New York-New Jersey Trail Conference
Steering Committee on Structure and Decision-Making

INTRODUCTION

Since 2000, Trail Conference activities -- whether measured by trail mileage, volunteer hours, number of trail committees and program staff, or annual budget -- have, at a minimum, doubled. We are blessed with passionate volunteers and dedicated staff, and our partners continue to ask more from us both in the miles we maintain and the scope of our services. The Trail Conference is also facing increased competition and government regulation. It is essential that we have in place working structures that will support current needs and future growth.

In the six months since the first Summit, the Steering Committee has been refining the goals for the Trail Conference's structure. We divided into three design teams, each comprised of board, volunteers and staff, to generate solutions to the issues that the Trail Conference is facing. We then worked hard as a team to reconcile differences and build consensus about a series of recommendations.

One of our guidelines during that timeframe was "no sacred cows". During this time we considered a number of alternatives, some more controversial than others. For this reason, we waited until we had a sense of consensus before bringing more fully developed recommendations back to the full community.

We now ask for your feedback on these recommendations so that we can refine the proposal and bring it to the Board of Directors for adoption. Even then, implementing the new structure will continue to be a work in progress. We will try out new ideas, learn from the results and continue to refine the structure over time.

Changing a structure means changing relationships, including practices and guidelines for how we work together. Such deep-rooted changes require time to take hold. The success of the Trail Conference, and any new structure, depends on people's ability to work together, and to find ways to discuss and work through their differences. We look forward to meeting with you in that spirit on April 9th to discuss a proposal for how we can achieve our goals.

EXECUTIVE SUMMARY

At the October Summit we identified key practices to support effective collaboration:

- planning with clear objectives and outcomes
- clear decision-making structure with good coordination and follow-through
- clear roles among board, volunteers and staff
- mutually supportive relationships with fully empowered groups, clear lines of communication and good support for volunteers
- consistent policies and procedures

It is the unanimous opinion of the Steering Committee, which reflects input received at the Summit and from park partners, that the present organizational structure no longer works effectively to channel our collective efforts as an integrated whole.

- Volunteer, staff and board groups too often operate as communication silos disconnected from the work of other groups.
- Decision-making is uncoordinated and lines of authority and communications are ambiguous and uncertain.
- Planning among all groups for the allocation of limited program staff and volunteer time and resources is fragmented.

This situation has resulted in feelings of frustration, confusion and mistrust. Notwithstanding these problems, the Trail Conference does great work. But, we need to get the work done in a more productive way.

Working in teams, the Steering Committee developed several alternative structures for approaches to achieve these results. Ultimately, the Steering Committee agreed that for a new structure to succeed, it must encompass the following components:

- The Board of Directors is mandated by law to be the sole body for the overall management and policy-setting of the Trail Conference. The Board must assume its full legal and fiduciary responsibility for setting the direction of the organization, with significant input from volunteers and staff.
- A balance between clear accountability and a culture of collaboration, trust and respect, including:
    - Meaningful opportunities for all volunteer leaders to propose and weigh in on the organization's policies and annual plan before they are finalized by the Board, and
    - Program staff responsibility to delegate, support and hold volunteers accountable as needed for implementing the organization's annual priorities and policies.

After extensive discussion, the Steering Committee reached consensus on a proposed structure that integrates Trail Conference activities in the following three areas:

- Annual Plan Development
- Policy Development
- Annual Plan and Policy Implementation

Our proposal also calls for restructuring the current Trails Council by establishing four Regional Trails Councils (RTCs) and a Policy Council as a way to expand volunteer involvement in all Trail Conference regions. We do not propose changes in the basic composition and on-the-ground work of the existing 21 Local Trail Committees (LTCs), each composed of a LTC Chair, Supervisors, Crew Leaders and Trail Maintainers.

Annual Plan Development: The RTCs, comprised of volunteer leaders from all LTCs in their region and Program Areas, will work with their respective Program Coordinators (PCs) to look at future needs and forward annual plan and budget (Annual Plan) recommendations for their region to the Executive Director (Exec). In turn, the Exec will consider the recommendations of all RTCs and Program Areas in preparing a unified Annual Plan for approval by the Board of Directors (Board). A flow chart calendar of the Annual Plan Development process is shown in Appendix 1.

Policy Development: All Trail Conference stakeholders, including the RTCs, will have an opportunity to suggest new or revised mission-related policies (Policies) to the Policy Council, which will be comprised of RTC representatives and other volunteers appointed by the Board. The Policy Council, in turn, will recommend policies to the Board for its final adoption. A flow chart of the Policy Development process is shown in Appendix 2.

Annual Plan/Policy Implementation: Once the Board has adopted a final Annual Plan or Policy with volunteer input, the Exec will be accountable to the Board in leading and directing the implementation of the Annual Plan and Policies using program staff and volunteer workers at the LTC, RTC and Program Area levels. A schematic of the implementation process is shown in Appendix 3.

The remainder of this document provides further details on the new processes and the RTC/Policy Council bodies. We encourage you to carefully read the full Report. None of our proposals is set in stone. You will have the opportunity at the April 9 Summit to provide your input on these proposals before the Steering Committee sends a final set of recommendations to the Board for its consideration in May.

Key Elements of the Structure

Board of Directors (Board): Volunteer body that has the legal responsibility to ensure that the Trail Conference achieves its mission and strategic plan by, among other things, approving Policies and the Annual Plan.

Executive Director (Exec): Person directly accountable to Board for day to day management of the organization, which includes implementing Policies and the Annual Plan and Annual Plan by directing volunteer and staff workers. Also actively involved in the Policy Development process.

Local Trail Committee (LTC): Same volunteer work body as current Trail Committee. Roles remain largely the same.

Local Trail Committee Chair (LTC Chair): Same volunteer leader as current Trail Committee Chair; who will participate in the RTC to make Policy and Annual Plan recommendations at the local and regional level, and will be accountable to the Exec for implementing Policies and Annual Plan.

Program Staff: Staff employees who are responsible for volunteer support and implementation of Policies and Annual Plan. Program staff who are responsible for interacting with the LTCs and the RTCs are the Program Coordinators (PCs).

Policy Council: A new volunteer body that will recommend mission-related policies to Board; to be composed of a Chair (who must be a Board member), representatives from each RTC, and other volunteers appointed by Board. (N.B. Policies related to administrative and governance functions will remain the purview of the Board.)

Regional Trails Council (RTC): New volunteer body that will have a leading voice in Policy and Annual Plan development and will be a critical operational work team in Annual Plan implementation. The proposal envisages four RTCs covering current PC regions: Catskills, East Hudson, West Hudson, and New Jersey.

Trails Council: Existing volunteer body with both policy-making and operational functions; will be replaced by new Policy Council and RTCs.

Trail Crew Chief: Trail Crew Chiefs work with LTC's and RTC's and play a key role in accomplishing the work of the Trail Conference. Their function and role in the new structures will need to continue to be clarified.

Glossary of Other Terms

Annual Plan (Annual Plan & Budget): The plan adopted by Board to guide priorities of Trail Conference for following calendar year

Policy: A mission-related directive that applies to Trail Conference activities on an organization-wide or specific-activity basis; Policy Council would be involved in program/mission-related policies, e.g., Trails Policy, and not governance-related policies, e.g., Conflict of Interest Policy

Program Area: may include, among others, Advocacy, Communications, Conservation Committee, Publications Committee, Technology, Volunteer Committee

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Process

At its first meeting after the October Summit, the Steering Committee agreed that, before discussing any specific changes in structure, it needed to decide upon the goals and principles that would guide its work. After reviewing the notes from the October Summit, the Committee decided upon certain goals:

- Planning: clear organizational goals that serve as framework for day-to-day operations and perform well against partner expectations as well as internal goals
- Decision-making: each functional area understands who has final say and understands boundaries of their authority
- Clear Roles, Responsibilities & Reporting Relationships: describe lines of accountability among roles that integrate volunteers and staff into the structure
- Communication: have system that incorporates input from stakeholders on key organizational decisions; peer-to-peer information sharing and mentoring; whole system conversations on what's most important; appropriate technology; protocols and norms for internal and partner communications; and mechanisms for conflict resolution
- Training and support mechanisms: provide appropriate documentation of responsibilities, training, feedback, evaluation, and support so that individuals can fulfill what is expected of them

Guiding Principles

Successful implementation requires an organization to manage the natural tension between the need for accountability and the understanding that what makes an organization work are the relationships and confidence built among people. Within the Trail Conference, we have experienced challenges with both sides of this equation, which our proposal addresses in the following ways:

Accountability, Delegation and Assessment
All persons and entities need to be held accountable for their performance, and must have the authority needed to fulfill their responsibilities. [Inherent to the concept of authority is the "responsibility for one's actions, or failure to act"[1].] Our proposal contemplates the following accountability and reporting relationships:

- The Board is responsible to Trail Conference Voting Members (delegates)
- The Board has the authority to hold the Board Chair, Exec, and Policy Council accountable
- The Board delegates authority to the Exec to hold program staff and RTC, LTC and Program Area Chairs accountable
- The Exec delegates authority to LTC Chairs to hold Trail Supervisors and Crew Leaders accountable

[1] Business Dictionary

Each person, or body, with authority is held accountable for fulfilling the obligations assigned to them. Each is also given freedom to achieve the desired results, within defined parameters, in keeping with their own leadership style.

As a check and balance, all persons and structures need to be periodically assessed and evaluated by those they report to and those who report to them. The primary purpose of the assessment process, which includes self-evaluation, is to improve performance and work skills. Effective assessment requires:

- Clear job descriptions: (it has been noted that current LTC Chair, Trail Supervisor and PC job descriptions are over-inclusive and overlapping, and, therefore, need to be revised as part of implementation process)
- A standard initial training program for all positions with continuing education thereafter (e.g., there is no such training for LTC Chairs at present)

Board: The Board is mandated by law to be the sole body for the overall management, strategic direction and policy-setting of the Trail Conference. The Bylaws further require the Board to approve the Annual Plan. No other person or body can assume these responsibilities, although the Board will seek input in carrying them out (as it will in seeking input from a broad spectrum of volunteers and other stakeholders in developing the Strategic Plan, Annual Plan and Policies). In an organization as diverse as the Trail Conference, the Board's task is to see that the Trail Conference's affairs are well-managed; it is not the Board's job to directly manage those affairs. (N.B. The current Board has 16 volunteer members, a quarter of whom are active Trail Chairs or Supervisors).

Collaboration and Cooperation: The volunteer/program staff partnership is expected to be one of mutual support and information sharing, conducted in a professional manner, within defined roles. The Steering Committee further recommends that the code of conduct that has guided discussions at the Summit [see Appendix 4] be adopted as a guide for all group and inter-personal discussions and communications within our organization going forward.

Executive Director: Under the Trail Conference's bylaws, the Board appoints an Exec who is subject to the Board for supervising and executing the organization's day-to-day business and affairs. The Exec is also charged with providing the Board with Annual Plan recommendations in consultation with the Finance Committee and other committees. Our proposal builds on the existing grant of authority to the Exec, who is directly accountable to the Board for implementing Policies and the Annual Plan using program staff and volunteer workers. The Board's annual assessment of the Exec's performance will include feedback from program staff and LTC/RTC/Program Areas Chairs.

Subsidiarity: Structures and processes should support “local control”, e.g., decision-making within an agreed-upon framework at lowest level practicable, with ultimate Board authority to set policy and direction. Fully empowered teams are responsible for doing the work with all feasible flexibility.

Restructuring the Trails Council

The existing Trails Council is responsible for development of trails-related policies and trail operations issues, principally approvals of new trails and major trail relocations. The Trails Council is intended to be a committee of peers including all Trail Chairs, Trail Supervisors, Crew Leaders, and relevant staff, which groups alone amount to more than 100 positions.

In practice, an average of 27 people attended each Trails Council meeting in the last two years. Of these, only 9 individuals attended more than 80% of the meetings. Of the 85 different volunteers who attended a Trails Council meeting in the past two years, the median attendance was 25% of all meetings, and 24 of the 85 attended only once. There was no volunteer representation from the Catskills region (3 LTCs) during this period, and many other LTCs, such as Metro and West Hudson North, rarely attended. As such, the Trails Council was not seen as an effective forum for ensuring a strong representation of all regions or LTC's. In addition, the Trails Council currently has no role in drawing up the Annual Plan.

In the proposed structure, the Trails Council is divided into two entities: Regional Trails Councils and a Policy Council. The RTC's divide the work of the current Trails Council into regions. As such, they are expected to allow greater participation by volunteer leaders due to the convenience of meeting closer to home, and focusing on matters specific to their region.

The creation of a separate Policy Council allows those volunteers with the interest, skill and perspective needed for policy-making to contribute in this way as well.

Role of the Regional Trails Councils

Purpose
The new RTCs are intended to allow volunteer leaders to focus on the local operational issues that affect their particular region. New York issues are not the same as New Jersey issues, nor are Catskill issues the same as those in downstate New York. The RTCs increase the likelihood of volunteer leader participation, due to geographic proximity, group size and practical nature of most agenda items. RTCs also offer a more efficient way to match program staff and volunteers in their region, and for program staff to provide support based on a consideration of the entire region's priorities.

Of equal importance, RTCs provide a mechanism for volunteer leaders and staff to plan for the future in a collaborative manner. We deliberately use the term Annual Plan, and not annual budget, because the most important priority for the LTCs is, ordinarily, not the expenditure of monies but, rather, the allocation of volunteer worker and program staff resources. Annual planning is a comprehensive look at all factors affecting the trail environment: communications, partner relations, outreach, training, publicity and volunteer management, just to name a few. Strong teamwork is needed to make and implement such a plan, and the RTC teams are critical to make good planning a success.

The RTCs are envisaged to operate as follows:

- **Scope**
  - annual planning at regional level -- recommendations for future plan, implementation of present plan, and assessment of annual results
  - recommendations for policies and input on draft policies to Policy Council (including selection of RTC representative to sit on Policy Council)

    - new trail and major trail relocation approvals
    - volunteer management and development, e.g., best practices, training, succession planning
    - partner relations
- **Initial Structure** -- 4 regions congruent with current PC regions (and subject to change over time, based on experience)
- **Composition**
    - RTC has Chair who is a volunteer in a LTC in the region and is elected by the voting members of the RTC.
    - Each LTC Chair in region is normally expected to attend RTC meetings
    - LTC Supervisors and Crew Leaders will be invited to attend RTC meetings
    - RTC voting members (who select RTC Chair and Policy Council representative) include LTC Chairs (or alternate approved by Exec) plus Program Area representatives from Advocacy, Conservation, Publications and Volunteer Program Areas
    - Long-distance LTCs located in more than one region may vote in each region
    - PC for region is non-voting member
- **Procedures**
    - RTC holds minimum of two meetings each year aligned with Annual Plan calendar (see Appendix 1)
    - RTC Chair and PC jointly coordinate meeting agendas and move work forward
    - PC is responsible for leading and directing RTC and/or Program Area, working together with the appropriate Chair, in implementation of Policies and Annual Plan, under the supervision of the Exec

Annual Plan Development

Our proposal calls for the Board and the volunteer leaders at the RTC level to be engaged in the planning process in a purposeful and deliberate way, with strong program staff support and involvement.

As illustrated in Appendix 1, the Board will take the initial lead in the planning process by setting general priorities for the following year, based on the current strategic plan established by the Board for the organization. (Later this year, the Board, with stakeholder input, will be looking to revise the existing 2009 strategic framework.) Program staff will take these priorities to the LTC, Program Area and RTC levels, where volunteer leaders will make known their collective needs. This information will be used by the Exec to draw up a draft budget to be submitted for comments to the Board's Finance and Strategic Planning Committees, prior to full Board adoption.

The Annual Plan process will develop the capacity of the Trail Conference to look ahead at all leadership levels, at a time when changes in the outside world require no less. And, because planning is done each year, the RTCs should serve as valuable voices of experience in setting priorities reflecting on-the-ground realities and in adjusting priorities that may turn out to be impractical.

Policy Development and the Policy Council

Purpose

Under our proposal, as outlined in Appendix 2, volunteers have significant input into the development of the policies related to the Trail Conference's mission, with the all-volunteer Board as the final decision-maker. This role recognizes and honors our tradition of a volunteer-directed organization. Unlike the existing Trails Council, the new Policy Council would only be responsible for developing Policy. Segregating policy-making from policy implementation allows volunteers to focus more on what interests them, while still giving all a voice in the policy-making process. In addition, the new process invites grass-roots participation from all stakeholder sectors and regions.

The Policy Council is envisaged to operate as follows

- **Scope**
  - Council acts as clearinghouse for all mission-related policy work
  - Council will prioritize among the policy issues raised by stakeholders, with a focus on matters that have an organization-wide impact
  - Board has authority to assign a policy matter for priority attention by Council
  - Council can address practices with organization-wide implications that are not necessarily policies, e.g., Trail Management Guide
- **Composition**
  - Each RTC elects one person (plus alternate) within its region (who does not have to be same person as RTC Chair) to the Council
  - Board appoints Council Chair who must be Board member
  - Board appoints 3-to-5 person selection committee and establishes expertise needed (e.g., communications, volunteer management, trail construction) relevant to current Council priorities; selection committee nominates other Council members (who can include other RTC or Board members) for Board approval
  - Board fixes number to be nominated by selection committee
  - Policy Council term is one year and renewable
- **Process** - outlined in Appendix 2
- **Procedures**
  - Council Chair will prepare meeting agendas with staff support and work with members to set work priorities
  - Council can delegate issues to established Program Area committees or ad hoc groups to draft proposal for Council consideration
  - Mechanisms to be developed for handling smaller issues in a way that gathers input from appropriate sources but is less formal than full-scale flow chart process
  - Board has discretion to set in motion a fast-track procedure for addressing issues requiring quick resolution
  - Functioning of Council will be re-evaluated over time and subject to modification as deemed needed by Board

Implementation of Policies and Annual Plan

In our proposal the Board delegates responsibility for implementation of policies or plans to the Exec, who, in turn, delegates implementation responsibilities to staff and volunteers. The staff/ volunteer partnership is expected to be one of mutual support and information sharing, conducted in a professional manner, within defined roles.

The Exec's implementation role is not to interfere with any volunteer leader's job; rather, it is the means to make sure that plans and policies, which have been developed with volunteer participation and input, are carried out in all Trail Conference regions. This approach enables accountability throughout the organization as the Exec, pursuant to our bylaws, is directly subject to the Board for supervising and directing the organization's affairs. The Board has the responsibility, when evaluating the Exec's annual performance, to assess the Exec's effectiveness in relationship to implementation.

Our proposal resolves the current ambiguity concerning accountability on the part of LTC Chairs, who now report to no one. LTC Chairs would be appointed by and accountable to the Exec. In turn, LTC Chairs will participate in the Exec's annual evaluation by the Board. Because the LTC Chairs are critical to carrying out the Trail Conference's mission, their job satisfaction is essential, and the Exec is responsible for making every reasonable effort to ensure a successful working relationship.

LTC Chairs (and Program Area representatives) will be expected to participate in their RTC, engage in annual planning and reporting, and adhere to the Annual Plan and to Policies. LTC Chairs will also be expected to fulfill other responsibilities outlined in a revised job description (to be developed).

In some cases, such as partner relations, the roles for LTC Chairs and program staff will be determined based on partner preferences. In all cases, program staff and volunteers will keep each other informed of key developments that affect the Trail Conference's work.

Respectfully submitted by the Steering Committee:

Chris Connolly, Board Chair
Jane Daniels, Trail Chair Westchester
Ed Goodell, Executive Director
Gary Haugland, Trail Chair Highlands East
Gaylord Holmes, Board Member
Josh Howard, Deputy Executive Director/Program Manager
John Jurasek, Publications Committee Chair
Howie Liebmann, Trail Chair Northwest Jersey
Melissa McCutcheon, Operations & Finance Director
Eddie Saiff, Board Vice-Chair
Don Weise, Membership & Development Director
Patsy Wooters, Board Secretary

APPENDICES

Appendix 1: Annual Plan Development

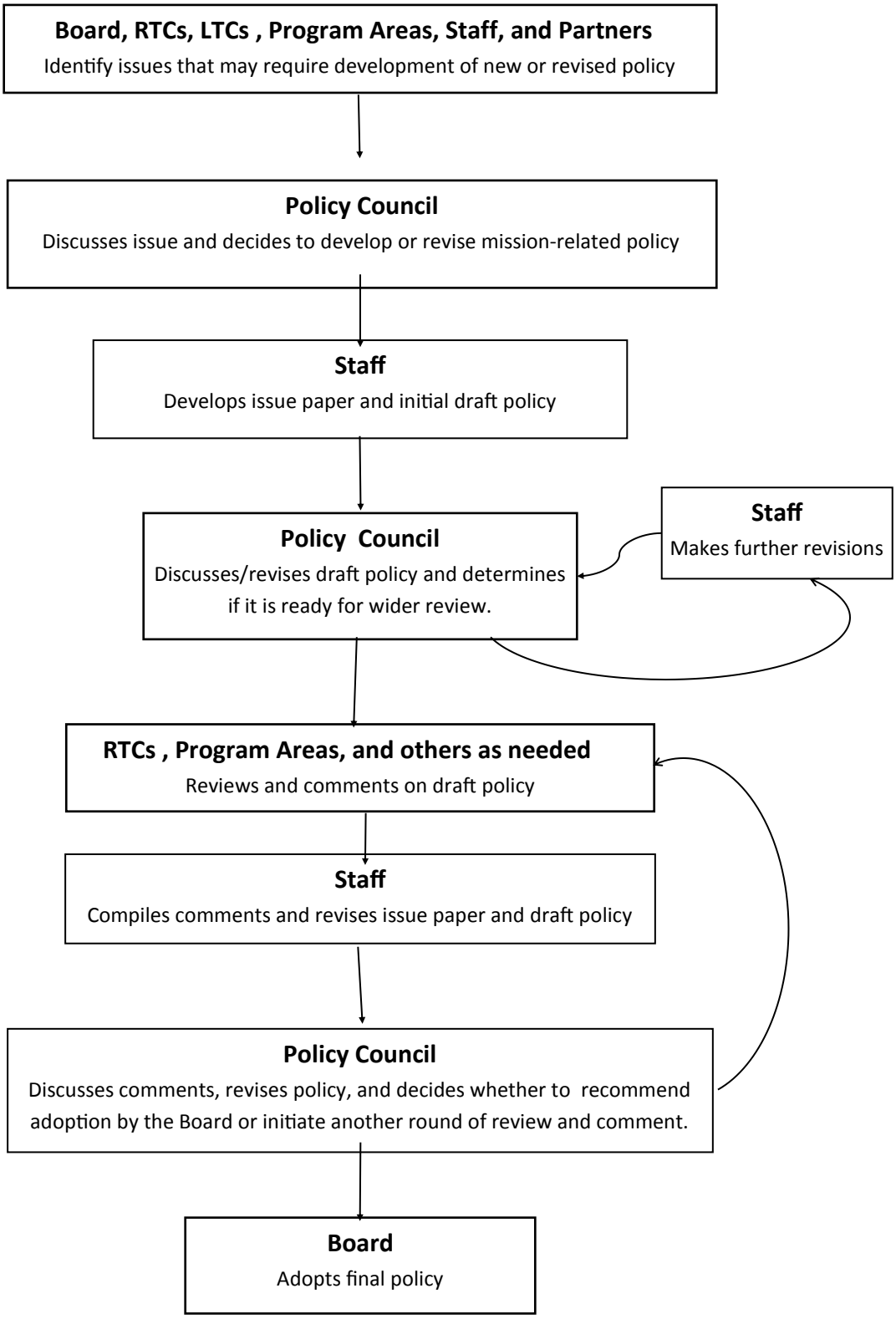
Appendix 2: Policy Development

Appendix 3: Annual Plan and Policy Implementation

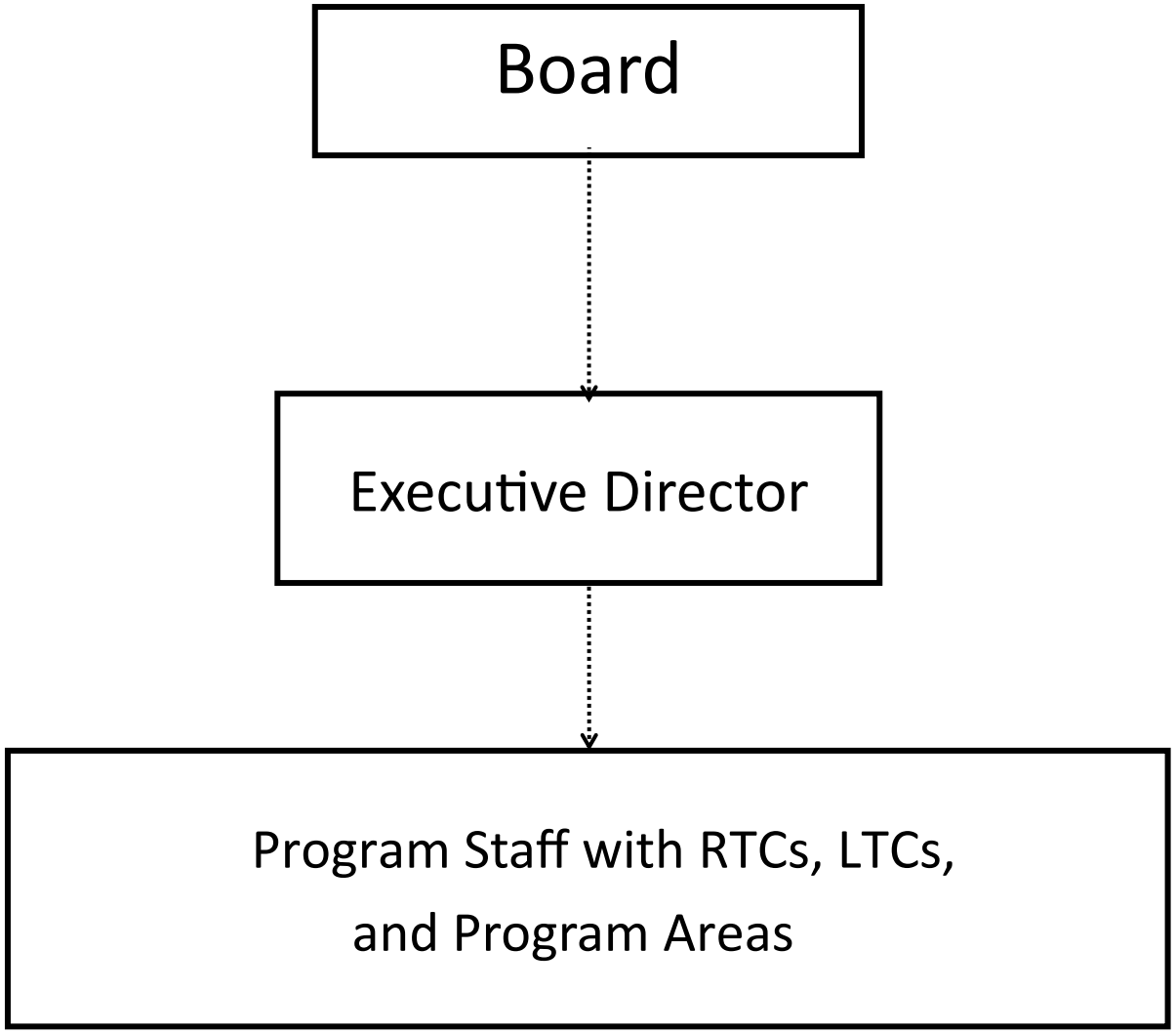
Appendix 4: Code of Conduct

Appendix 1 -- Annual Plan Development

Appendix 2 - Policy Development Process



Appendix 3 - Annual Plan and Policy Implementation



Appendix 4 -- CODE OF CONDUCT

1. PERSONAL STANCE: I will consistently:
    a. Express my point of view in a clear and succinct manner
    b. Be willing to hear and integrate differing and diverse ideas
    c. Work within established ground rules (see below)
    d. Balance advocacy for a particular perspective with a willingness to move forward

2. GROUND RULES: I will abide by the ground rules established by the group, including:
    a. Be respectful of one another
    b. Listen to understand, not refute
    c. Express yourself in ways that encourage an exchange of views
        i. Be persuasive and persuadable
        ii. Participate fully
        iii. Speak for and about your own experience – use "I" language
        iv. Don't interrupt
        v. Speak concisely/Share the air time
        vi. Pat attention to your own body language
    d. It's okay to disagree
    e. Honor process and time frames established by the group
    f. Honor guidelines for email and other communications established by the group
    g. "No sacred cows" – all options that fit within the attached context are open for discussion.

3. DECISION MAKING: I agree to the following approach to decision making:
    a. Base decisions on that which benefits the organization as a whole and helps to ensure a strong, competitive position for the TC well into the future.
    a. Work toward consensus – decisions that the whole group can live with and support.
    b. Commit to honor majority group decisions if consensus cannot be achieved.

NY-NJ Trail Conference

SUMMIT MEETING #2

April 9, 2015 – 4:15 - 9:00 PM

Winter Room, Mahwah Library, 100 Ridge Rd, Mahwah, NJ

DESIRED OUTCOMES

These desired outcomes will be achieved through a combination of discussion and feedback during the summit and a follow-up survey immediately thereafter.

1. Shared understanding of the proposal developed by the Steering Committee.
2. Stakeholder input into the proposed structure.
3. Identify opportunities to strengthen the proposal and prospects for positive change.

AGENDA

4:15 **Registration opens**

5:00 **OPENING & OVERVIEW**

OVERVIEW OF STEERING COMMITTEE PROPOSAL

Members of the Steering Committee will provide a brief presentation of the proposed structure and address questions of clarification.

6:45 Brief break and reconvene in mixed groups

6:55 **SENSE OF THE COMMUNITY** (Mixed groups)

- *What do you like about the proposed structure and processes?*
- *What opportunities do we see to make this proposal and the prospects for meaningful change at Trail Conference truly exciting and achievable for everyone?*

Guided by these questions, participants will have the opportunity to discuss the proposed structure in rotating small groups.

8:20 **COMMUNITY CONVERSATION** (Full group)

The aim of the large group conversation is to engage the entire community in reflecting together on what they have heard, how they are thinking about key elements of the proposal and what will be needed to make it stronger and realize positive change.

8: 50 **NEXT STEPS & CLOSING**

9:00 **COMPLETE SURVEYS** (< 15 minutes)

There will be an opportunity at the close of the session to provide individual feedback and reflections through a brief survey.

Directions, Parking, Registration, and Food

1 - Driving Directions to Mahwah Public Library (Winter Room), 100 Ridge Road, Mahwah NJ

From the North --

take NJ Rt 17 South to W. Ramapo Ave Mahwah exit (not W. Ramapo Ave Pompton Plains exit) -- W. Ramapo exit is next exit south of Rt 202 exit to our office -- bear left on exit road to take 1st left onto Ridge Road (there is no road sign) -- you will pass Mahwah HS and Jackson Lane on right -- Mahwah Library entrance is 1st right after Jackson Lane -- Winter Room is 1st room on right if you enter library from back

From the South --

take NJ Rt 17 North to W. Ramapo Ave Mahwah/Pompton Plains exit -- W. Ramapo exit is exit before Rt 202 exit to our office -- bear right on exit road to take1st right turn at Pompton Plains sign -- cross Rt 17 and stay in left lane to take 1st left at stop sign onto Ridge Road (there is no road sign) -- you will pass Mahwah HS and Jackson Lane on right -- Mahwah Library is 1st right after Jackson Lane -- Winter Room is 1st room on right if you enter library from back

2 - Parking

library has most of its parking spaces in back as well as dozen in front -- you are also allowed to parallel park on extreme right side of pavement in back but you must leave room for cars to access parking lanes -- please carpool if possible

3 - Registration and Food

there will be registration table next to Winter Room at which you will sign in -- registration will open at 4:15 -- we strongly encourage all who can to arrive early because summit MUST begin promptly at 5 pm -- coffee/tea/water will be available -- Winter Room will have 11 circles of 6 chairs each (no tables) -- your name tag will identify the circle where you will first sit during the Summit -- if you plan to consult Summit materials included in this package, please print them out in advance and bring them with you to Summit

we will provide Panera boxes with selection of meat/tuna/vegetable sandwiches and water bottles, with some salads available (if you have a specific food preference for religious or other reasons, please email Chris Connolly by Tuesday at latest) - because time will be tight, there will not be a separate meal time -- please pick up your dinner box once you have registered

List of Attendees

Total Participants (66) -- [S] indicates Steering Committee member

Board of Directors (16)

1 - Bob Boysen, ex-Board Chair/West Jersey Trail Chair
2 - Daniel Chazin
3 - [S] Chris Connolly, Chair/Trail Supervisor NJ Palisades
4 - Walt Daniels, Trail Supervisor AT Putnam
5 - Charlotte Fahn
6 - Suzan Gordon
7 - Dan Hoberman, Counsel
8 - [S] Gaylord Holmes
9 - Dick Katzive
10 - Rick Levine, Treasurer
11 - John Magerlein, Trails Council Chair/Trail Supervisor Fahnestock
12 - Beth Ravit
13 - [S] Eddie Saiff, Vice-Chair
14 - Dave Stuhr
15 - Dan Van Engel, ex-Board member
16 - [S] Patsy Wooters, Secretary

Volunteers (34)

----- Trail Chairs (16)

1 - Estelle Anderson, Central North Jersey
2 - [S] Jane Daniels, Westchester
3 - Jakob Franke, Long Path/Conservation Committee Chair
4 - Andy Garrison, Long Path/Board Member
5 - Jim Haggett, AT Dutchess/Putnam
6 - [S] Gary Haugland, Highlands East
7 - Sam Huber, Lenape
8 - Bob Jonas, Central North Jersey
9 - [S] Howie Liebmann, Northwest Jersey
10 - John Mack, West Hudson South
11 - Gail Neffinger, AT Orange/Rockland
12 - Doug Senterman, Catskill Lean-tos
13 - Andrew Seirup, East Hudson
14 - Dawson Smith, Metro
15 - Will Soter, Catskills Region 3
16 - Don Tripp, West Jersey

----- Other Trail (11)

1 - David Day, West Jersey Crew Chief
2 - Monica Day, West Jersey Crew Chief
3 - Patrick Dalton, Trail Supervisor Staten Island
4 - Joel Pinsker, Trail Supervisor Bear Mtn-Harriman SW
5 - Chris Reyling, Long Distance Trails Crew Chief
6 - Ron Rosen, AT Coordinating Committee Chair
7 - Pete Senterman, ex-Catskill Trail Chair
8 - Keith Scherer, Trail Supervisor Wawayanda East
9 - Frank Schoof, Trail Supervisor Northern Wyanokies
10 - Dave Webber, Trail Supervisor/Crew Leader Shawangunks
11 - Andy Wong, Trail Supervisor Schunemunk

----- Off-Trail (7)

1 - Cliff Berchtold, Invasives Strike Force/Development Committee
2 - [S] John Jurasek, Publications Committee Chair
3 - Alice Luddington-Cantor, Darlington Headquarters Grants Management
4 - Donna Nye, Volunteer Committee Chair
5 - Phil McLewin, Website
6 - Bob Ross, Conservation/Development Committees
7 - Steve Weissman, Volunteer Committee/pro bono counsel

Staff (16)

1 - Jeremy Apgar, Cartographer
2 - Peter Dolan, NJ Program Coordinator
3 - [S] Ed Goodell, Executive Director
4 - Jennifer Easterbrook, Membership & Development Associate
5 - [S] Josh Howard, Deputy Executive Director/Program Manager
6 - Ama Koenigshof, Trail Builder/Educator
7 - John Leigh, Volunteer Coordinator
8 - Sona Mason, West Hudson Program Coordinator
9 - Erik Mickelson, Field Manager
10 - Hank Osborn, East Hudson Program Coordinator
11 - Amber Ray, Communications Manager
12 - Linda Rohleder, Land Stewardship Director
13 - Jeff Senterman, Senior/Catskills Program Coordinator
14 - Jennis Watson, Membership & Development Manager
15 - [S] Don Weise, Membership & Development Director
16 - Gary Willick, Fulfillment Coordinator