

Committee Objectives	Oct-Dec 2009 Results	Jan-Mar 2010 Results	Apr-Jun 2010 Results	Jul-Sep 2010 Results
Trail Council Committee				
1. Maintain approximately 1,700 miles of public trails a minimum of twice per year	Biannual reporting period for second half of 2009 ended Dec 31 - complete data not yet compiled	1740 miles of trails (130 miles are co-aligned trails)		
2. Collect 100% semi-annual trail condition reports and summaries; 80% on time.	(Same as above.) Volunteer effort in 2009 for the Bear Mountain project amounted to 5500 hours with 2500 coming from 12 very dedicated volunteers.	Nine out of 15 (60%) trail committee reporting		
3. Deliver trainings to advance priority core competencies, including: Crew Chiefs Round Table; Trail Chair Round Table; Supervisor Round Table (2) Train the Trainer; Maintenance 1010 (3); Chainsaw Safety (2); Trail Layout and Design; First Aid (2)	12 students attended a Crosscut Saw course held on Dec. 14. 14 students completed a Chainsaw Safety Certification course held on Nov. 7 and 8. Planning completed for one each Trail Chair and Trail Crew Leader roundtables and two Supervisors roundtables to be held in the next two months. Two First Aid, CPR and Blood Born Pathogen training scheduled for February and March.	14 workshops (237 attendees) hosted, including: Orientations, Trail Maintenance, Rock Splitting and Shaping, First Aid CPR/Blood Born Pathogens, Roundtable meetings with Chairs, Supervisors and Crew Chiefs.		
4. Host bi-monthly Trails Council meetings	October and December meetings held. Eight new or relocated trails were approved amounting to 13.2 miles of new trails. John Mack is chairing a committee to review and make recommend refinements to	February Trail Council mtg held. More policy discussions being instituted. Trail use policy under development by subcommittee. Agreed to assist in reblazing of 32-mile Lenape Trail in Essex Co. New Jersey.		

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	the Trail Conference's policy on multi-use trails.			
5. Maintain trail and volunteer database up to date and accurate	The volunteer database is actively maintained by the Database & Volunteer Administrator. We have determined that the trail database is not up to date and are working on new procedures to improve accuracy and timeliness.	Only 6 or 107 volunteer interests received were placed. Another 31 volunteer positions were filled directly.		
6. Extend trail inventory capabilities to prepare a capital needs assessment for a park unit in both NJ and NY	A NJ Recreational Trails Grant proposal for completing a Trail Conditions Assessment for West Jersey trails was completed and mailed to Trenton in early December.	No Significant Progress. (This objective will not be address until FY2011 pending NJ Rec. Trails grant.)		
7. Revise and augment trail management policies and procedures, including Trail Mgmt. Guide, Trails Policy and trail related position descriptions.	Trails Policy has been mailed to Trails Council Members in January for discussion and review at February 4 Trails Council Meeting and Trails Chairs and Supervisors roundtables. The document is receiving a major overhaul. Trail Management Guide is posted on web with people assigned to update sections. Trail related position descriptions underway through the Volunteer Committee.	Trails Policy is completed except for trail use statements. Volunteer Committee finalized the job descriptions for regular trail positions (i.e. chair, supervisor, and maintainer); work is underway for specialized positions for AT		
8. Draft, review and publish	No Significant Progress -	Conducted research for and		

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trail standards addressing backcountry access via foot, bike and horse trails.	specifics to be addressed Trail Management Guide	prepared presentation of Trail Standards for April Trail Council meeting.		
9. Develop, test and document trail standards assessment protocols	No Significant Progress - will be addressed in Trail Management Guide	Reviewed work done last summer.		
Other		Created mechanism to collect the type of use allowed (i.e. hike, bike, equestrian, etc.) from trail maintainer reports.		
Publications Committee				
1. Any of the top 10 revenue producing publications will be printed in a timely fashion such as they are not out-of-stock	The West Hudson map set (#10 on the list of top 10 revenue-producing publications for the 2008-09 fiscal year) was out of stock for a few weeks last fall. We currently have a stock of all publications except for the <i>Harriman Trails</i> guidebook (see item #3 below), and we hope not be out of stock of any of the top 10 publications for the remainder of the year.	In the case of the Catskills and East Hudson map sets, we received (or will receive) copies of the new edition before running out of the old edition. With regard to the Catskill maps, we had about 500 copies of the old edition remaining unsold when the new edition arrived.		
2. Publish new versions of West Hudson, Catskills, East Hudson, Central Jersey Highlands and Harriman map sets	The new edition of the West Hudson map set was published last fall. Jeremy Apgar is currently working on the new digital edition of the Catskill Trails map set, which should be on-sale in March. Very few changes	The Catskill Trails map set was sent to the printer in late March. Work on <i>Harriman Trails</i> book continues.		

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	<p>will be needed for the new edition of the East Hudson map set, and Jeremy will be turning to that map set once he has completed work on the Catskill Trails map set. It is anticipated that the new edition of the Harriman Trails map set will be printed sometime during the summer. In addition, Jeremy has been working with Craig Nunn on the new digital "Central Jersey Highlands" map set, which should be ready to be printed sometime during the summer of 2010.</p>			
<p>3. Publish revised version of the Harriman Trails Guide</p>	<p>Work is progressing very well on the new edition of the <i>Harriman Trails</i> guidebook. I hope that the book will be available in April or May.</p>	<p>Because Dan was busy with the Catskills and East Hudson map sets, work on this guidebook has not proceeded as speedily as hoped. However, the design and layout of the book is nearly completed and it is hoped that it will be ready to be sent to the printer in a few weeks and will be available in June.</p>		
<p>4. Work with Executive Director to secure funds to publish Circuit Hikes in Harriman and Hike of the</p>	<p>The Executive Director has stated that if a sponsorship for the "Central Jersey Highlands" map set is</p>	<p>No Significant Progress.</p>		

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Week books.	received from the Land Trust of New Jersey, the proceeds could be used to fund the publication of the <i>Circuit Hikes in Harriman</i> book.			
5. Complete Map Mgr. and Book Editor Handbooks.	Suse Bell has prepared a draft of the Publications Manual, which has been placed on the Publications Committee page on the Trail Conference website for comment. Jeremy Apgar has been working with Craig Nunn to document the map development guidelines. Our vision was to put the two together into one document. In light of all of the discussion concerning the electronic/online versions of books/maps/materials, we will need to develop a third section.	No Significant Progress.		
Other:		Almost all current versions of publications were registered with U.S. Copyright Office		
Conservation & Advocacy				
1. Convene committee of volunteers focused and qualified to work on land access issues - property ownership research, title issues, advocacy for land	Plan was hatched to organize a group of skilled volunteers to help protect and conserve key trail links, especially focused on long distance trails (Highlands Trail,	Initial meeting of the C&A Committee was held in February. Members are all actively involved in trail corridor protection (Jakob Franke, Andy Garrison,		

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<p>purchases, etc.</p> <ul style="list-style-type: none"> a. Develop charter for Board review b. Meet bi-monthly. 	<p>Shawangunk Ridge Trail, and Long Path). Gaylord Holmes and Seth McKee have identified five volunteers and are reaching out to them. Three have indicated interest in serving on a committee for the above-stated purpose. We hope to have a meeting of this group in February.</p>	<p>Gaylord Holmes, Dick Katzive, and Seth McKee). Draft charter developed and issues identified, including contacting private landowners, attempting to formalize landowner agreements, ways to advocate for trails, and potential dispositions of non-critical portions of owned lands.</p>		
<p>2. Identify locations where long distance trails (SRT, LP, HT) need access to private land and where that access is, or is not, memorialized in a valid written agreement. Secure written agreements where possible.</p>	<p>No Significant Progress</p>	<p>Process for using the GIS for identifying and extracting names and address has been successfully tested on Shawangunk Ridge Trail.</p>		
<p>3. Obtain written agreements (MOUs) with 30% of private land owners and public land managers or present our role expectations if MOU's are impractical.</p>	<p>No Significant Progress</p>	<p>No Significant Progress Will follow from Task 2 above by Q4.</p>		
<p>Other:</p> <ul style="list-style-type: none"> • Develop alternatives to holding lands currently owned until NYS reinstated funds for land 		<p>No significant progress. The C&A Committee feels this would be a poor time to try to sell land privately in this area, due to deteriorated real</p>		

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acquisition.		estate market conditions. The Committee will be examining this more closely in the coming months.		
Stewardship				
1. Solicit interested parties to develop charter for Board approval	No significant progress.	No significant progress.		
2. Create web forum and plant monitoring program utilizing GPS's, plant scanner and online training and the citizen science website (citsci.org).	A \$7500 NJ Recreational Trails Grant proposal, <i>Managing Invasive Plant Species Along Recreational Trails</i> was submitted to locate and document occurrences of invasive plant species along public trails in New Jersey. This information will be provided to research scientists and invasive species task forces for management and control actions.	Not much progress. Several volunteers are scheduled to begin monitoring in late May.		
3. Select/edit appropriate articles for Trail Walker and website.		One article each for both issues of the Trail Walker		

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Volunteer Committee				
1. Increase # of volunteer hours by 5% maintain vacancies below 10%	12/31/09: 13.1% vacancy rate in trail volunteers (end of trail maintenance reporting period) 83 volunteer interests received 59 volunteer roles filled Trail vacancies as at Volunteer Orientation workshops scheduled for Jan 19 and Feb 13	4/1/10: 9% vacancy rate in permanent trail volunteer positions; we are unable to accurately report on the vacancy objective for the majority of volunteer positions that are temporary		
2. Survey is developed and administered to analyzed key volunteer motivations and overall satisfaction	Volunteer satisfaction survey is being developed. Questions drafted; Will work with Ramapo College professional to develop an effective survey	No Significant Progress.		
3. Volunteer job descriptions created for all standard positions & ad-hoc assignments.	Currently developing job description for all trail volunteer roles. Interviewed prospective volunteer description writers and assigned two to the project. Developed interview plan for 15 current volunteer positions. Input has been requested from 27 established volunteers.	Completed descriptions for most regular trail positions (not AT positions). 33 non-trail position descriptions completed		
4. Evaluate training programs and make recommendations.	No Significant Progress	No Significant Progress. 237 volunteers signed up for 14 workshops; 16 additional workshops are planned for		

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5. Accurate and timely reports of volunteer vacancies, hours, outcomes, and satisfaction are produced and analyzed annually.	Developed volunteer follow-up reports for Chairs and Regional Representatives.	future quarters 60% of bi-annual trail chair reports on-hand (9 out of 15)		
6. Develop user specifications for online volunteer reporting system with assistance of Technology Cmte.	No Significant Progress	No Significant Progress.		
7. Present Youth Policy to Board of Directors for adoption.	Completed draft Youth Policy circulated for comment.	Will be done in May		
Other	OPRHP Volunteer Service Agreement notification sent to 205 NYS Park volunteers;	Developed "Volunteer of the Month" program and "Distinguished Service Award." Seeking nominations to recognize volunteer efforts.		

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Communications & Marketing Committee				
1. Solicit interested parties to develop charter for Board approval	No Significant Progress.	Job description drafted for advisory committee membership		
2. Update brand guidelines; develop communications guidelines	90th logo and tagline developed and implemented on TW, Web, and email 90th year boilerplate written and on website	Brand Guidelines updated and circulated		
3. Maintain current print communications schedule (i.e., Trail Walker @ 6 times/year)	Oct: Nov/Dec issue of TW published Oct.: 2 EWs sent Nov: 2 EWs sent Dec: Jan/Feb issue of TW published Dec: 1 EW, 1 E-appeal sent	March/April TW published May/June TW to designer 3/31 (to printer 4/14/10) 08/09 Annual Report published 07/08 Annual Report to designer Jan: 2 EWs Feb: 2 EWs March: 4 EWs		
4. Produce four, at least, customized Annual Reports for partners	Staff reviewed partner targets and project parameters and obstacles. Identified first steps. Volunteer and project stats received for Bear Mtn Report	No Significant Progress.		
5. Evaluate performance of new website re sales, memberships and continue Website content development, updates, volunteer management (content volunteers)	116,635 Visits; 424,712 Page views; 69.67% new visitors; 3.64 min: avg time on site; 1,150 "conversions" (completed sale of membership, product, or donation)	New Facebook Fan page created; nearly 700 fans by end of 2nd quarter. Website received 103,400 visits; 373,648 page views; 66.50% new visitors; 73,651 absolute unique visitors;		

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	<p>Traffic peaked in Fall, with interest in hiking. Fairly steady decline through end of the year, with spikes. These spikes generally coincide with blasts of E-Walker and other emails that contain links and with online marketing activity by Doug Cleek.</p> <p>Content updates and additions continue to be made by GW and volunteer Phil McLewin, including content aimed to support marketing efforts by volunteer Doug Cleek</p>	<p>3:31 min: avg time on site; 2599 "conversions" (completed sale of membership, product, or donation). Continue to see spikes that coincide with mailing of EW and other emails that contain links.</p>		
<p>6. Work with Trail Council to ensure that Trail Conference management is acknowledged at 30% of trail heads</p>	<p>No Significant Progress</p>	<p>No Significant Progress.</p>		
<p>7. Work with Publications Cmte. to create text for any trail head signage (as needed)</p>	<p>No Significant Progress</p>	<p>No Significant Progress.</p>		
<p>8. Work with Publications Cmte to formulate and implement publications marketing strategy</p>	<p>No Significant Progress</p>			
<p>9. Work with Membership & Development Cmte. to use delegates meetings to cultivate relationships</p>	<p>Shawangunk Ridge Trail 3-hike series developed and carried out in partnership with a member club and</p>	<p>Seeking to recruit Club News reporter</p>		

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with member clubs and get important messages out.	aimed at all club leaders and TC vols to promote TC achievements on Ridge; 21 unique participants in series; SR online maps each downloaded more than 200 times (most timed to EW mailings promoting the hikes) Addition of new column in TW: Member Club News (replacing club profile)			
10. Other	E-alerts re NYS Environmental Protection Fund; comments on Minnewaska Master Plan; E-alert re Tuxedo Reserve PR for TC award winners in emails & website as well as usual in TW Coverage in Warren Reporter (Welch Partner Award) and Poughkeepsie Journal (Hoeflerling award)	E-alerts re NYS Parks, EPF, PSE&G power line Full revamping of advocacy pages on website Drafted TC comments on Seven Peaks Drafted SRC comments on Seven Peaks Created Darlington Schoolhouse web pages on new site Outreach: Drafted text for BMTP kiosk PR for TM101		

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Membership & Development Committee				
1. Secure Board approval during 1 st quarter for a deliberate fundraising plan based on best-practices prospect management principles	Approved Dec. 2009 (See attached)	Completed		
2. Regular reporting to and active engagement of Board and major donors to drive peer-to-peer fundraising	No Significant Progress	No Significant Progress.		
3. Achieve the goals set forth in the income lines of the FY2010 Budget, particularly those associated with the Contributed and Membership income	\$424K - Contributions Actual (116% Budget) \$56K - Membership Actual (105% Budget) All other income lines, except Contract, were above 100% of budget. Overall, excluding publication Sales, the actual income lines were 102% of budget.	\$510K - Contributions Actual (73% Budget) \$108K - Membership Actual (100% Budget) The Contributions deficit is the result of \$228K of the following grants not being invoiced for various reasons: Bear Mtn., \$150K; NJ Rec. Trails 2007, \$25K; Darlington Schoolhouse, \$53K.		
4. Increase individual members to 10,000	Individual members increase from 9676 to 9756 (0.8%) for the quarter	Individual membership decreased 2% from 9756 to 9575 Membership appeal set to hit mailboxes beginning of May		

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5. Develop detailed transition plan to integrate member and donor management strategies beginning in FY2011 to increase revenues	No Significant Progress	No Significant Progress.		
6. Work with Communications & Marketing Cmte. to use delegates meetings to cultivate member clubs and attract new members and support	No Significant Progress	No Significant Progress.		
7. Reduce online membership complaints by 80%	No hard figures. After a couple of months without many complaints, recently there have been a few per week.	Similar amount of complaints		
8. Create program of planned giving solicitation in all communications (TW, web, appeals, major gift solicitations etc.) by the end 2 nd quarter	Ran Charitable Gift Annuity and IRA Distribution ads in the Trail Walker and Bequest ad on website. Aware of no results to date.	No Significant Progress.		
9. Create new membership category for land partners (state, county, towns, land trusts)	"Partner Organization" is an existing member category under the current bylaws.	Completed		

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10. Create endowment plan by June 2010 to accept major legacy gifts	No Significant Progress	No Significant Progress.		
Darlington Schoolhouse Committee				
1. Raise \$50,000 for incidental expenses	No Significant Progress (\$254)	No Significant Progress.		
2. Complete Phase I repairs and restoration	Seven contractors have been qualified. Bid process will start once key commitments from State, County and Town are assured.	Delayed start until all permits are in place.		
3. Seek funds for Phase II occupancy.	\$228,000 grant proposal to Bergen County Preservation Trust has cleared three levels of review. Next it will go to public comment session (March 1) and for signature.	Presentation at public comment was received favorably. Attended by 5 Trail Conference members.		
4. Continue fundraising feasibility study	No Significant Progress	No Significant Progress.		
5. Other		Extracted and emailed appeal to 6251 members. Extracted and emailed "Thanksgiving thanks" to 1056 active volunteers Extracted and emailed "Happy New Year" appeal to 14571 recipients		

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Operations Committee				
1. Complete audit in 1 st quarter	Draft audit is prepared for Board review at January meeting	Completed		
2. Provide monthly financial reports to project managers	No Significant Progress	Reports provided as needed and requested		
3. Work with accountants, auditors and staff to reduce data entry time associated with financial transactions	No Significant Progress	Waiting for web team to implement Drupal 6		
4. Reduce shipping time by 25%	No Significant Progress	No Significant Progress.		
5. Negotiate new one-year lease at current rate	No Significant Progress	No Significant Progress.		
Other	Collected approximately \$80,000 reimbursement from the (\$25,000, NJ DEP; \$40,000 Bergen County for the DSH; \$9,500 Rutgers University; \$5,600 Friends of Van Cortlandt Park) Completed staff evaluations	Collected \$25,000 reimbursement for NJ RTP Grant for work at Echo lake Completed monthly progress reports with all staff		
Technology Committee				
1. Increase active committee members to 5, with focus on critical skills.	Met several times to work on committee focus and structure with plans to hold first regular quarterly meeting in February.	Held first quarter meeting on 3/15/2010. Committee consists of six members.		
2. Participate in studies and key discussions of committees to provide the technology point of view.	Work with the various committees to provide the specification and implementation plans for	Ann met with Volunteer committee re job descriptions for volunteers. Walt adapted store for		

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Work with the various committees to provide the specification and implementation plans for their programs that have technical solution components	their programs that have technical solution components	spring campaign. Build content types on Web for committee use (Project, etc.) and set up Web groups.		
3. Work with Technical Integration Services to inventory and create refresh plans for hardware and software	No Significant Progress	Met with TIS on April 2 to review support activities and set up accountability procedures.		
4. Migrate Web site to Drupal 6	Acquired two new volunteers to assist in this effort. Test sites are currently being built so work can commence. Established tentative project plan with planned launch at end of 1 st quarter, assuming no show-stoppers.	Made partial progress migrating the site. Identified consultant to work with us on as-needed basis to research questions and develop Drupal code where we lack the skills.		
5. Manage website module updates and measure/analyze indicators of store performance		Continue to monitor Google Analytics statistics and adjust Web site to improve our relative standing. Identified and corrected performance issue affecting store (doing too frequent backups of test system on server)		
6. Synchronize membership information between	No Significant Progress, PROJECT START IN 2Q	Effort put on hold - will revisit feasibility after		

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eBase and Web site		migration to Drupal 6.		
7. Identify tool for bulk emailing to replace EmailNow, Capwiz and email from the Web site	No Significant Progress, PROJECT START IN 2Q	Deferred until after we are on Drupal 6.		
8. Develop a specification and implementation plan for a new CRM rollout in 2011. (See Volunteer Cmte.) #6.)	No Significant Progress, PROJECT START IN 2Q	Continued low level research into CRM options (Webinars, user group meetings, etc.)		
Other		<ul style="list-style-type: none"> • Many hours each week spent on the care and feeding of the existing Web site and its content. • Changes were made to database systems to: improve performance, enhance trail database reports, and to automate extracts for Email blasts • Updated 7618 mailing addresses in database to USPS National Change of Address standards 		