



SEDONA RED ROCK TRAIL FUND “SRRTF”

Draft Five Year Business Plan

September 2018 to August 2023

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Executive Summary

The Sedona Red Rock Trail Fund (SRRTF) was established as an Arizona non-profit corporation in 2013 by local citizens recognizing trail maintenance is critical to the protection of our precious Red Rock trails. The SRRTF lost no time in getting the message out about the need to help fund trail maintenance and has provided over \$400,000 since inception for this purpose. The SRRTF Board of Directors includes local hikers, cyclists, runners, and equestrians who work closely with the Red Rock Ranger District (RRRD).

The RRRD currently encompasses 400-plus miles of system trails and is known for some of the most popular and heavily visited locations in Arizona, including Bell Rock, West Fork, Cathedral Rock, Boynton Canyon and Oak Creek Canyon. The U.S. Department of Agriculture selected the Sedona area as part of the 15 National Trail Maintenance Priority Areas in February 2018 as part of the National Forest System Trails Stewardship Act of 2016. The Act requires the Forest Service to develop a strategy that will increase the role of partners, such as the SRRTF and volunteers, in trail maintenance. Red Rock trails attract over 1.7 million visits each year. The Bell Rock Pathway alone receives over 190,000 of these visits annually! Because of the high amount of use, the fragile sandy soils and intense monsoon storms, these trails demand a lot of attention.

The RRRD struggles with declining budgets and relies on local public-private partnerships to make sure that everyone has access to high quality, safe, well maintained trails. The local business community, appreciating the benefits of such well-known and spectacular trails, has stepped up to support needed improvements and maintenance. The SRRTF has also maintained a presence at local events such as the Sedona Marathon, the Banff Mountain Film Festival World Tour and the Sedona Mountain Bike Festival, resulting in significant individual donations from visitors and residents.

The annual cost of Red Rock trail maintenance for trails near Sedona and the Village of Oak Creek is over \$425,000 with the funding shortfall exceeding \$300,000 annually. The Cooperative Funds Act of 1914 authorizes the Forest Service to accept money from organizations such as the SRRTF. Three SRRTF initiatives are already in place to help address this shortfall and provide funding to the RRRD. The Sedona Chamber of Commerce and Tourism Bureau (SCOC&TB) has launched the “Trail Keeper” fund. Twenty-five local businesses, “Trail Keepers”, have committed \$1,000/year for five years and Trail Keepers is expanding by 10 businesses for the next three years beginning in 2019. This is matched by the SCOC&TB and donated to the SRRTF to pass on to the RRRD. These businesses not only benefit trails but receive enhanced marketing from the Program. The sale of a hike book, titled, “Nine Easy Hikes in Sedona” is aimed at helping visiting trail users and proceeds support trail maintenance. Finally, a voluntary trail donation at local lodging guest check-in helps raises funds from visitors enjoying the trails.

The great majority of donations keeping local trails healthy are from individuals who care about the trails they use. Donations can be made directly at the Sedona Red Rock Trail Fund website www.Redrocktrailfund.org.

Vision

Self-sustaining funding source(s) to help maintain and enhance the non-motorized Forest System trails near Sedona and the Village of Oak Creek.

Mission

To gather donations toward the maintenance and enhancement of non-motorized National Forest trails in, and around Sedona and the Village of Oak Creek.

Keys to Success

Strategic Direction

The SRRTF works in partnership with the RRRD and the community to maintain and enhance the natural surface trails near Sedona and the Village of Oak Creek. The SRRTF has three primary goals:

1. Trails are maintained and enhanced in perpetuity.
2. The community understands and values these trails.
3. The SRRTF has the capacity to meet the maintenance and enhancement funding shortfall needs of these trails.

In support of these above goals, the following specific strategies have been developed and will be considered when setting annual fundraising targets:

1. **Stewardship** – this includes supporting or contributing to the ongoing costs of trail maintenance.
2. **Enhancements** – this includes contributing to costs to construct, reconstruct, and improve trails and trail systems.
3. **Public Education/Outreach** – this includes the costs of building awareness about these trails and the benefits they offer to the community.
4. **Fundraising** – this includes raising money to support these trails.
5. **Administration** – this includes the direct costs of administratively supporting all SRRTF's efforts.

July – December 2018

- Amend governance documents to reflect SRRTF's current and future focus.
- Create this Five-Year Business Plan including board member guidelines.
- Create a board development matrix to help determine requirements and aid in recruiting.
- Improve SRRTF's website fundraising ability, accountability and transparency.

- Approve a FY19-23 Budget including the above specific strategies. Budget figures for the first year must be defined in great detail to accurately reflect the true costs of implementing the above specific strategies with out-year budgets estimating expenses using across-the-board increases rather than specific functional budgets. The overall goal for fundraising is to raise sufficient money to cover the expense in each functional area of the budgets over a five-year period.
- Market mission and successes.

Fiscal Years 2019, 2020, 2021, 2022 and 2023

- Agree on a financial forecast during each fiscal year
- Governance review and update if required.
- Review and update the business plan based on actual results.
- Approve a follow on fiscal year budget that implements the next year of the updated business plan including the above specific strategies.

Calendar Year 2023 and Beyond

- Governance, mission and vision review.
- Create new five-year business plan.



Background

The Sedona Red Rock Trail Fund (SRRTF) is a volunteer coalition of hikers, bikers, equestrians and outdoor enthusiasts who believe that the trails connecting us to the adventure and beauty of the Red Rock are worth caring for. The SRRTF Fund was created with three goals: 1) to help sustain and enhance the Red Rock trail system in, and around, Sedona and the Village of Oak Creek in perpetuity; 2) ensure our community understands and values these trails and 3) develop the capacity to contribute financially to the maintenance and enhancement needs of these trails. Funds directly support SRRTF's partnership with the Forest Service to achieve the essential maintenance and enhancement of these extraordinary Red Rock trails.

The City of Sedona, located in Northern Arizona's high desert just under the Mogollon Rim of the Colorado Plateau at the base of the Oak Creek Canyon, is a well-known tourist destination. Sedona is distinguished by massive red-rock formations, pristine Oak Creek and is surrounded by the Coconino National Forest. The unincorporated Village of Oak Creek sits about 7 miles away. Sedona, and the Village of Oak Creek, are considered to be one of the most beautiful places on Earth.

The non-motorized trails and trail systems on National Forest land near Sedona and the Village of Oak Creek provide some of the best full year outdoor recreation opportunities in the United States. This non-motorized trail system is an economic development tool important to the improvement and growth of the overall local economy. Maintaining the health of, and enhancing safe access to these non-motorized trails is essential to the economic well-being of the City of Sedona and Village of Oak Creek. Additionally, using these trails for community enhancement and quality-of-life improvements makes the City of Sedona/Village of Oak Creek a desirable place to live and serves as a key attractor for business and labor.

Business Plan Implementation

Organizational Development

The SRRTF's mission has evolved from exclusively helping to maintain official non-motorized trails and trail systems on National Forest land near Sedona and the Village of Oak Creek to also supporting new trails construction, reconstruction, and improving existing trails – with the heavy emphasis on trail maintenance for the purposes of safety, enjoyment, environmental preservation and sustainability.

Organizational development means increasing the SRRTF's mission accomplishment capacity in the following areas:

1. **Leadership:** improving the SRRTF's capacity for its leaders to inspire, prioritize, make decisions, provide direction and innovate;

2. **Adaptivity:** improving the SRRTF's capacity to monitor, assess, and respond to internal and external changes;
3. **Management:** improving SRRTF's capacity to ensure the effective and efficient use of its resources; and
4. **Operations:** improving SRRTF's capacity to implement key organizational and programmatic functions.

A mission, vision, and a plan are essential for any nonprofit, but its capacity to achieve its goals is the function of effective organizational development. Through organizational development activities addressed in this plan, the SRRTF will develop the internal capacity to be the most effective it can be in its mission work and sustain itself over the long term.

Organizational Development Strategies

The SRRTF has adopted the following strategies to achieve the outcomes of this plan. These strategies are designed to bring our most creative and innovative thinking into our fund raising efforts.

Investment In Steps To Improve SRRTF's Fundraising Ability

Currently, the trails' fundraising requirement exceeds the SRRTF's fundraising ability and this will exacerbate over time as new trails are added to the system. The SRRTF must increase its fundraising capacity by investing in the development of its personnel (board members, paid staff, and other volunteers), systems and structure.

SRRTF Fundraising efforts fall into four categories and are managed by four respective committees each chaired by a SRRTF board member:

1. Individual donor solicitations managed by the Donor Committee which include
 - a. Annual giving and individual gifts under \$5,000
 - b. Major gifts of \$5,000 or more
 - c. Planned Giving
2. Event revenues generated by special events and managed by the Events Committee
3. Business and sponsorship revenues solicited and managed by the Community Outreach Committee
4. Grant awards managed by the Grants committee

Develop Board Member Capabilities to Lead Major Donor Fundraising Efforts

SRRTF's growth over the next five years will depend on having ~~the~~ people involved who can help lead the organization to the next level. This includes people with a variety of skills, connections and demographics. Perhaps the greatest of these in the short-term is the

Donors Committee. This is a small group of board and non-board members capable and committed to raising money through personal solicitation from other organizations and individuals. This committee will define SRRTF's success over time.

The SRRTF will grow its fundraising capacity by both training existing Board members to be more engaged and effective in their fundraising roles, and by recruiting additional Board members and other volunteers who will commit their efforts into building relationships and asking for money. Training and recruiting will be important strategies for creating the cadre of fundraising volunteers necessary to reach the potential the SRRTF has for raising money.

Hire Dedicated Professional Staff to Support the SRRTF's Fundraising Efforts

The SRRTF needs to complement its volunteer functions with a part-time administrative development support professional with the five-year goal of having the position be fulltime. This individual will work with the Committee chairs to implement:

- The annual individual direct mail donation solicitation
- Monthly "Constant Contact" email outreach
- Maintenance of a functional database for tracking and reporting on
 - Donor cultivation and "moves management"¹
 - Donations, revenues and their sources (donations, event revenues, grant awards, deferred gifts)
 - Contact information
- Timely acknowledgement of gifts
- Collaborative maintenance of organization website for the purposes of donor recognition, giving stories, donation impact stories, etc..
- Planning and execution of events

This individual is dedicated to support functions. The Board of Directors will remain a working Board to ensure maximum organization success.

Implement Operational Fundraising Policies, Processes and Procedures

Organization processes and procedures will be documented for the following functions:

- Grants management
- Prospect identification and "moves management"
- Donor acknowledgement and recognition
- Gift acceptance
- Prospect and donor communications plan
- Data collection and reporting

¹ Encouraging a donor to participate at higher giving levels.

Emphasize Long-Term Relationships In All Fundraising Efforts

SRRTF's fundraising success will require investment and support from businesses, donors and other supporters for generations. Therefore, the SRRTF must develop programs that build ongoing long-term relationships as the cornerstone of fundraising effectiveness. These relationships will take place through a series of "touches" managed through events, meetings and other contacts. This may require greater investment up-front that reduces net revenue for some programs in the short-term. However, the long-term benefits should far exceed any limitations that come as a result of investing in relationships for the long run.

Seek Multiyear Commitments To Support SRRTF's Activities When Requesting Support From Donors, Sponsors, and Grantors

Funders and supporters often are not prepared to make a long-term commitment to support the SRRTF until it has clearly established credibility. Seeking longer-term commitments is an important strategy to ensure the investment in the SRRTF is a solid one.

Strategic Planning

Strategic planning is a fancy way of describing where the Board of Directors wants the SRRTF to go, what it wants to accomplish, when it wants to accomplish it by, and how to do all of this. This includes:

1. **Analysis:** performing an analysis of the political, social, economic and technical environment affecting the SRRTF's mission accomplishment.
2. **Direction:** coming to conclusions from the analysis stage and determining what overall accomplishments the SRRTF desires to achieve, the methods to achieve them and establish goals.
3. **Plan of Action and Milestones** to achieve the established goals.

This business plan is the culmination of the above organizational development and strategic planning activities by the SRRTF Executive Committee and Board of Directors.

Strength, Weaknesses, Opportunities and Threat (SWOT)

The following SWOT analysis of the SRRTF was performed by the Executive Committee during the summer of 2018.

1. **Strengths**
 - a. Passionate board members

- b. Strong brand
- c. Excellent working relationships with local stakeholders
- d. Collection Agreement with the RRRD
- e. Knows its biggest obstacle

2. Weaknesses

- a. Outdated and inconsistent governance
- b. Does not know how to address its biggest obstacle
- c. No long term financial plan in place
- d. Donor relationship management, contact and fundraising data lacks automation and website integration
- e. Website lacks information that typical donors seek such as:
 - i. SRRTF's financial picture including specifics on how it spends funds
 - ii. Basic governance documents establishing SRRTF's legitimacy
 - iii. SRRTF's impact
- f. No board skills and talent matrix

3. Opportunities

- a. Brand recognition locally, regionally, and nationally
- b. Monetizing visitors
- c. Cultivating sponsors beyond the Red Rocks
- d. Endowment and planned giving
- e. Website enhancements

4. Threats

- a. New tax law impacts on charitable giving
- b. "Competition" from other non-profits chasing the same \$s
- c. Local (Home Rule) and National political climate
- d. RRRD staff shortages
- e. Board member buy in with new leadership direction
- f. Executional ability

From this preliminary SWOT, the SRRTF Executive Committee determined it should begin work on the following courses of action:

- Addressing outdated and inconsistent governance documents.
- Creating a Five-Year Business Plan including board member guidelines.
- Creating a board skills and talent matrix.
- Improving SRRTF's website accountability and transparency with its donor base.
- Developing a FY19 Budget that implements the first year of the business plan.

The SRRTF Executive Committee worked on several of the above items over the summer of 2018 for board consideration and action in September and Fall 2018. Once approved, this plan will be the culmination of these efforts.

Market Analysis

The SRRTF must take a proactive strategy in promoting its programs and creating a strong fund-raising program. Sedona and the surrounding Red Rock country present three separate fundraising markets for the SRRTF:

1. Local population and businesses.
2. Visitors.
3. Grant opportunities.

Local Population and Businesses

Sedona and the Village of Oak Creek have a combined year round population of approximately 18,000. With a median household income of approximately \$56,000 and average household income of approximately \$86,000, Sedona and the Village of Oak Creek are above the Arizona average. To attract individual donors, the SRRTF must get the word out as to why our trails need support, identify prospects, ask for support, thank and recognize those who give and ultimately involve them more deeply in SRRTF's mission and stewardship.

According to the SCOC&TB's [website's](#) business directory, there are over 1,110 businesses in Sedona and the Village of Oak Creek as potential SRRTF sponsors:

- 97 businesses providing accommodations as follow:
 - 18 Bed & Breakfasts
 - 7 Cabins
 - 48 Hotels/Motels/Resorts
 - 7 RV/Camping/Hostels
 - 17 Vacation Rentals
- 50 Arts & Cultural businesses
- 77 Associations & Organizations,
- 92 Attractions & Entertainment businesses,
- 48 Business & Financial Services businesses,
- 17 Churches & Places of Worship,
- 88 Community & Professional Services businesses,
- 27 Construction Services businesses,
- 42 Marketing & Media Services businesses,
- 34 Medical & Healthcare business,
- 32 Outdoor Recreation businesses,
- 58 Real Estate businesses,
- 115 Dining & Drinking establishments,
- 119 Retail Shopping establishments,

- 83 Tour and Sightseeing companies, and
- 20 Travel Service firms.

Visitors

According to its October 2017 Annual Report to the City of Sedona, The SCOC&TB reported that “tourism is the lifeblood of Sedona. This dynamic industry generates \$11 million in local tax dollars, 10,000 jobs, \$200 million in wages alone, and constitutes more than 66% of the City’s sales tax revenues which fund city operations and departments such as Parks & Recreation...”

Finding creative ways of enlisting Sedona’s visitors, especially the trail using cohort, to support the trails will be key to SRRTF’s success.

Just as the SCOC&TB used Sedona’s natural beauty to triple tourism during the past decade, pitching the mystique of Sedona’s trails to donors and sponsors who would like to visit is an untapped and practically unlimited funding source for the SRRTF.



Grants

Finally, grant opportunities at all levels – government, foundation, non-profits, industry, etc. – provide a high return for the time invested.

Detailed Implementation Strategy

The SRRTF will organize into four standing committees to address the available markets:

1. Community Outreach
2. Donors

3. Events
4. Grants

As mentioned, these four committees will be chaired by a SRRTF Board Director and comprised of as many additional Directors and members of the general public as needed to accomplish each committee's stated goals listed below. These committee chairs will be empowered with the authority of the Board to conduct SRRTF business related to their individual focus and create committee budgets for board approval. Committee chairs will also ensure cross-committee communication and cooperation.

Community Outreach Committee

The Community Outreach Committee is primarily responsible for developing the SRRTF's business sponsorship program and monetizing Sedona's visitors who contribute through a local business. The committee will accomplish this by establishing sponsorship levels with different strategies for cultivation, solicitation and recognition. Sponsorship levels will be based on cash and in-kind donations. With each level, the SRRTF will determine how it will promote and recognize the sponsor.

Fundraising Strategy and Goals of the Community Outreach Committee:

Goals

- Create a Co-Op business sponsor program, in coordination with the Red Rock Ranger District (RRRD) and the SCOC&TB, to complement the Trail Keepers Program.
- Expand the number of hotels participating in the Hotel Opt in Donation Program to three.
- Leverage partnering opportunities to develop expertise, resources, capabilities and other forms of non-profit business development acumen in order to enhance the SRRTF's mission achievement.
- Work with the SRRTF Grants Committee and the SCOC&TB to obtain funding for hiring and hosting a part time Account Executive to act as the link between the SCOC&TB, Trail Keepers and Hike Book Program, the Co-Op Business Sponsor Program, and Hotel Check Off Program. Responsibilities include
 - Ensuring that businesses supporting these programs understand how their contributions are making the difference, how their funds are being utilized and how their continued participation in the program is imperative.
 - Recruiting replacements for businesses that drop out of the programs
 - Recruiting businesses to support the various programs created by this committee over time.
- Achieve budgeted fundraising targets.

Fundraising Strategy

- Create SRRTF's business sponsorship program.

- Develop SRRTF “elevator pitch”² and a standard presentation for potential sponsors, partners, and other purposes.
- Create marketing collateral
- Develop a marketing campaign to raise community, regional and national awareness of the Sedona Red Rock Trail Fund and its fundraising mission.
- Identify new funding/revenue sources and determine appropriate funding channels for Co-Op* advertising including local, state, regional and national companies

* Co-Op advertising is a partnership between the RRRD, SRRTF and the business community, including the SCOC&TB to create brand name awareness on the trail and online. An example of Co-Op advertising is the Sedona Trail Keepers Program. In return for an annual contribution of \$1,000, local businesses receive the following brand name awareness benefits:

- Business name listed on three signs at designated trailheads (determined by the RRRD). A limit of five business names listed on each sign.
- Listing on VisitSedona.com (1.7 million unique visitors per year)
- Recognition in Experience Sedona Guide (275,000 printed annually)
- Usage of program logo in the businesses own promotional materials

Note, the *Forest Service Partnership Guide* clearly states that a partnering relationship with an organization for the purpose of mutually contributing resources, **is not** considered fundraising (or soliciting funds) on the part of the FS. The Guide is also very clear that the “manner in which the partner rises funds from outside sources is not governed by the...regulations.”

Donor Committee

The immediate goal of the Donor Committee is to increase individual donor revenues to meet or exceed 30% of SRRTF’s total annual revenues.

The donor committee is responsible for developing and implementing giving programs for the solicitation of fundraising revenues from the following sources:

- Individuals through annual or recurring giving programs
- Individuals and trail users visiting Sedona

Major Donors

Major donors are a category of supporters designed to encourage larger contributions to the SRRTF. Any individual giving a cumulative total of \$5,000 or more will be considered a major donor. A more personalized process of cultivation, solicitation and recognition will be provided to major donors with the goal of building a stronger relationship between this

² A short description of the SRRTF that describes us in a way such that any listener can understand it in a short period of time.

high-level supporter and the SRRTF. The Donors Committee is primarily responsible for building this relationship with the SRRTF and helping the donors feel that their contribution has been a worthwhile investment of their charitable giving.

Planned Giving Program

The SRRTF will also develop a planned giving program to encourage supporters to consider the SRRTF as a beneficiary of a bequest from their estate. The strong emphasis on relationship building is intended to help supporters feel connected to the SRRTF and commit to its long-term success. Revenues from bequests generally are unknown and difficult to plan as part of annual budgeting. Therefore, the funds from bequests will be dedicated to capacity-building efforts unless otherwise stated by donor.

Prior to embarking on Major Donor and Planned Giving solicitation, SRRTF will need to partner with an established foundation with sufficient infrastructure, resources and assets to provide the credibility necessary to attract major and legacy giving. The logical choice for this partnership is with the Arizona Community Foundation (ACF) under its “private foundation” category. The steps to establish this partnership are:

- Board approval to establish private foundation funds with ACF
- Open two accounts with ACF
 - Non-profit Endowment Fund for growth of permanent funds
 - Non-profit Reserve Fund for growth of non-endowed funds

Fundraising Strategy

- Identify new funding/revenue sources from individuals, especially local and visiting trail users.
- Create and market a major donor program targeting high net worth individuals that is personalized in cultivation, solicitation and recognition with the goal of building a stronger relationship between the major donor and the SRRTF.
- Develop a marketing campaign to raise individual awareness of the SRRTF fundraising mission.
- Inform the general public regarding National Forest trail use and management.
- Implement a planned giving program.
- Plan ways to involve donors in SRRTF’s operations.
- Update SRRTF’s website to attract donors, make it easy to donate, automate donation receipts and focus on creating value for our web visitors.
- Establish and implement a donor recognition program as an annual event

Events Committee

The Events Committee is primarily responsible for developing the SRRTF’s event fundraising programs. The Events Committee is tasked with developing its goals and fundraising strategy for inclusion in this business plan.

The SRRTF will host a variety of events and activities that have the potential to generate revenue. These events will be designed to primarily provide educational benefits. Whenever possible, events will include a fee to help recover costs of the activity.

Annually, the SRRTF will participate in the Sedona Mountain Bike Festival; and when feasible, will collaborate with other participating non-profits.

Goals

- Achieve budgeted fundraising targets.
- Conduct or participate in four fundraising and/or educational events annually.

Fundraising Strategy

- Identify new event funding/revenue sources and determine appropriate courses of action.
- Plan and manage SRRTF participation at fundraising events.
- Achieve budgeted fundraising targets.

Grants Committee

The Grants Committee is primarily responsible for developing the SRRTF's grant fundraising programs and post award implementation management. The Grants Committee is tasked with developing its goals and fundraising strategy for inclusion in this business plan.

The SRRTF will seek support from granting sources to support specific capacity-building efforts and projects.

Goals

- Develop a list of grant-fundable projects for each fiscal year in alignment with the budget plan.
- Manage grants post award.
- Achieve budgeted fundraising targets.
- All committee members will become proficient in grant writing.
- Create and maintain folders for grant writing and implementation activities to include:
 - Annual grant submission plan and annual grant tracker
 - A list of multiple grant sources (e.g., business , community, city, county, state federal, non-profit)
 - Past applications
 - Request debriefs from grant sources for each unsuccessful grant applications; and identify lessons learned for future grant opportunities.

Fundraising Strategy

- Develop a Five Year Plan for grants development in coordination with the RRRD trail maintenance requirements.
- Identify new grant funding/revenue sources; and determine appropriate SRRTF capture strategies.
- Identify grant program officers and board members and develop relationships with them.
- Identify appropriate potential grant sources using online sources such as Grantwatch.com.
- Maximize funding leverage by working in coordination with other community organizations such as Verde Valley Cyclist Coalition, SCOC&TB and the City of Sedona.
- Identify key people at family foundations and ACF board members to cultivate ongoing relationships for successful grant renewals.

Marketing Plan

- Each time a significant event and/or accomplishment occurs (grant award, major donation received, RRRD funding, new board member, etc.) the SRRTF will issue a press release to the various Verde Valley news periodicals (Verde Independent, Journal AZ, Villager, Red Rock News), post the release on its website for inclusion in its quarterly newsletter and/or promote the event to the RRRD ensure that appropriate recognition is given
- Partner with other non-profits to obtain favorable press to their donors and subscribers.
- Create and distribute a quarterly newsletter to supporters, donors and sponsors.

Board Strategy

A strategy is also needed to staff the SRRTF board with the right mix of directors to successfully implement the business plan. Adding directors is different than building a board. Before inviting new directors to join, the SRRTF must determine the criteria for augmenting the team. By December 31, 2018, the SRRTF Board will determine the ideal mix of professional skills, resources, backgrounds and experience, demographics, community connections, and other characteristics the SRRTF needs to successfully execute this business plan. The SRRTF will then use 2019 to recruit the necessary board members that fit this determination.

All SRRTF Directors are tasked with recruiting board and committee members with appropriate business, fundraising and financial acumen to significantly contribute to SRRTF's mission accomplishment.

A minimum level of involvement by board members will include a monetary contribution based on one's financial abilities.

Management and Staffing Plan

As the SRRTF grows and reaches the stage where it is necessary to hire staff, the following steps will be taken:

- Ensure the hiring of staff and employee compensation are in alignment with the Articles of Incorporation and By-Laws; and to amend those documents to accommodate staffing requirements if required.
- Paid staff positions are precluded from board service.
- If a director transitions to a paid staff position, the director must resign his/her board seat first.
- Consider and document payroll requirements.
- Ensure compensation is within the bounds of "reasonable compensation".
- Select a filing system for required reports/documents.
- Hire an accountant or payroll services company.
- Report payroll taxes.

Fundraising Outcomes

The SRRTF has defined the following financial outcomes that will be accomplished through this plan's implementation.

1. Increase SRRTF's total revenue.
2. Increase SRRTF's unrestricted revenue. Unrestricted revenue is essential for flexibility in responding to emerging opportunities and threats.
3. Create diverse revenue sources that minimize reliance on a single revenue source. For example, the SRRTF's primary revenue source currently is the Trail Keepers Program. In the next three years, it is critical that the SRRTF reduce the percentage of funding coming from Trail Keepers.
4. Stabilize SRRTF's multi-source funding in the long-term. Stability is vital to ensure the SRRTF can plan and execute its programs over time. Retaining the commitment of current supports is significantly more effective and efficient than having to build new relationships over and over.
5. Ensure all costs are factored into fundraising outcomes. These costs include:
 - a. **Stewardship** – this includes the ongoing costs of trail maintenance.
 - b. **Enhancements** – this includes all costs to construct, reconstruct, and improve trails and trail systems.
 - c. **Public Education/Outreach** – this includes the costs of building awareness about trails and the benefits they offer to the community.
 - d. **Fundraising** – this includes the direct costs of raising money
 - e. **Administration** – this includes the direct costs of administratively supporting all the SRRTF's efforts.

Budget Planning

A budget and cash flow statement with a three to five year forecast that addresses the financial outcomes of this business plan will be completed by December 31, 2018.

