of School, Brainerd Baptist School (Chattanooga)

[scorcoran@brainerdbaptist.org](mailto:scorcoran@brainerdbaptist.org)

(I have completed two projects for BBS: an endowment growth plan and an executive compensation study/plan)

**Robert D. Fain**

Retired Rector, Church of the Good Shepherd (Augusta)

[robertfain1196@gmail.com](mailto:robertfain1196@gmail.com)

828-417-5519

(Robert was the Rector for 17 1/2 of my 19 years as head of Episcopal Day School. We worked closely on strategic conversations, thinking, vision, and planning.)

**Tom Sanders**

Executive Director, South Cumberland Community Fund

[tsanders@southcumberlandcommunityfund.org](mailto:tsanders@southcumberlandcommunityfund.org)

931-691-7303

(Tom is currently the Board Chair of Friends of South Cumberland State Parks, of which I am Executive Director. I am in the early phases of leading a comprehensive 6-month strategic planning process of my design that was approved by the Board of Directors.)

**Phil Wendel**

Head of School, The Waldorf School of Atlanta

[pwendel@waldorfofatlanta.org](mailto:pwendel@waldorfofatlanta.org)

(I conducted an Endowment Growth Feasibility Study for WSA.)