

The Essence of Leadership

In order to be a leader a man must have followers. And to have followers, a man must have their confidence. Hence, the supreme quality for a leader is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office. If a man's associates find him guilty of being phony, if they find that he lacks forthright integrity, he will fail. His teachings and actions must square with each other. The first great need, therefore is integrity and high purpose.

-Dwight D. Eisenhower

President's Annual Message for Fiscal Year 2008



Nolan G. McNeill
President

AS I LOOK THROUGH the end of year reports I'm struck by how, even after 37 years, OATS continues to be a leader in the field of community transit. Change the word "man" in the quote above to organization, and you can easily see how this fits OATS. "In order to be a leader, an *organization* must have followers. And to have followers, an *organization* must have their confidence." The confidence the

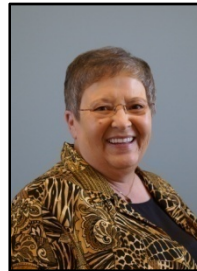
volunteers, riders, funding agencies and staff have placed in OATS is clearly demonstrated in the annual reports:

- ... *volunteers* gave 61,157 hours of their time;
- ... 31,387 *riders* travelled more than 13 million miles;
- ... funding increased 8% during the fiscal year; and
- ... 661 *employees* helped us provide more than 1.5 million trips and 62 reached landmark employment anniversaries.

Certainly leadership starts at the top – and within OATS, that is the Board of Directors. This coming January will mark my 17th year on the board and I'm still excited by, and interested in, the challenges that face us. I'm proud to serve with such a vital and diverse group of people who have voluntarily come together to work towards a common goal. As Eisenhower said, "...the supreme quality for a leader is unquestionably integrity." OATS Board and Staff embody this statement as evidenced by the great confidence placed in us to continue to fulfill OATS' mission of providing reliable transportation for transportation disadvantaged Missourians so they can live independently in their own communities.

Nolan has served on the OATS Board of Directors since 1986 and was elected its President in 1994 – an office his fellow board members have elected him to each year.

Executive Director's Annual Message for Fiscal Year 2008



Linda N. Yaeger
Executive Director

AFTER READING THE After reading the Annual Message of the President of the OATS Board of Directors, I would like to comment on the fine leadership and support the OATS staff consistently gets from our Board. While we meet only 6 times per year, we really load the Board down with information when we do get together. They get reports on every phase of our operation in a notebook that is routinely an inch or more thick. This Board book is sent to them at least a week prior to the Board meeting to give them time to read the reports prior to the meeting and be prepared to ask pertinent questions of staff on any issues. These reports are thoroughly reviewed and our Board comes fully prepared to take action.

The Board of Directors (normally 12-16 members) is broken down into three committees (Finance, Human Resources, and Operations) that meet prior to the full Board meeting. This allows the staff member assigned to the committee to spend more intense time with the 3-5 member committee giving them all the details on issues handled by that specific committee. These issues are thoroughly discussed and recommendations are made to the full Board as a part of the official minutes of each committee which are presented to the Board by the Board member who serves as Chair of that committee. If a Board member who does not serve on that specific committee did not get all needed answers from a reading of the Board book or from the official Committee minutes, they are provided an opportunity to have any questions addressed prior to an acceptance vote on the Committee minutes.

This process has allowed full disclosure to the Board of Directors on all issues brought before them and for them to know the pros and cons of issues. They routinely display a willingness to take needed time to study and make educated decisions on OATS issues and do not shy away from taking the leadership as needed.

In the interim between meetings, I communicate frequently with our Board Chair to keep him in the loop on what is occurring and to solicit his advice as needed. In addition to this willingness to listen and give advice, the Chair of the Board attends a number of meetings with staff during the year to stay up to date on current issues.

Riders of OATS can rest assured their selected representatives on the Board of Directors are well informed and active and that they have the best interests of the ridership in mind on all decisions they reach. These people take their personal time to volunteer to help run this company and, should you get the opportunity during the upcoming year, please thank these men and women who serve on the Board for all they do to keep our buses "on the go."

Linda was hired as Operations Director in August 1978 supervising the regional directors in OATS' seven service areas. In 1994, she was appointed Executive Director

Highlights of Fiscal Year 2008

Service Delivery

- OATS provided a total of 1,523,257 one-way trips for the following purposes:

<u>Trip Purpose</u>	<u>One-Way Trips</u>
Employment	585,465
Medical	260,943
En Route Stops	227,970
Nutrition	178,714
Essential Shopping	146,784
Business	78,667
Education.....	34,048
Recreation.....	10,666

- OATS served 31,387 people in Missouri.
- The OATS buses traveled 13,369,820 miles.
- This service was provided with an average operational cost per mile of only \$1.50.

Volunteers

The OATS County Support Committees continued to work hard to provide bus match required in Fiscal Year 2008. A total of \$1,444,500 in bus match funds was rendered to the Missouri Department of Transportation. Nearly 1,200 volunteers reported 64,678 hours for a total in-kind value of \$887,330.

Safety

- At the end of the year, OATS had a team of 661 employees who put in 705,197 hours of operation.
- Safety continued to be a top priority for OATS with one preventable vehicular accident for every 193,766 miles of exposure.
- Safe Driver Awards were earned by 362 drivers for a combined total of 2,324 accident-free years.

Fleet Renewal

During the year, 46 new federally funded vehicles valued at a little over \$1.7 million were received to replace older, worn vehicles. At the end of the year, the fleet consisted of 703 vehicles.

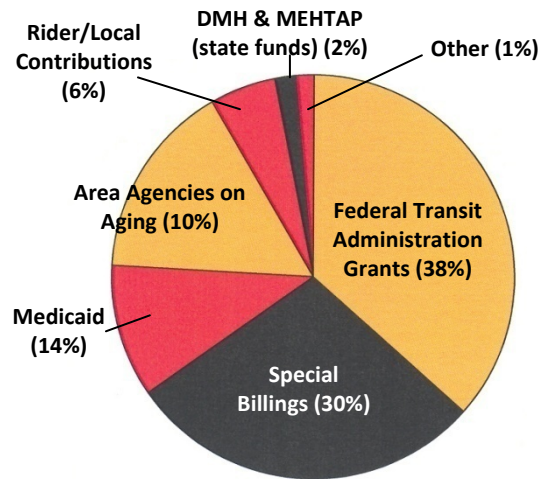


In Memory

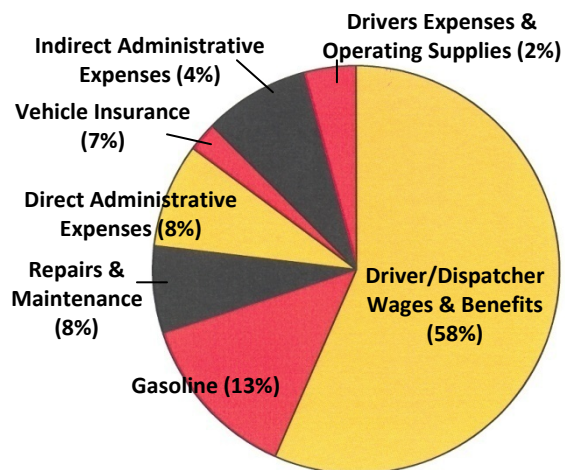
Last year, OATS lost seven members of its driving team. Richard Brewer, Roger Coulson, Robert Curtis, Susan Dotson, William Fristo, John Hardy and Ira Mays all passed away during the fiscal year. They will be greatly missed by their co-workers and their riders.

Funding for OATS

Where It Comes From:



Where It Goes:



Vehicle Acquisition

To acquire vehicles, OATS receives funding through the Missouri Department of Transportation from a grant of the Federal Transit Administration under Sections 5309 and 5310. This grant pays for 80 percent of each replacement vehicle we purchase. OATS must raise "bus match" funds for the remaining 20 percent from local donations. Your tax-exempt donation for bus match will help people whose health depends not only on being able to buy groceries and visit the doctor, but also on being able to live independently and maintain social relationships. Contact the OATS Office in your region or call 1-888-875-6287 to find out how you can make a contribution to help keep OATS on the go.

The firm of Graves and Associates, CPA's, LLC of Jefferson City, MO, has completed its examination of the financial statements of OATS, Inc., for the fiscal year ending June 30, 2008. The Audit Report was adopted by the OATS, Inc. Board of Directors at their December 2, 2008, meeting. Copies of these financial statements are available upon request by contacting OATS at 2501 Maguire Blvd., Ste. 101, Columbia, MO 65201; telephone (573) 443-4516 extension 1102.