

Scenic and Historic Trails Task List

Skill Type	A. Partnership and Collaboration	
Task#:	Skill/Task	Skill Level
A-01	Share the fun, joy, and glory of successful activities and ventures for the trail with partners.	Entry
A-02	Develop outreach programs that build a constituency of trail "owners" who can be advocates for the trail.	Entry
A-03	Contact and work with a variety of user groups and organizations to identify various interests related to National Scenic and Historic Trails.	Entry
A-04	Demonstrate awareness of agency and partnering organizations' missions, organizational structures, capabilities, and terminologies.	Entry
A-05	Act decisively and calmly under emotional and physical duress.	Entry
A-06	Value and use the annual calendar cycle of public agency and other non-profit partners.	Entry
A-07	Work within the legal and resource limitations and constraints of public agency and other non-profit partners.	Entry
A-08	Practice good collaboration techniques and practices such as Brian O'Neil's 21 Partnership Principles.	Entry
A-09	Develop cooperative agreements with trail organizations to support public access by adjacent land owners.	Journey
A-10	Ensure staff and volunteer safety and competency in trails work.	Journey
A-11	Develop a cooperative agreement or memorandum of understanding with a partner organization that addresses roles and responsibilities of all parties.	Journey
A-12	Partner with researchers when appropriate.	Journey
A-13	Develop an annual report on accomplishments that can be shared widely with the public including potential funders, congressional offices, communities, and other interested organizations.	Journey
A-14	Facilitate the implementation of trail management goals through other interested individuals, agencies and private organizations.	Journey
A-15	Develop and maintain cooperative relationships with other Federal, State, regional and local agencies, and other trail organizations, supporters and others in the interest of coordination of activities and seamless delivery of recreation trails opportunities.	Journey
A-16	Collaborate with private land owners within the corridor for trail corridor protection and visitor or user enjoyment and access.	Journey

Skill Type A. Partnership and Collaboration		
Task#:	Skill/Task	Skill Level
A-17	Identify all the external interested individuals, agencies, and private organizations and develop an outreach strategy to bring groups with common interests together to achieve common trail goals.	Journey

Skill Type B. Non-Profit Organization Development		
Task#:	Skill/Task	Skill Level
B-01	Recruit new members for the trail organization.	Entry
B-02	Train volunteers to lead trail construction and maintenance crews, natural resource inspection and monitoring teams, cultural and natural resource inspection and monitoring teams, and invasive species teams.	Journey
B-03	Develop a volunteer recruitment, training, retention and recognition plan that both feeds the needs of existing volunteers and attracts new volunteers with needed skills. Conduct a survey or analysis of what motivates existing volunteers.	Journey
B-04	Serve as chair of working committees within the trail organization.	Journey
B-05	Serve on the Board of Directors of the trail organization.	Expert

Skill Type C. Laws, Regulations, and Policy		
Task#:	Skill/Task	Skill Level
C-01	Explain existing and potential legislation addressing the nature of the trail.	Entry
C-02	Comply with requirements of the State Historic Preservation Office, Advisory Council on Historic Preservation, and agency requirements.	Entry
C-03	Explain the benefits and values of trails.	Entry
C-04	Interpret agency mission, regulations, and policy for local staff and partners.	Entry
C-05	Apply laws and regulations of NEPA, Section 106 of the Antiquities Act, and the Historic Preservation Act.	Entry
C-06	Comply with the National Trails System Act requirements for trail management plans, compliance, certification of sites, high potential sites, high potential segments, and marking trails.	Journey
C-07	Apply knowledge of the National Trails System Act of 1968 and other related legislation, agency regulations, policy, and guidelines relating to trails to local trail issues and projects.	Journey
C-08	Provide administration and management recommendations to decision-makers.	Journey
C-09	Coordinate with agency attorneys and others to address litigation and obtain necessary legal opinions.	Expert

Skill Type		C. Laws, Regulations, and Policy	
Task#:	Skill/Task		Skill Level
C-10	Interpret and develop complex trails policy and implementation strategies.		Expert
C-11	Develop answers to questions and solutions for issues of law, regulation, and policy raised both internally and externally.		Expert
C-12	Analyze and assess proposed legislation that would affect trails and the Scenic and Historic Trails System: facilitate appropriate department and agency interactions on proposed legislation.		Expert
C-13	Coordinate with other agencies in the administration and management of trails.		Expert

Skill Type		D. Program Administration and Leadership	
Task#:	Skill/Task		Skill Level
D-01	Use technical, interpretive and report writing skills.		Entry
D-02	Master a variety of oral presentation styles.		Entry
D-03	Use communication processes and systems to identify risks to trail resources and communicate these to trail administrators and managers.		Entry
D-04	Use facilitation skills		Entry
D-05	Empower others to competently and safely sustain the scenic or historic trail;		Journey
D-06	Connect policy, mandates, and directives to strategic planning and decision-making.		Journey
D-07	Analyze the economic and social fabric and trends for local communities and regional interests.		Journey
D-08	Consult with and involve local tribal governments and individuals to solve specific management issues and to develop the themes and storylines for the interpretation of the trail.		Journey
D-09	Perform proactive recruitment and hiring (hiring beyond basic knowledge, skills and abilities).		Journey
D-10	Calculate the total value of volunteer hours, economic impact of visitation, or other statistics to bolster the understanding and value of the resource.		Journey
D-11	Provide support and oversight of trail-related contracts and agreements.		Journey
D-12	Identify opportunities for and develop volunteer programs and partnerships.		Journey
D-13	Incorporate trail law, regulation, and policy in the management of local land unit.		Journey

Skill Type	D. Program Administration and Leadership	
Task#:	Skill/Task	Skill Level
D-14	Represent the trail or trail system with other programs to reach a common understanding of identity, goals, and objectives.	Journey
D-15	Provide assistance to agencies for trails planning, priority setting, estimating costs, locating sources of professional and technical assistance and evaluating contract proposals. Advise and assist regional staffs and agency units in trail management.	Journey
D-16	Create a culture of on-the-job safety. Develop a job hazard analysis or other safety plan for key staff and volunteers regarding annual operations and any special projects. Identify needed training for safety and acquire safety equipment for all workers.	Journey
D-17	Advise agency units on principles of National Scenic and Historic Trail program management, including planning, development, maintenance, safety and the development of necessary training programs.	Journey
D-18	Develop and conduct workshops, seminars and other training for employees, public and private sector partners and others on management issues and policy, direction and guidelines.	Journey
D-19	Consult with tribal governments regarding national trails management.	Journey
D-20	Develop a communication plan for each National Trail.	Journey
D-21	Develop direction for national policies, standards, and guidelines, incorporating accepted ecosystem management and universal design direction and practices.	Expert
D-22	Apply understanding of law, regulation, and policy to recommend or make decisions related to trail development, uses, and management.	Expert
D-23	Address regulatory and policy requirements that affect field projects and coordinate with regulatory agencies to facilitate field project work.	Expert
D-24	Work across program areas related to field operations such as with engineering staff, procurement, contracting, and agreements specialist, natural and cultural resource programs, etc.	Expert
D-25	Provide advice and oversight to coordinate skills, knowledge, and resources necessary for high quality trail operations throughout the land unit.	Expert
D-26	Advise agency administrators regarding emergency operations on trails and to provide oversight of such operations.	Expert
D-27	Provide program direction, vision, strategic planning, internal and external networking, and participation in national meetings.	Expert

Skill Type		D. Program Administration and Leadership
Task#:	Skill/Task	Skill Level
D-28	Formulate policies, long-range objectives, plans, programs, and priorities for the program, and leads in the development and implementation of guidelines for effective program operations, and in monitoring and evaluating results.	Expert
D-29	Develop solutions to issues of law and policy, congressional inquiries, individuals, and nongovernmental groups and organizations such as professional organizations, special interest groups, and news media.	Expert
D-30	Serve as the spokesperson for the agency concerning National Scenic and Historic Trail matters. Represent the agency at regional and national professional and other meetings and conferences to explain agency policy and objectives for areas of responsibility and to explain current initiatives.	Expert
D-31	Maintain a public relations program which consists of contacts with members of the United States Congress; state and local government officials, administrators and professionals; planning agencies including regional planning development commissions, state parks, state departments of natural resources, state historical societies, university systems, and others.	Expert
D-32	Develop manual and handbook supplements, guidelines and prescriptions to carry out approved policies, objectives, goals, targets and priorities relating to programs.	Expert
D-33	Perform a variety of managerial and coordination duties including planning and establishing annual and long range objectives; goals and standards; problem solving; achievement of established objectives; and initiating and reviewing budgets.	Expert

Skill Type		E. Public Outreach, Education, Marketing, and Interpretation
Task#:	Skill/Task	Skill Level
E-01	Develop a comprehensive Leave No Trace and Tread Lightly! skills and ethics program for the trail utilizing on site (brochures, signs, displays, personal contact) and off site (guidebooks, training curricula, visitor centers, websites, etc.) techniques.	Entry
E-02	Use interpretation and presentation skills to reach diverse audiences.	Entry
E-03	Give public presentations about the trail and the public and private partnerships that sustain it.	Entry
E-04	Evaluate and identify opportunities to meet local educational needs through projects and programs designed to meet trail objectives as well.	Entry
E-05	Provide support materials such as maps and information pamphlets to trail users.	Entry

Skill Type E. Public Outreach, Education, Marketing, and Interpretation		
Task#:	Skill/Task	Skill Level
E-06	Develop and implement an interpretive plan that integrates all historic and cultural perspectives associated with the historic or cultural theme of the trail.	Journey
E-07	Develop interpretation, education and outreach as a management tool for national trails management.	Journey
E-08	Determine appropriate on-the-ground and away-from-the trail strategies to interpret the story and resources of the trail.	Journey
E-09	Work with the travel and tourism industry to market the trail in ways that achieves the interpretive and historic preservation goals of the trail.	Journey
E-10	Explain the history of the trail for which you have administrative responsibility. (Explain how the trail's national designation affects its management.)	Journey

Skill Type F. Planning (Land Management and Trail Corridor Planning)		
Task#:	Skill/Task	Skill Level
F-01	Inventory and assess the condition of National Historic Trails segments and associated sites.	Entry
F-02	Survey, map, and document the presence of cultural and historical resources, endangered species, exotic and/or invasive species.	Entry
F-03	Develop consistency in interpretive strategies across state or federal boundaries.	Entry
F-04	Identify elements of the local unit's general management, forest, or comprehensive resource management plans and describe the relationship between trail plans and other unit management plans. Participate in the formation of new, broadscale agency plans.	Entry
F-05	Participate in the trail planning process as part of an interdisciplinary team.	Entry
F-06	Review the comprehensive plan and land management plans relative to their effectiveness and provide broad recommendations for amendments. Adhere to the standards of developing and amending the comprehensive plan, and address the four aspects of the comprehensive plan.	Journey
F-07	Integrate public education opportunities throughout planning, construction and maintenance designs.	Journey
F-08	Work with partners to develop a trail protection plan for non-federal portions.	Journey
F-09	Participate in the public land use decision-making process at the county and state levels.	Journey
F-10	Develop monitoring strategies to measure use numbers and patterns to protect resources and provide appropriate visitor services.	Journey

Skill Type**F. Planning (Land Management and Trail Corridor Planning)**

Task#:	Skill/Task	Skill Level
F-11	Participate in regional travel management planning.	Journey
F-12	Plan trails in conjunction with driving/road touring, identifying opportunities for trail development; funding and cooperative projects.	Journey
F-13	Develop detailed historic contexts for the National Historic Trails.	Journey
F-14	Plan trails for visitors to experience history, habitats, scenery, and aid in visitor education. Plan trails as part of interpretation; plan trails supporting site protections.	Journey
F-15	Use strategic planning for trail location relating to ongoing maintenance needs.	Journey
F-16	Determine the desired future resource condition of the trail corridor.	Journey
F-17	Design and utilize public survey instruments in management practices.	Journey
F-18	Work with partners to interpret and use resource data to inform decision makers.	Journey
F-19	Accomplish collaborative planning at both project and program levels.	Journey
F-20	Identify issues, develop, and implement project plans.	Journey
F-21	Develop trail plans and follow-up implementation actions such as trail preservation plans.	Journey
F-22	Identify and communicate trail research and technology needs.	Journey
F-23	Apply trail-related research to the planning process.	Journey
F-24	Form and lead a planning team; ensure that trail planning is interdisciplinary and integrated with other planning documents.	Journey
F-25	Determine the characteristics, expectations, desired benefits, and demands of trail users, and how their expectations will affect trail-related resources.	Expert
F-26	Complete analysis, devise new procedures, and provide advice on complex problems using technical information or resource data that may be inconclusive or unclear.	Expert
F-27	Provide advice in the evaluation and study process to Congress for proposed national scenic and historic trails.	Expert
F-28	Interpret effects on trails and trail programs from changes in planning policy.	Expert
F-29	Review or respond to trail-related appeals and lawsuits.	Expert
F-30	Identify and assist in resolving regional-scale or statewide issues.	Expert

Skill Type F. Planning (Land Management and Trail Corridor Planning)		
Task#:	Skill/Task	Skill Level
F-31	Accomplish collaborative planning at the program level and identify and develop regional planning strategies and initiatives.	Expert
F-32	Direct the formulation of National Trails System planning documents.	Expert

Skill Type G. Resource Management and Protection		
Task#:	Skill/Task	Skill Level
G-01	Coordinate and evaluate trail use impact on public land activities such as hunting and prescribed burning.	Entry
G-02	Determine inventory and monitoring needs for trail-related resources including plant and animal species common to the area, invasive species, and threatened resources (rare, endangered, disintegrating, and/or adversely impacted). Safely remove or destroy invasive species through appropriate control methods.	Entry
G-03	Apply visual management systems assessments for proposed land-use projects.	Journey
G-04	Coordinate, facilitate, monitor, advise, and communicate practices used to preserve and protect trails.	Journey
G-05	Develop and implement resource monitoring programs at a variety of scales.	Journey
G-06	Conduct National Historic Preservation, Section 106, consultation relative to national historic trails management decisions.	Journey
G-07	Assess threats to trails and trail resources and recommend and initiate actions to reduce or eliminate such threats.	Journey
G-08	Develop management strategies designed to protect heritage sites from being adversely impacted by recreation development and use.	Journey
G-09	Obtain sufficient interest in private lands to permanently protect the trail for the future.	Journey
G-10	Complete analysis, devise new procedures, and provide advice on complex problems using technical information or resource data that may be inconclusive or unclear.	Journey
G-11	Collaborate with other organizations that specialize in conservation easements to acquire lands for conservation purposes.	Journey
G-12	Use controlled burns to maintain and enhance fire dependent ecosystems along the trails.	Journey
G-13	Establish best management practices that will minimize or alleviate adverse effects from land-use activities.	Journey

Skill Type		G. Resource Management and Protection	
Task#:	Skill/Task		Skill Level
G-14	Evaluate historic trails traditional cultural properties, archeological manifestations, and ethno-historic characteristics.		Journey
G-15	Coordinate trail inventories, monitoring, databases, and mapping at the state, regional, or larger scales within the agency.		Expert
G-16	Integrate trail management and administration principles with those of other resource programs.		Expert

Skill Type		H. Tread and Facility Design, Construction, and Maintenance	
Task#:	Skill/Task		Skill Level
H-01	Perform trail maintenance (waterbar repair, vegetation clearing, surface repairs, etc.)		Entry
H-02	Use pack stock to transport materials.		Entry
H-03	Perform basic trail construction under supervision.		Entry
H-04	Locate points along a trail using GPS equipment.		Entry
H-05	Work closely with agency personnel and volunteers in carrying out assigned project work.		Entry
H-06	Safely use chainsaws and other power tools in trail development and maintenance and resource management.		Entry
H-07	Assess site limitations based on soil, geology, slope, and vegetation. Identify the appropriate drainage and erosion control structures. Calculate the slope of a trail using a clinometer.		Entry
H-08	Safely use and maintain cross-cut saws and other human-powered tools in trail development and maintenance and resource management.		Entry
H-09	Identify the appropriate treadway hardening technique for a trail given the slopes, soils, available material (wood, rock, gravel) and designed use.		Entry
H-10	Use motorized equipment to maintain trails.		Entry
H-11	Construct elevated boardwalks through wetland areas.		Entry
H-12	Manage and lead volunteers in trail work		Entry
H-13	Build and maintain trail heads, parking lots, kiosks, sanitary facilities, camping facilities, traffic barriers, and directional signage.		Entry
H-14	Use universal design accessibility standards to design, layout, and lead construction of accessible trail and trail facilities, in accordance with the Americans with Disabilities Act and the Architectural Barriers Act.		Entry
H-15	Design, layout, and lead construction of sustainable trail tread that minimizes erosion and other environmental damage.		Entry

Skill Type**H. Tread and Facility Design, Construction, and Maintenance**

Task#:	Skill/Task	Skill Level
H-16	Supervise volunteer, employee crews, or maintenance staff.	Journey
H-17	Perform cost analysis and develop budget for tread and facility design.	Journey
H-18	Identify and correct on-site hazards.	Journey
H-19	Plan and layout the trail alignment, width, and grade appropriate to the needs and resources of the land unit.	Journey
H-20	Use inventory procedures to evaluate a trail segment or system and report on its condition to higher levels.	Journey
H-21	Close and reclaim existing roads, trails, and structures.	Journey
H-22	Design and build high quality trails that avoid adverse resource impacts.	Journey
H-23	Transfer technology from research findings and other units on trail development and construction to agency units.	Journey
H-24	Evaluate the implementation of research findings through inspections and field reviews.	Journey
H-25	Use surveying equipment to assure accuracy of trail construction dimensioning.	Journey
H-26	Manage contracts and contractors.	Journey
H-27	Review proposed features and structures for compatibility and potential impact on mission specific programs.	Journey
H-28	Design sustainable trails for long term use and cost-effective maintenance.	Journey
H-29	Perform road to trail conversion: evaluating road impacts and alternatives; revegetation and closure; rerouting, signage, and education.	Journey
H-30	Provide technical leadership, advice and consultation for a variety of trails and trailheads, including wilderness access, and universal design.	Journey
H-31	Use GIS and GPS systems to layout, measure, and inventory trails.	Expert
H-32	Supervise complex trail construction projects, especially when divided into annual phases.	Expert
H-33	Locate and engage professional expertise as needed.	Expert
H-34	Use advanced tools such as rigging and winches.	Expert
H-35	Perform advanced design and layout for trail construction or relocation.	Expert
H-36	Supervise complex trail projects (bridges, retaining walls, dry laid rock work, etc.).	Expert
H-37	Use new trail-related technologies.	Expert

Skill Type**I. Visitor Use Management and Monitoring**

Task#:	Skill/Task	Skill Level
I-01	Practice and educate others on "Leave No Trace" and "Tread Lightly!" principles and ethics.	Entry
I-02	Develop policy and guidelines for commercial permits and events.	Journey
I-03	Distribute information on trail conditions, permit requirements, and trip planning.	Entry
I-04	Direct use to protect resources and reduce user conflicts.	Entry
I-05	Issue permits and collect fees, including overnight camping.	Entry
I-06	Monitor the condition of cultural and historical resources, endangered species and exotic and/or invasive species.	Entry
I-07	Monitor use to determine trail impacts on natural, historic, and cultural resources.	Entry
I-08	Conduct periodic safety inspections of existing features and structures.	Entry
I-09	Alert law enforcement staff concerning noncompliance with trail rules and regulations.	Entry
I-10	Conduct trails inspections and develop reports.	Entry
I-11	Maintain ethical relationships with special interest groups or organizations.	Journey
I-12	Develop law enforcement, search and rescue, and public safety capabilities.	Journey
I-13	Monitor at regular intervals trail right-of-way and conservation easements for compliance with their requirements and maintain good relations with the landowner;	Journey
I-14	Monitor use to evaluate the trail route. Is the trail in the right place, is reroute needed?	Journey
I-15	Monitor use to evaluate the trail experience (does the trail meet visitor expectations and agency mission).	Journey
I-16	Manage trails for a variety of uses and visitor experiences while meeting National Scenic and Historic Trail objectives.	Journey
I-17	Develop and conduct educational programs.	Journey
I-18	Train personnel in resource data collection and analysis.	Journey
I-19	Determine the need for commercial services, outfitters, etc.	Journey
I-20	Concentrate use versus dispersing use for both camping and travel along a designated trail system.	Journey
I-21	Resolve user conflicts.	Journey

Skill Type I. Visitor Use Management and Monitoring		
Task#:	Skill/Task	Skill Level
I-22	Compare use and impact levels with planning objectives and decisions.	Journey
I-23	Identify and implement visitor use management actions.	Journey
I-24	Post publicly-accessible trail data.	Journey
I-25	Build consensus through compromise or by development of acceptable alternatives.	Expert
I-26	Respond to complaints and protests.	Expert
I-27	Work with nonprofit partners to address use conflicts regionally and nationally.	Expert
I-28	Complete analysis, devise new procedures, and provide advice on complex problems using technical information and resource data that is often inconclusive or unclear.	Expert

Skill Type J. Funding		
Task#:	Skill/Task	Skill Level
J-01	Manage grants records to support reporting and documentation.	Entry
J-02	Help conduct annual appeal and other fundraising campaigns.	Journey
J-03	Engage a variety of funding sources with understanding of the advantages and pitfalls inherent to each system.	Journey
J-04	Assist partners in developing proposals for Challenge Cost Share funding.	Journey
J-05	Seek out diverse potential funding grants. Align grant recipients with the appropriate grant source to achieve specific trail goals.	Journey

Skill Type K. Information Management		
Task#:	Skill/Task	Skill Level
K-01	Use Geographic Information System (GIS) for trail database resources and routes.	Entry
K-02	Use research skills in locating and documenting information related to historic trails in archives and other locations.	Entry
K-03	Use Global Position System (GPS) units to identify and map trail resources and routes.	Entry
K-04	Use digital cameras, download images, and log photos.	Entry
K-05	Use computers and common software programs.	Entry
K-06	Maintain accessible database of contacts, partners, employees, and volunteers related to the trail.	Entry

Skill Type

K. Information Management

Task#:

Skill/Task

Skill Level

K-07	Use GIS/GPS to map trail and quickly disseminate accurate information regarding re-routes due to natural disaster or other unsafe conditions.	Entry
K-08	Establish a written protocol for gathering data and dissemination of project accomplishments.	Journey
K-09	Use interagency database standards (BLM, FS, NPS).	Journey
K-10	Maintain agency databases and mapping records.	Journey