

MORE Trail Building Funds

Policies and Procedures

March 3, 2014

One of the primary goals of the Mid-Atlantic Road Enthusiasts Inc. (“MORE”) is to serve mountain bikers and other recreational trail users in the Mid-Atlantic region by developing and improving unique, fun and sustainable trails. This can be accomplished by volunteers using hand tools and/or enhanced by hiring professional trail builders and machines. Further, while it is desirable for land managers to fund trail projects, sometimes this is not feasible, or would involve substantial delay, and an alternate method for assisting these land managers can be beneficial. To address these issues, MORE has established separate set-aside funds for building and improving trails that will benefit MORE and its members and the mountain biking community, in general (“MORE Trail Building Funds”).

Purpose

The purpose of this document is to establish the policies and procedures that will govern the administration of these Funds. See “Definitions and Record Keeping” section below for the definitions of capitalized terms.

Executive Summary

MORE has four types of trail Funds: the Trail Boss Trail Fund, the General Trail Fund, Epic Reinvestment Funds, and Special Purpose Funds. Each type of Fund has rules for a) adding monies to the Fund, b) allocating Fund monies to specific Projects and c) approving Project expenditures:

Fund Type:	Money is Added to a Fund from:	Allocating Money in a Fund to a Project:	Incurring and Approving Project Expenditures:
The Trail Boss Trail Fund	MORE general funds by action of the Board of Directors (“BoD”)	Any liaison may seek approval up to \$500 from the Trail Boss; if approved, the liaison is the Club Lead for that project	The Club Lead can incur expenditures up to the allocated Project limit and cannot exceed \$500. Reimbursement by MORE is subject to Trail Boss approval.
The General Trail Fund (which will give priority to grass-roots hand-built trails)	Two categories: a) MORE general funds by action of the BoD, or b) specified donations from third parties	Any Club Lead may seek approval of a project from the Trails Committee; focus will be on hand-built trails	The Club Lead can incur and the MAP can approve expenditures up to the allocated Project limit.
Epic Reinvestment	Three categories: a) 50%	Club Leads, with Epic	The Club Lead can incur

Funds	of Epic Series net proceeds, b) donations from third parties, or c) restricted or special purpose grants	Volunteer Team support, seek approval for a Project from the Trails Committee	and the MAP can approve expenditures up to the allocated Project limit
Special Purpose Funds	Three categories: a) MORE general funds by action of the BoD, b) specified donations from third parties, or c) restricted grants from third parties. A special committee of the BoD reviews all large proposals to allocate MORE general funds to a Special Purpose Fund	Each Special Purpose Fund has a Club Lead assigned and the Club Lead obtains approval from the Trails Committee for Projects over the allocated Project limit	The Club Lead can incur and the MAP can approve expenditures up to the allocated Project limit

Policy

The MORE Trail Building Funds are comprised of four (4) categories of funds: 1) the Trail Boss Trail Fund; 2) the General Trail Fund; the Epic Reinvestment Funds; and 4) Special Purpose Funds. The policies for each type of Fund are set out below.

Definitions and Record Keeping

“Fund” or “Restricted Fund” - The cash funds (also called monies) associated with the various Trail Building Funds are not kept in separate bank accounts; instead a “Fund” or a “Restricted Fund” is a bookkeeping entry within MORE’s cash-basis books that restricts the use of cash held in MORE’s general bank accounts to expenditures that are consistent with this Trail Building Fund Policy.

“Project” - Any trail building Fund may be further subdivided into Projects. A “Project” is an allocation or set-aside of some or all of the cash in a specific Fund for use on a specific trail building project.

“Club Lead” - Each Project will have a “Club Lead” assigned to it. The Club Lead will be the relevant MORE Trail Liaison (or a person specifically approved by the Trails Committee or BoD for the relevant trail) and is the person responsible for execution of the Project in compliance with this Policy and with good trail management practices. Club Lead will procure the goods and services necessary for the Project (including negotiating contracts), and manage and organize any contractors and/or volunteers working on the Project.

“MAP” – In addition to a Club Lead, each Project will have a “Most Accountable Person” assigned to it. The MAP will be appointed by the Advocacy Director and in all cases be a MORE officer or director. The MAP works closely with the Club Lead in a support and oversight role. Any Project contracts negotiated by the Club Lead will be executed by the MAP on behalf of MORE. Any payments or reimbursements of

Project expenses incurred by the Club Lead will require approval by the MAP before being paid by the Treasurer.

The "Trails Committee" composition will be determined from time to time by the Advocacy Director and will initially consist of eight people: a) the Advocacy Director (who will serve as chairperson of the Committee); b) the President; c) the Trail Boss; d) the MD and VA Advocacy Managers; e) the MD and VA Grant Managers, and f) the Trails Committee Project Manager. If necessary the vote of the chairperson will break a tie.

MORE's Treasurer will be responsible for maintaining accurate records of the amount of cash remaining in each Fund at any time, and with assistance from MORE's Advocacy Director and the Trails Committee Project Manager will maintain records of the initial approved amounts in each Project, expenditures and remaining unspent funds in each Project, and will report on Project and Fund financial activity to the BoD and Trails Committee monthly.

This Policy will be subject to amendment by the Trails Committee from time to time for minor clarifications and procedural matters.

Trail Boss Trail Fund

The Trail Boss Trail Fund is established annually through MORE's annual budget process. Its purpose is to cover cost of materials or services needed for one-time small scale trail building or maintenance activities. For 2014, the BoD has approved the allocation of \$2000 to the Trail Boss Trail Fund. Projects are limited to \$500 per request and liaisons should direct requests for Project consideration and approval to the Trail Boss utilizing the attached MORE Trail Fund Request Form. Upon the Trail Boss's approval, the liaison becomes the Club Lead for the Project and shall provide regular status reports until Project completion to the Trail Boss for Trails Committee briefings.

Expenditures for Trail Boss Trail Fund Projects will be paid for by the Club Leads and reimbursed by MORE. Requests for reimbursement should be sent to MORE's Assistant Treasurer with a copy to the Trail Boss for approval. The Trail Boss will generally approve all requests for reimbursement by Club Leads on approved Projects up to the Project limit that are in line with MORE's disbursement policies and supported by reasonable backup documentation (invoices, receipts, explanations) unless the expenditure is manifestly not associated with the approved Project. Approved requests for reimbursement will be paid within 15 days of receipt and acceptance by the Assistant Treasurer.

The General Trail Fund (aka "The Hand-Built Trail Fund")

The General Trail Fund is an overarching Fund established to support Projects anywhere across MORE's territory as a whole. While the General Trail Fund can be used for any Project approved by the Trails Committee, priority will be given to hand-built trails developed and implemented by volunteers at the grassroots park-by-park level. Cash is allocated to this Fund by the MORE Board of Directors (BoD) from general funds, or by non-specific trail building or maintenance donations or grants received by MORE and determined by the Treasurer to be most appropriate for inclusion in the General Trail Fund. Once

monies are allocated, candidate Projects are identified and selected through the process defined below and approved through vote of the Trails Committee.

Purpose and Projects: For one-time trail project expenses of unlimited amounts, but not less than \$500, unless the Trail Boss Trail Fund has been exhausted in a given year. Limited to monies allocated into the General Trail Fund and not already allocated to an approved Project. Requests for allocations from the General Trail Fund to a specific Project are made by application of a Club Lead to the Trails Committee using the form in Exhibit A. Projects are approved through a vote of the Trails Committee. The Club Lead or MAP reports the Project status monthly to the Trails Committee.

Expenditures: Project-related expenditures under \$500 are to be paid for by the Club Lead and reimbursed by MORE. For individual expenditures greater than \$500 and less than \$2,000, the Club Lead may elect to pay for the expenditure and be reimbursed or have MORE pay the expenditure directly. All approved expenditures greater than \$2,000 will be paid directly by MORE. Requests for disbursement should be sent by the Club Lead to the MORE Assistant Treasurer with a copy to the MAP for that Project for approval. Requests for disbursement by Club Leads on approved Projects up to the Project limit that are that are in line with MORE's disbursement policies and supported by reasonable backup documentation (invoices, receipts, explanations) will generally be approved unless the expenditure is manifestly not associated with the approved Project. Approved requests for disbursement will be paid within 15 days of receipt and acceptance by the Assistant Treasurer.

The Epic Ride Series Reinvestment Funds

The BoD has approved the creation of a reinvestment trail building fund for each area where a MORE Epic Series ride is held. Cash is added to Epic Reinvestment Funds by action of the BoD (currently the BoD has adopted a policy of allocating at least 50% of the net proceeds of the 2014 Epic Series to three Epic Area Funds, with these amounts to be determined in the 2015 budget process). In addition, the BoD allocated \$20,000 (including a \$4,000 carryover) of MORE general funds to the MoCo Epic Reinvestment Fund in the 2014 budget. Any monies donated to MORE that are specifically identified by the donor to be included in an Epic Reinvestment Fund will be added to that Fund.

Purpose and Projects: For trail projects designed to enhance the relevant Epic Ride route or experience or which are in the general area of the specific Epic Ride. Projects for Epic Ride Series Reinvestment Funds can be unlimited amounts, but not less than \$500, and limited to monies allocated into the relevant Epic Reinvestment Fund and not already allocated to an approved Project. Projects must have the written support of the relevant Epic Volunteer Team. Requests for allocations from an Epic Reinvestment Fund to a specific Project are made by application of a Club Lead (and supported by the Epic Volunteer Team) to the Trails Committee using the form in Exhibit A. Project approval is authorized by the Trails Committee. The Club Lead or MAP reports the monthly status to the Trails Committee and Epic Volunteer Team.

Expenditures: Project-related expenditures under \$500 are to be paid for by the Club Lead and reimbursed by MORE. For individual expenditures greater than \$500 and less than \$2,000, the Club Lead

may elect to pay for the expenditure and be reimbursed or have MORE pay the expenditure directly. All approved expenditures greater than \$2,000 will be paid directly by MORE. Requests for disbursement should be sent by the Club Lead to the MORE Assistant Treasurer with a copy to the MAP for that Project for approval. Requests for disbursement by Club Leads on approved Projects up to the Project limit that are that are in line with MORE's disbursement policies and supported by reasonable backup documentation (invoices, receipts, explanations) will generally be approved unless the expenditure is manifestly not associated with the approved Project. Approved requests for disbursement will be paid within 15 days of receipt and acceptance by the Assistant Treasurer.

Special Purpose Trail Building Funds

Special Purpose Trail Building Funds, or Special Purpose Funds, are established either by budget action or a vote of the BoD to fund a particular trail project or set of trail projects as defined by the BoD that require the use of MORE's general funds. If MORE receives a special purpose grant or donation that requires the creation of a new Fund, the Treasurer may create a new Fund to hold the donation, however, no use of the monies in that new Fund will be made until the BoD approves the new Fund, determining it to be appropriate and consistent with MORE's goals and mission. Special Purpose Trail Building Funds can be funded by the allocation of MORE general funds per a BoD vote, and/or through specific donation, grant, or fundraising activities. Special Purpose Funds can be limited to a single trail system, or to a specific program (e.g., enhanced signage or maps across MORE's territory). Because of their size and importance, Special Purpose Funds or any Project greater than \$20,000 or involving MORE general funds of more than \$10,000 ("Material Special Purpose Funds" or "Material Projects") will be subject to the additional criteria and approvals discussed below at their establishment and approval.

Purpose and Projects: Typically for long-term, multi-phased projects where significant fundraising is required. Funded by BoD Budget action, grants, targeted donations/fundraising activities. Requests for allocations of money in a Special Purpose Fund to a specific Project are made by application by a Club Lead to the Trails Committee using the form in Exhibit A. Project approvals are authorized by the Trails Committee. The Club Lead or MAP reports the status monthly to the Trails Committee Project Manager.

Expenditures: Project-related expenditures under \$500 are to be paid for by the Club Lead and reimbursed by MORE. For expenditures (individually or in the aggregate) greater than \$500 and less than \$2,000, the Club Lead may elect to pay for the expenditure and be reimbursed or have MORE pay the expenditure directly. All approved expenditures greater than \$2,000 will be paid directly by MORE. Requests for disbursement should be sent by the Club Lead to the MORE Assistant Treasurer with a copy to the MAP for that Special Purpose Fund for approval. Requests for disbursement by Club Leads on approved Projects up to the Project limit that are that are in line with MORE's disbursement policies and supported by reasonable backup documentation (invoices, receipts, explanations) will generally be approved unless the expenditure is manifestly not associated with the approved Project. Approved requests for disbursement will be paid within 15 days of receipt and acceptance by the Assistant Treasurer.

Special Purpose Trail Funds and Projects Prioritization

Selection of new Special Purpose Funds and of Projects to be funded by any Special Purpose Fund should be made by the Trails Committee based upon the needs and objectives of MORE, MORE members, and all mountain bikers in the Mid-Atlantic Region. Many factors contribute to the relative importance of one Project over another and all should be considered when deciding on the allocation of MORE's limited general funds.

1. **Popularity.** Extending or improving a trail system that is heavily ridden will naturally provide a good return (in terms of rider enjoyment) on investment and bring positive attention to MORE. However, a less-used trail that is located in a popular area may gain significant traffic as a result of proposed improvements. Consideration should be given to the relative benefit that can be realized by a larger number of riders.
2. **Demonstrated need.** Trails that are badly damaged or trails where critical connections are missing may be good candidates for funding. A project that adds a small improvement to a large and already well-loved trail system may not provide as good a return on investment, in spite of the trail's current popularity.
3. **Quality.** Projects should demonstrate a plan for proper sustainable design. Priority should be given to Projects that will demonstrate improved methods of trail design so as to improve rider experience and MORE's ability to build good trails. For example, an armored trail or a trail shaped with a creative flow would be preferred over a simple, flat "rake-n-ride" type trail.
4. **Partnership.** Trail funding can be used to establish or to enhance partnerships between MORE and land management agencies and individuals. On the other hand, investing money into trails in areas where the partnership is weak or we risk losing access may not be a good investment. Both the benefit and the risk should be considered when evaluating a project for funding.
5. **Regional fairness.** Allocation of funds should be spread fairly across trails in the region so that all members get to benefit from the trail funds on nearby trails. Consideration should be given to location of other projects funded in the recent past, so as to distribute funds fairly across MORE's geographical territory.

Special Purpose Trail Fund Establishment Procedures

1. Proposals for adding MORE's general funds to new Special Purpose Funds or for utilizing established Special Purpose Funds should be submitted by Club Leads to the Trails Committee on behalf of developing projects. In addition to a Club Lead, a MAP must always be designated in order for any Fund or Project allocation to be approved.
 - a. Proposals should be completed using the Trail Fund Request Form in Exhibit A, and as illustrated on Exhibit B, which is a real life example of a Trail Fund Request Form that received BoD approval.
 - b. While it would be beneficial to start with an annual trail fund budget and evaluate all proposals at one point during the year, this is probably not realistic. Accordingly, the process will allow for submission at any time throughout the year.

2. In addition to Trails Committee review, proposals for adding more than \$10,000 of MORE's general funds to a new or existing Special Purpose Fund shall be evaluated by the following MORE board members or officers for the respective factors:
 - a. The Advocacy Director ("AD"), with the input of the Trails Committee, will evaluate the proposal for its potential to improve land management relationships and satisfy strategic advocacy objectives. The AD should also consider whether alternate funding was pursued and whether other suitable funding options may exist.
 - b. The Trail Boss ("TB"), with the assistance of the Club Lead and the MAP for the proposed project will evaluate proposals for suitability of design and supportability of the project. The TB should also consider whether other designs were considered and why the proposed design is the best course of action. This should include any materials selected, trail layout, permits required and obtained, and contracting approach.
 - c. The Treasurer will evaluate each proposal to ensure costs have been properly projected and funding is available.
 - d. The Vice President will evaluate each proposal to consider whether additional sponsorship or grant opportunities exist to help offset costs and to pursue any potential corporate partnerships.
 - e. The President will evaluate whether allocation of funds to a given project represents a fair allocation based on MORE's trail priorities.
3. The AD will champion proposals through the above additional review process. If the Project requires the use (i.e. the restriction) of MORE general funds that were not already set aside in the approved MORE budget, the AD will present the resulting recommendation to the full board at the next possible board meeting for official vote to amend the MORE budget so as to establish or supplement the budget for the relevant Special Purpose Fund. For avoidance of doubt, if, in the view of the Trails Committee, a Project is not reasonably expected to require the use of additional MORE general funds beyond those set out in the current year MORE budget, such Project will not require the approval of the BoD.

Trail Fund Retirement

Trail Funds may be retired (i.e., returned to MORE's general funds or to the General Trail Fund) as follows:

Trail Boss Fund: Unused funds are retired annually to MORE's general funds through the MORE budget process.

General Trail Fund: Can only be retired, in full or part, through a vote of the BoD.

Epic Reinvestment Funds: An Epic Reinvestment Fund can only be retired in full when the decision is made to permanently cancel the Epic Ride that the Fund supports. If this decision occurs, any remaining funds in the affected Epic Reinvestment Fund account are transferred to the General Trail Fund at the beginning of MORE's next fiscal year through the budget process. **Special Purpose Trail Funds:** A Special Purpose Trail Fund can only be retired, in full or in part, through the annual MORE budget process and BoD vote. The Treasurer and AD shall consult on the status of each Special

Purpose Fund and make recommendations to the BoD on each Special Purpose Fund's status through the annual budget process. Reasons to retire a Special Purpose Trail Fund include, but are not limited to, project completion or a significant elapsed time since the last disbursement activity with no foreseeable future disbursements or land manager cancellation of the Project. Any money remaining in a Retired Special Purpose Trail Fund is transferred to the General Trail Fund through the annual budget process.

Exhibit A
MORE Trail Building Funds
Project Request Form

Project name:

Date Submitted:

Amount requested:

Trail System:

Liaison:

Land Manager/Owner (name/phone/email):

Name of Individual(s) submitting request and the proposed Club Lead:

Phone number and eMail of primary contact:

Project Description:

Why is this project needed? (E.g. add length, add features, fix a problem, etc.):

How will funding be used? Please be specific and provide cost estimates:

Have other low/no-cost alternatives have been investigated and if so, why are they not suitable?

What other sources of funding are being pursued? MORE requires land managers to be asked to share in the investment for improvements to their lands. How will land manager contribute to this project? (If they cannot, please explain why):

What will MORE's obligations and responsibilities be for the project, both during construction and after regarding maintenance?

Please describe relevant permissions secured and outstanding permissions the project is awaiting:

Please provide a project timeline:

Please explain signage at the trail head(s):

Describe any other important information the Trails Committee may need to make a decision:

Trails Committee Use Only

Date voted on:

Approved/Denied:

Exhibit B
**MORE Trail Fund Project Request Form (example of a successfully
completed form)**

Project name: The Meadowood Long Ladder Project
Date Submitted: May 13, 2013
Amount requested: \$15,000 advance to be repaid upon project completion
Trail System: Meadowood
Liaison: Russ Adams
Land Manager/Owner (name/phone/email):

United States Department of the Interior
Bureau of Land Management
Eastern States
Lower Potomac Field Station
10406 Gunston Road
Lorton, VA 22079
Doug Vinson (BLM)
(804) 852-3370
dvinson@blm.gov

Name of Individual(s) submitting request:

Ernest Rodriguez, MORE Virginia Advocacy Director

Phone number and eMail of primary contact:

Ernest Rodriguez (202) 304-8675; ernest399@gmail.com ; Doug Vinson: (804) 852-3370; dvinson@blm.gov

Project Description: The BLM has plans to construct three different bike optimized trails to add to an existing five mile loop at Meadowood that was dedicated in June 2012. The three trails together will add about 2.5 miles to the mountain bike trail system. Each new trail will have its own flavor and style. One trail will be a fast and flowy pump/jump trail, one will be a rustic and narrow, predominately hand built trail with natural obstacles, and the last trail is proposed to be a very chunky flow trail with rock gardens, drop offs, and three dimensional wooden features like rolling boardwalks and banked turns. BLM trail building staff and volunteers

have started construction on the pump/jump line, with plans for volunteers and BLM staff to also construct the rustic and narrow and “chunky” trails.

Why is this project needed? (E.g. add length, add features, fix a problem, etc.):

The three additional bike optimization trails at Meadowood have been identified as a MORE 2013 Key Initiative.

How will funding be used? Please be specific and provide cost estimates:

This advance will help fund 290 feet custom rolling bridge that will be the start – filter – to the chunky trail. The attached PBR quote is for \$26,343.20 which is a \$14,296.80 discount. The Trail Liaisons, Club Lead, and VA Advocacy Director have committed to raising the \$186.94 shortfall between the existing Meadowood Restricted Fund balance, this advance, and the custom rolling bridge price.

Have other low/no-cost alternatives have been investigated and if so, why are they not suitable?

Not Applicable. Please refer to the next section.

What other sources of funding are being pursued? MORE requires land managers to be asked to share in the investment for improvements to their lands. How will land manager contribute to this project? (If they cannot, please explain why):

The project is being funded through the BLM Challenge Cost Share Program, which works through cooperative partners to help accomplish high priority work such as providing enhanced recreational experiences. This program has statutory requirement for non-federal cost share funds or in-kind service requirements. Funds are required to be cost-shared one non-federal dollar for each federal dollar. The BLM has teamed up with MORE as their main cost sharing partner. The BLM has roughly \$70,000 to contribute to the project. The BLM can purchase all necessary construction supplies (wood, rock) and provide support staff capable of hauling materials to jobsites and assisting with trail construction. The BLM also has trail building equipment such as a tracked carrier, SK650 with many attachments, and griphoist skyline system.

MORE set a fundraising goal of \$20,000 - \$25,000 for 2013 in support of its Meadowood Key Initiative and assigned Trail Boss, Kevin Adams, as the Club Lead and Virginia Advocacy Director, Ernest Rodriguez as the Board Accountable Person for the fund raising activities. Through April 15, 2013, \$15,140.20 has been raised and the Restricted Fund balance totals \$11,156.26. To date, volunteers have contributed 400 hours to these bike specific trails and Meadowood has a benefactor donating \$4.40 for every volunteer hour worked on the project during MORE trail work days through August. Additionally, we have obtained a **cardo BK-1 Duo** system that we are raffling off to trail work day

volunteers in August as a volunteer recruiting incentive to augment our volunteer reach out program. Since announcing the raffle, work day volunteer hours have increased by 71% and we anticipate raising an additional \$6,512 in match donations over the course of the next 16 scheduled work days.

The BLM also matches \$22 for each work day volunteer hour. The BLM will provide the rough cut decking material for this bridge.

What will MORE's obligations and responsibilities be for the project, both during construction and after regarding maintenance?

1. Advance \$15,000 to the Meadowood Key Initiative that will be augmented by the \$11,222.20 Meadowood Restricted Fund cash to purchase the custom ladder bridge for the "chunky" Trail.
2. Schedule Trail Work days on MORE's website in coordination with the Trail Boss.
3. The Meadowood Key Initiative Club Lead/Board Accountable Person will continue raising funds to repay this MORE advance as follows:
 - a. \$3,238 accounting reclassification restoring funds charged to the Meadowood Restricted Fund in error;
 - b. \$6,512 in benefactor volunteer labor match through August 24, 2013;
 - c. \$5,000 through applying for various available grants; and
 - d. \$250 through other fund raising activities
4. As a result of this advance, the BLM Challenge Cost Share Program will spend \$26,343.20 for construction of the "chunky" trail.
5. The site will be cared for through a combination of paid staff and volunteer resources. The recreation area's main amenity is its trail system, which was built by full time BLM trail building staff. The BLM also utilizes and depends upon the work of volunteers to accomplish its mission. Additionally, MORE has two liaisons assigned to Meadowood. The liaisons work with the BLM to identify maintenance needs on the trail, and then schedules volunteer work days to perform the maintenance.

Please describe relevant permissions secured and outstanding permissions the project is awaiting:

The project is fully approved in every way. The NEPA process and Environmental Assessment, as well as public review process was completed in 2010. The trails were approved for funding by the BLM through the Challenge Cost Share Program in 2011. The trail alignments were completed in July 2012, and archeological survey was completed in October 2012.

Please provide a project timeline:

May 13, 2013 – MORE Board Approval and ordering of the custom ladder bridge.

BLM orders rough cut decking material

June 13, 2013 – custom ladder bridge and decking material delivered to BLM

July 13, 2013 – custom ladder bridge installed

Please explain signage at the trail head(s):

There is a kiosk with large trail map at each trail head which will be updated as the three new trails are completed, and the existing trails are well marked and the new trails will be marked similarly.

Describe any other important information the board may need to make a decision:

The project is currently being implemented and MORE's help will speed completion.

Board Use Only

Date voted on:

Approved/Denied:

Comments: