

National Scenic and Historic Trails Training Needs Assessment

Final Report

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National Scenic and Historic Trails Training Needs Assessment

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Section I. Executive Summary

Purpose of Assessment: Develop Information for a National Training Strategy.

Federal and organizational leaders are developing a national training strategy for National Scenic and Historic Trails (NSHT). Their goal is to preserve skills that have been developed over decades as well as teaching the newest technology. Top quality and readily accessible training will help all of us perform to the best of our abilities.

This report summarizes findings from a survey administered to agency employees and organizational staff or members during August through September, 2007. Approximately 232 respondents were asked about their work related to 77 tasks grouped into eight areas or skill clusters. Questions covered the task importance, frequency, and their skill level as well as training delivery methods.

Among the most important findings are:

- There is a large gap between the average skill level and the desired proficiency for many of the tasks, thus indicating a significant training need for many areas.
- Many of the respondents do not spend a significant amount of their time working on NSHT. This may be due to NSHT being a collateral duty for trail leaders.
- The largest number of training needs are in the area of Program Administration.
- The fewest number of training needs were in Tread and Facility Design, Construction, and Maintenance.
- While many tasks were rated as low in importance, there is clearly a significant need for training on about 20 skills on a variety of topics.
- For training delivery, 78 percent prefer local workshops and seminars, 57 percent prefer regional or national conferences, 40 percent prefer formal classroom training, and 23 percent prefer computer based training.
- Over 68 percent prefer a national email list as the media to be notified of future training, publications, job aids, and other trail resources.
- Most of respondents were from the governmental sector and thus most of the data reflects this segment of the NSHT's community.

An Excel "pivot table" spreadsheet will enable further analysis of the demographics and skills data to identify agency-specific training needs

Section I. Executive Summary

A significant legacy of this project is a comprehensive listing 244 tasks to provide a base line for developing competencies, performance standards, position descriptions, job announcements, and project management tasks. This dynamic, living document will serve both agency and organizations supporting NSHT. Future training assessments and other surveys should use this listing to create comparative data and a more efficient and effective analysis of what we all do to support these trails.

One of the surprising findings was the low ratings for importance, frequency, and skill level for most of the 77 tasks when compared to performance standards. For both importance and their skill levels, respondents gave low ratings compared to what we have found in other agency needs assessment. Possible explanations are that staff and volunteers are spread too thinly to focus on NSHT tasks, are not aware of performance standards, or generally under value the importance of some tasks to providing quality trail experiences. The challenge is to provide outreach, training, resources, tools, better policy, and effective performance guidelines as corrective actions.

As one future action, a team will convene on June 3-4, 2008 to develop a training strategy based on the gaps between available training and desired skill needs as identified in the report. The team will identify high priority training, workshops, and reference materials relevant to meet these knowledge and skill gaps for various tasks in NSHT arena.

In summary, the more we know about our needs for training, education, and other skill improvement programs, the better we can provide training and resources to narrow or eliminate the gaps in existing performance compared to desired performance. We will ultimately benefit trail users, the public at large, and the future generations who have yet to experience and appreciate these congressionally designated jewels.

This assessment was guided by the Federal Interagency Council on Trails pursuant to the National Trails System Act, the National Trails System Memorandum of Understanding, and Executive Order 13195. The federal trails and organization leaders provided excellent insight to the analysis and this report.

We would like to thank the core team members listed in Appendix H and peer reviewers for their hard work and thorough review of various drafts of the task analysis and survey instrument. We would also like to express our appreciation to Elvin Clapp and Genie Ramsden of the Bureau of Land Management (BLM) as primary authors of the task analysis, survey forms, data analysis, and report preparation. Finally, we would like to thank Deb Salt of BLM for her leadership and additional financial support of the training needs assessment and strategy development.

Section II. General Recommendations and Findings

A. Recommendations

The following recommendations for a national strategy team are based on an analysis of the 77 tasks deemed most relevant to managers, staff, and volunteers for National Scenic and Historic Trails (NSHT). These tasks were selected from the average scores of all respondents. Three questions were asked about each of the 77 tasks in this order: what percent of your time do you spend on this task each year (frequency), how critical is the task in doing your work with NSHT (importance), and how do you rate your proficiency in this area (skill level). Additional questions were included on trails work issues and options for training delivery.

Twenty one high priority tasks were identified as key, or most important, where data analysis met the following criteria:

- Respondents rated their current proficiency as "Little or no skill" or "Require assistance" (a score of less than 2.25 on the survey ratings); and
- Respondents rated the importance of the task between "Limited" or "Moderate" (more than 2.50).

1. Use training to improve the following key skills listed by skill cluster.

Organization

- Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.

Partnerships and Collaboration

- Collaborate with private land owners within and outside the trail corridor.
- Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.

Planning – Land Management and Trail Corridor

- Manage trails for a variety of uses and visitor experiences while meeting trail objectives.
- Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.
- Work collaboratively with agency or organizations to develop or amend trail plans.

Program Administration

- Administer trail agreements or contracts.
- Write or manage grants and accounting records for projects.

Section II. General Recommendations and Findings

- Analyze proposed legislation that would affect trails and related lands.
- Assist partners in developing proposals for cost share or other alternative funding techniques.
- Research and/or use a variety of funding sources.
- Develop trails policy or implementation strategies.
- Review development proposals for potential impacts on trails and trail corridors.
- Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.

Public Outreach and Education

- Develop consistent interpretive strategies across local, state, or federal boundaries.
- Market the trail according to its purpose and goals.

Resource Management and Protection

- Conduct visual resource management assessments for proposed land use projects.
- Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.
- Develop or communicate best management practices to protect trail resources.
- Integrate trail management and administration with other resource programs.

Tread and Facility Design, Construction, and Maintenance

- (None of the tasks in this cluster met the criteria for most important)

Visitor Use Management and Monitoring

- Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.

2. Agency leaders should use detailed survey data to identify agency-specific training needs.

An Excel spreadsheet called a “pivot table” has been provided to all federal agency leaders for NSHT. The spreadsheet is a powerful and flexible tool for managers to review the importance, frequency, and skill levels for all 77 tasks. They can also evaluate training needs by various job titles, roles and responsibilities, length and types of trails administered, and other demographic factors.

The pivot table has numerous combinations in which this data can be analyzed. For example, the National Park Service (NPS) trail program and training leaders can query data specifically for NPS employees. Then they can view the average task importance, frequency, and skill level for those employees.

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They can further sub aggregate the data by employee job title, types of trails they administer, etc. As an example, for the task “Conduct vegetative treatments, including fire management, to restore natural ecosystems,” the average skill level for respondents was 1.56 for National Park Service, 1.71 level for Bureau of Land Management, and 2.05 for USDA Forest Service. This implies that Forest Service NSHT staff has a lower relative need for training for this skill. Appendix B contains a ranking of tasks by skill level for various agencies and organizations.

3. Training providers should consider the preferences expressed by survey respondents as listed below. Additional information is found in Appendix E.

- Use local field workshops and seminars; and regional and national conferences to deliver training.
- Deliver workshops, seminars, and training during weekdays for agency staff.
- Use a national email list to notify respondents of future training, publications, job aids, and other trail resources.

B. Findings from the Respondents

1. Characteristics of Respondents and their Responsibilities.

Following is an overview of the characteristics of respondents along with the types and mileage of the trails that they administer. Percentages shown are relative to the entire group of 232 respondents.

- Many are from western states: California representing 8.2 percent; and Idaho, Montana, New Mexico each representing 7.78 percent.
- Over 68 percent work for federal agencies and 14 percent for state agencies.
- Top groups responding are Bureau of Land Management with 31 percent, National Park Service with 19 percent, and state agencies with 14 percent.
- For agency respondents, the top position types: 32 percent are supervisors or managers and 22 percent are recreation planners.
- For organization or volunteer respondents, 49 percent are paid staff.
- Specific trail category: 47 percent administer National Historic Trails, 20 percent administer National Scenic Trails, 16 percent administer both. Over 17 percent selected the “other” category which probably represent state trails leaders.
- Scope of responsibility: 31 percent are responsible for a specific trail segment, 19 percent for a specific trail, 17 percent for state system, 12 percent for national.
- Years worked on NSHT trails: 30 percent have worked 2-5 years, 21 percent have worked 6-10 years, and 22 percent have worked 16 or more years.
- Average hours each month worked on NSHT tasks was fairly low, with 41 percent working 5 hours or less each month, and 18 percent for 6-10 hours.

More detailed information is found in Appendix D.

Section II. General Recommendations and Findings

2. Importance, Frequency, and Skill Levels for NSHT Work

The major focus of this survey was how the respondents rated 77 tasks in terms of how **important** is the task, **frequency** that they do each task, and what is their current skill **level** in doing the task. Sections III and IV contain very detailed data and information from this query. Here are some general observations.

- The average importance of these tasks, according to respondents, is 2.25 on a scale of 1 to 4, with 4 representing “critical” importance.
- The average skill level rating for all tasks is 2.29. We established a bar of fully qualified being 3.0. Thus we have a resulting average gap across all skills of 0.71 in desired compared to actual skill. This implies there a significant need for training in the NSHT arena.
- The average frequency is 1.74 on a scale of 1 to 4, with 4 representing 21 percent of more of their time spent on NSHTs. This is a fairly low percentage of time that they spend on NSHT tasks. One explanation is NSHT trail work is only a part of larger plate of trail and/or other recreation duties for staff with agencies.
- The majority of respondents rated their skill levels higher than the relative importance of the skill. This is an unusual finding for a training needs survey.

3. Trail Issues

We included a question on the types of issues that are encountered by the respondents. When developing future training, a strategy team should consider these general topics to get a sense of major problem areas. On issues they encounter in their trails work, there is a fairly even split between the following issues (more than one issue could be selected):

- 70 percent - Maintenance of signs, kiosks, monuments, or markers
- 67 percent - Degradation of cultural, historic, or natural resources
- 62 percent - Lack of good information about trail resources
- 62 percent - Visual impacts along trail corridor
- 60 percent - Conflicts between users

By comparison, only 32 percent feel that overuse of trail was an issue. When asked what would do the most to improve their ability to do their work, 34 percent selected more funding and 19 percent selected more people. They seem to spend little time on the trails, yet they need more financial resources to leverage their capability to manage NSHTs.

Section II. General Recommendations and Findings

4. Desired Training Delivery Techniques, Media, and Venues

Questions were included to obtain input on desired training delivery techniques, barriers to training, and preferred media to inform folks about available training opportunities. A sample of feedback is as follows:

- 78 percent prefer local workshops and seminars, 57 percent prefer regional or national conferences, and 40 percent prefer formal classroom training.
- 68 percent prefer a national email list as the media to be notified of future training, publications, job aids, and other trail resources. Preferences were lower but fairly evenly split for using other media such as single national web site, agency or organization web sites, agency training sites, and newsletters through the mail.
- 63 percent prefer weekdays to attend training and 37 percent had no preference.
- 52 percent feel that funding for training and travel is available, and 38 percent need a commitment from management to pay for training.
- 40 percent could spend six to ten days each year to attend workshops, seminars, and training.
- There is no discernable preference for location of training opportunities at their trail or work unit, agency's or organization's local office, another city or site in their state, or out-of-state or national locations.

See Appendix E for more specific information on trails issues desired training techniques.

Section III. Narrative Comparison of Importance, Time Spent, and Skill Level

A. Methodology

The real crux of a training needs survey is to obtain information about how agency and organization members view the importance of individual tasks and their rating of their skill level (aka proficiency or expertise) in conducting this task. Also important is to obtain data on the frequency they do each task with the assumption that those tasks done more frequently are a higher training priority.

Effective training must address the appropriate competencies that an individual needs to perform specific tasks. Competencies encompass the clusters of skills, knowledge, abilities, and behaviors required to successfully accomplish a specific task, job, or function.

To prioritize training needs, such as which training to acquire or to design, it is essential to first survey task importance, frequency, and skill level. Armed with this knowledge, training curricula can more effectively address the skills, knowledge, etc. for tasks that are highly important, are done frequently, and for which a higher level of skill is needed.

B. What Tasks to NSHT Do - How the 77 Tasks Were Derived

Representatives of federal and state agencies, and organizations engaged in NSHT management met in Phoenix, Arizona on January 17-18, 2007. They brainstormed ideas to create a comprehensive task list, starting with a draft report titled *Competencies for Trails* prepared by the Training Content Committee of the National Trails Training Partnership.

Over two days, the team focused on what tasks do people in the NSHT arena spend the most time completing and what performance issues do they encounter. The team considered tasks that people are held accountable for successful job performance. Appendix C shows the team's listing of 244 tasks clustered by general topic areas such as Partnership and Collaboration, Tread and Facility Design, etc.

It was not possible to survey all 244 tasks. A 40-member peer group reviewed the 244 tasks during April, 2007 and combined or further modified the list to 77 tasks representative of NSHT work. See Appendix F for a copy of this survey instrument which included these 77 tasks.

C. Data Collection and Analysis Methods

GeoMastro is the contractor currently supporting the Department of the Interior's Learning Management System (DOI LEARN) course evaluation analysis. The Bureau of Land Management's National Training Center developed the survey using their "Metrics that Matter" analytical tool. The assessment was developed so that employees and NSHT organizational staffs would answer demographic, task, and training preference questions. The survey was available on a web site from August 2 to October 30, 2007.

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Agency leaders for NSHTs were encouraged to forward the survey link to all their employees and staff who manage and administer NSHTs. Organizations were encouraged to send the link to members and volunteers.

The survey offered 77 tasks for the respondents to rate. The numerical scales used for each of the tasks are as follows:

	1 Point	2 Points	3 Points	4 Points
What percent of your time do you spend on this task each year? (Frequency)	None	10 or less	11 to 20	21 or more
How critical is this task to doing your work? (Importance)	Not critical	Limited	Moderate	Critical
How do you rate your current proficiency in this area? (Skill Level)	Little or no skill	Require assistance	Fully Qualified	Expert

1. Data examples

- A task that received an average of 2.0 in **Percent of Time** would indicate that the respondents on average spend 10 percent or less of their annual work time performing this task.
- A task that received an average of 4.0 in **Importance** indicates that the respondents all rated this task as Critical to do their job.
- A task that received an average of 3.0 in **Proficiency** indicates that the respondents all rated their skill level as Fully Qualified.

2. The charts and analytical reports featured in this report are of three basic types.

(a) A line chart has been created to display the relationship between average scores of Importance and Skill Level for each task category. We added a **bold red horizontal bar** on each of the eight line charts to reflect the standard that specialists and staff should strive to accomplish. This bar represents at least a “3.0” level of skill to be deemed fully qualified for that particular task. The red bar also reflects a 3.0 importance rating which implies that it is a highly critical skill requiring training on this task. The resultant gap indicates how respondents view the overall importance. If program and training leads feel that the population is undervaluing a task, then outreach, training, and other actions could raise the level of awareness of those supporting trails.

Section III. Narrative Comparison of Importance, Time Spent, and Skill Level

(b) A bar chart has been created for each skill category that depicts the average scores for each individual skill for importance, percent of time, and skill level. The reports are displayed so that the tasks are ranked by skill from top to bottom of the chart. (Least skilled at the top; most skilled at the bottom).

While the bar charts are valuable for presenting this data in an easily understood format, the data summary report in Section VI is valuable to view the average responses for each possible answer to the question. This is particularly important for the question on time spent on the skills. We can then differentiate the percentage of employees who rarely or never perform a particular skill.

(c) The data summary report is a comprehensive report that provides summary data of each skill category and each rating question for all skills. This report also displays averages for the basic respondent personal and demographic information collected in this survey. Each skill is presented with the question type shown at the end, along with the average scores. An example is shown below.

Tread and Facility Design Duty Area	N	1	2	3	4	Average
Construct new trails using basic techniques. Percent of Time	205	64.88%	24.88%	4.88%	5.37%	1.51
Construct new trails using basic techniques. Importance	189	63.49%	17.46%	7.46%	11.11%	1.67
Construct new trails using basic techniques. Your Skill Level	190	36.32%	25.79%	28.95%	89.5%	2.11

Interpreting the Results: The above table segment shows that, on average, respondents don't construct trails very often: 1.51 where 4.0 is 21 percent or more of their time. They also feel that it is not a very important task 1.67. Finally, they feel that they are somewhat qualified in doing that task judged by their perceived skill level 2.11.

Line charts provided in Section IV display the relationship between the importance of a task and their existing skill level in the work force.

D. Pivot Chart

Each federal agency leader for NSHTs was provided an Excel Pivot Table for further analysis of the various elements of the demographics and task data reported by the respondents. This chart will enable dynamic analyses process when the strategy team meets. The table provides the ability to segment responses by the following categories:

- Agency, organization, or trail affiliation
- Total years worked on NSHT
- Years worked on trails and trail corridors in general
- Type of positions, such as recreation planner, supervisor, etc.
- Average hours each month that they work on NSHT tasks
- Total mileage of NSHT that they administer or manage

Section III. Narrative Comparison of Importance, Time Spent, and Skill Level

- Scope of the roles and responsibilities for NSHT jobs such as specific trail segment, specific trail, state, region, or national scope, etc.

E. General Observations for Each Skill Cluster

1. Organization Duty Area

- Average importance is 2.41.
- Average skill level is 2.56.
- Average percentage of time is 1.81.
- Higher percentage of time spent on participating in trail organization or agency meetings and events.
- Average skill level was significantly higher than other duty areas.
- Little discernable gaps between skill and importance levels except for conduct committee meeting of a trail organization and inform trail users on the purpose, benefits, etc., of NSHT trails and corridors.
- Less skilled in raising funds to benefit the trail or organization; and developing or conducting training for staff or members on planning, design, construction, maintenance, or resource stewardship.

2. Partnership and Collaboration Skill Cluster

- Average importance is 2.67.
- Average skill level is 2.57.
- Average percentage of time is 2.02.
- Higher percentage of time working with users, public communities, trail organizations, agencies, or tribes with interests in trails.
- Moderate gap between importance and skill level for these tasks:
 - Integrate agency or partnering organizations' capabilities or activities.
 - Develop or oversee cooperative agreements or MOUs with partners, organizations, or agencies.
 - Work with users, public, communities, agencies or tribes.
- This skill cluster had highest average skill level.
- Less skilled in collaborating with private land owners within and outside the trail corridor; and working agency partners to address use conflicts.

Section III. Narrative Comparison of Importance, Time Spent, and Skill Level

3. Planning – Land Management and Trail Corridor Skill Cluster

- Average importance is 2.28.
- Average skill level is 2.26.
- Average percentage of time is 1.73.
- For most tasks, there is a noticeable gap between respondent's average skill level and the red bar indicating the standard of being fully qualified (3.0) to do these skills.
- Higher percentage of time on working collaboratively with agency or organization to develop/amend plans; participating in planning at local, state, or regional levels; analyzing resources; and managing trails for variety of uses.
- No large gaps between skill level and importance for this duty area.
- Relatively low skill level for developing historical contexts and resource studies, determining user expectations and impacts; and developing trail protection plan for non-federal segments.

4. Program Administration Skill Cluster

- Average importance is 2.44.
- Average skill level is 2.40.
- Average percentage of time is 1.83.
- Higher percentage of time spent on understanding or applying NEPA and Historic Preservation Act; establishing, reviewing or tracking budgets; and maintaining agency or organization contacts, records, and databases.
- Large skill gap in analyzing the economic or social impacts of trails; understanding and applying NEPA and Historic Preservation Act; and understanding or applying the National Trails System Act.
- High skill level for task of establishing, reviewing or tracking budgets and expenditures; and maintaining agency or organization contacts, records, and databases.
- Relatively low skills for the task of analyzing the economic or social impacts of trails on local communications or regional settings.

Section III. Narrative Comparison of Importance, Time Spent, and Skill Level

5. Public Outreach and Education Skill Cluster

- Average importance is 2.38. Higher average skill level for this cluster compared to tread and facility design (1.87).
- Average skill level is 2.43.
- Average percentage of time is 1.91.
- Higher percentage of time allocated to facilitation, information distribution, interpretation, presentations, and annual event planning.
- Relative low average skill level for using cell phone, ipod, or other new media.
- Gap between skill and importance for planning or conducting annual events or festivals as education or marketing tools.
- Highly skilled using interpretation, presentation, or facilitation skills.

6. Resource Management and Protection Skill Cluster

- Average importance is 2.23.
- Average skill level is 2.06.
- Average percentage of time is 1.61.
- Higher percentage of time spent to integrate trail management with other programs; develop or communicate best management practices; and inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions or heritage features.
- This was only skill cluster where there is a consistent gap between importance of skill and respondents' average skill level. This points to definite need for training.
- Less skilled in conducting vegetative treatments to restore natural ecosystems; acquiring land or easements for trail protection; and inventorying, monitoring or evaluating natural resources.

7. Tread and Facility Design Skill Cluster

- Average importance for each skill is fairly low 1.87.
- Average skill level is 2.05.
- Average percentage of time is 1.55.
- Higher percentage of time is allocated for trails marking/signing, using GIS, supervising contractors, using GPS, budgeting for construction, and leading crews.
- Gap exists between skill and importance for use of GIS or other mapping technology.
- Many were highly skilled in use of hand tools and chainsaws and performing trail maintenance.
- Fairly lower skill level for assessing soils, geology slope, etc.; and using universal design guidelines.
- No significant variation in average importance across skills in this set.
- Use of heavy, motorized equipment was of lowest importance.
- On average, respondents were neither fully qualified for all skills nor did they feel that any of these skills were even moderately critical to do their NSHT's work.

Section III. Narrative Comparison of Importance, Time Spent, and Skill Level

8. Visitor Use Management and Monitoring Skill Cluster

- Average importance is 2.06.
- Average skill level is 2.22.
- Average percentage of time is 1.63.
- Higher percentage of time for monitoring visitor use, responding to complaints, distributing information on trail conditions and permit requirements; and developing policy for events, commercial services, or permits.
- High skill level for responding to trail user, landowner, or other complaints.
- Less skilled in developing coordinated search, rescue, or public safety plans. However, they spend less time on this activity compared to all other tasks in this cluster.

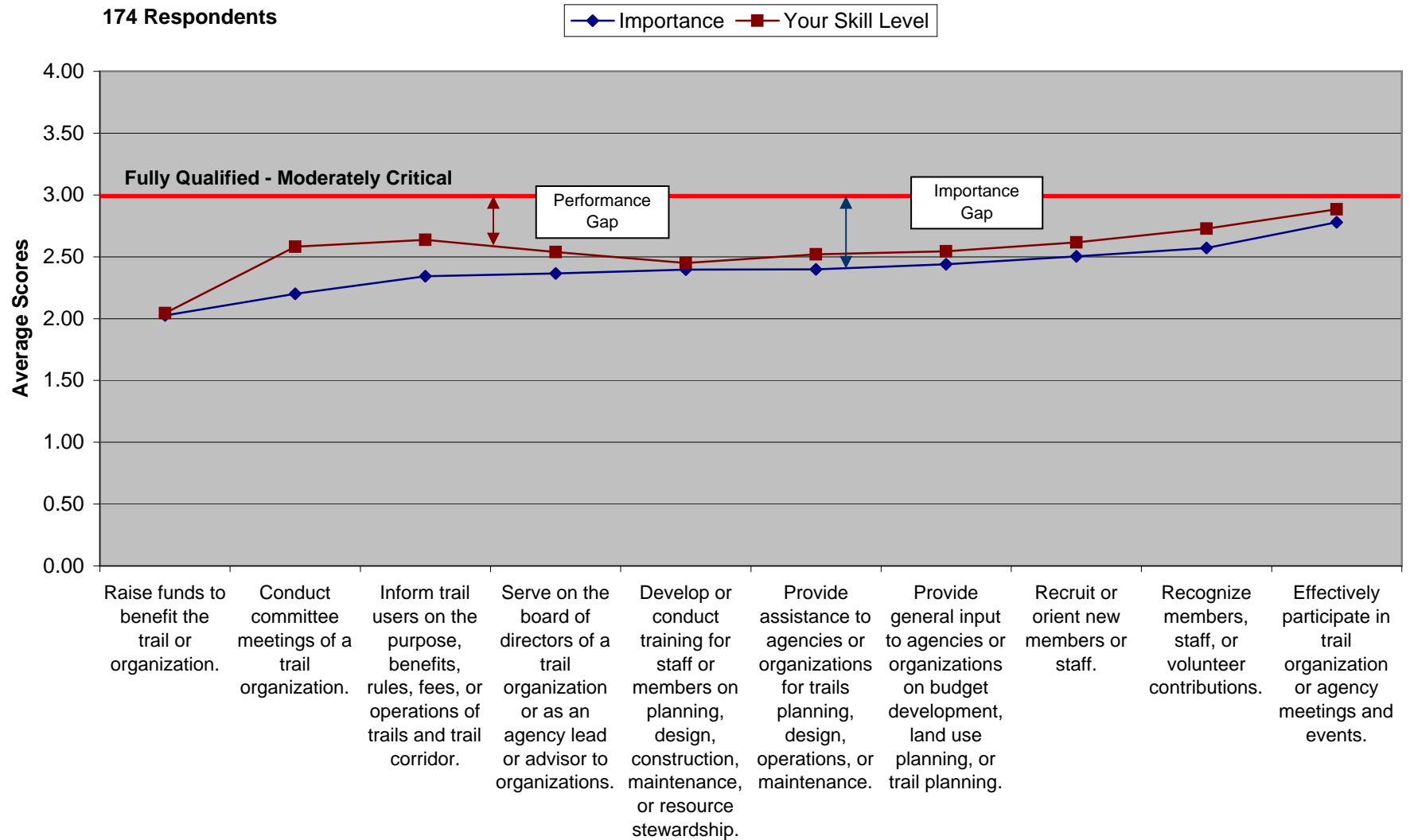
Section IV. Comparison of Task Importance and Skill Level

The subsequent line charts show the comparison between average importance and average skill for all tasks. Note the fairly large importance gap between for each task and the **bold red horizontal bar** representing moderately critical level. Providing marketing, awareness, interpretative, educational, and other outreach programs could reduce the gap in importance.

A large gap also exists in how they rated their skill level and the red bar that represents a desired skill level of “fully qualified” for most tasks. This clearly points to the need for performance improvement measures to raise the skill level of agency employees, organizational staff, and volunteers. Performance can be enhanced through the following measures:

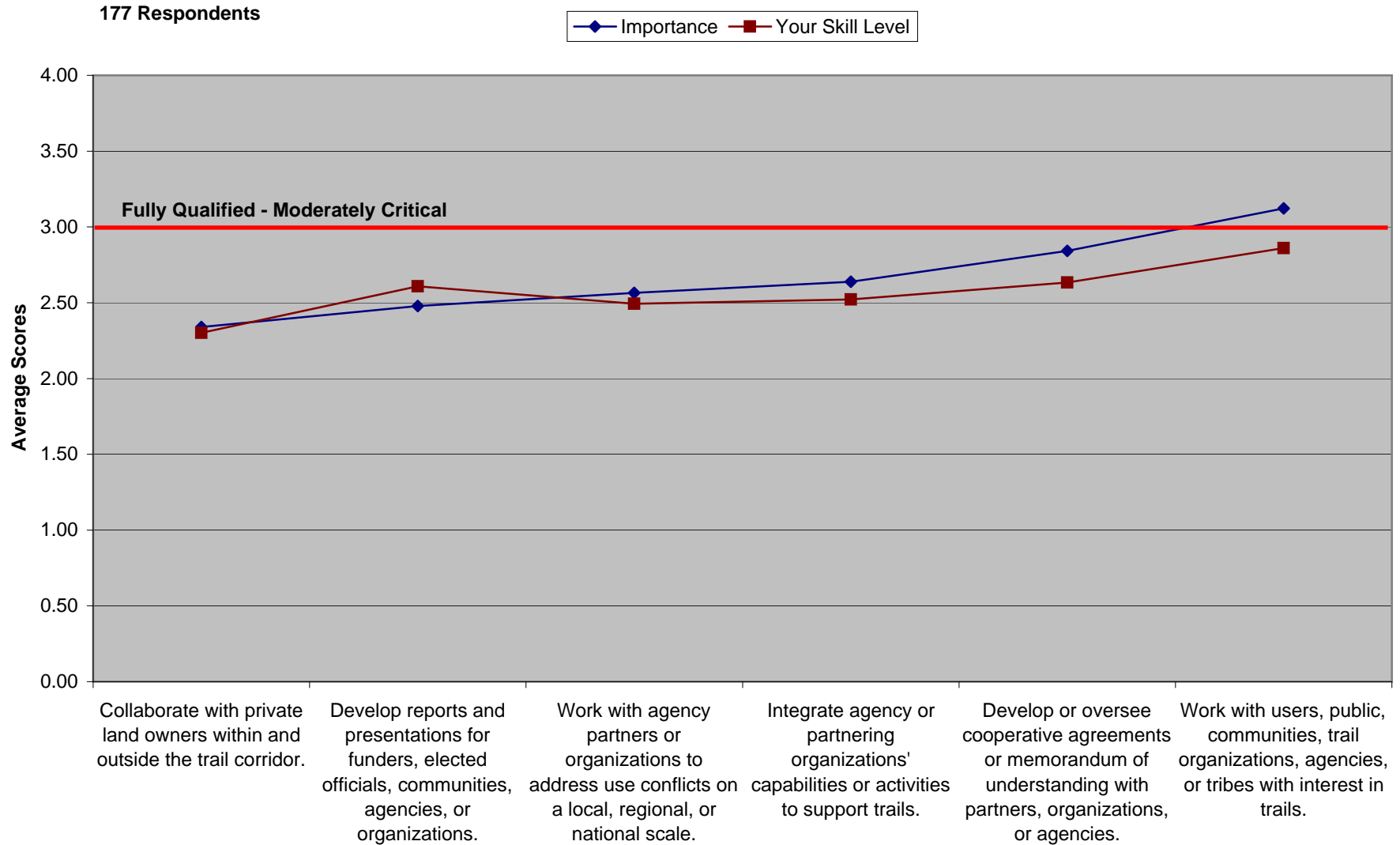
- Skill development through training using workshops, distance learning, on-the-job, or classroom deliveries
- Developing performance standards; and evaluating providing feedback to staff and volunteers
- Providing resources such as additional funding, personnel, and other resources to accomplish the job
- Hiring individuals that have the proper skill set for NSHT

Organization Skills: Importance and Expertise Comparison

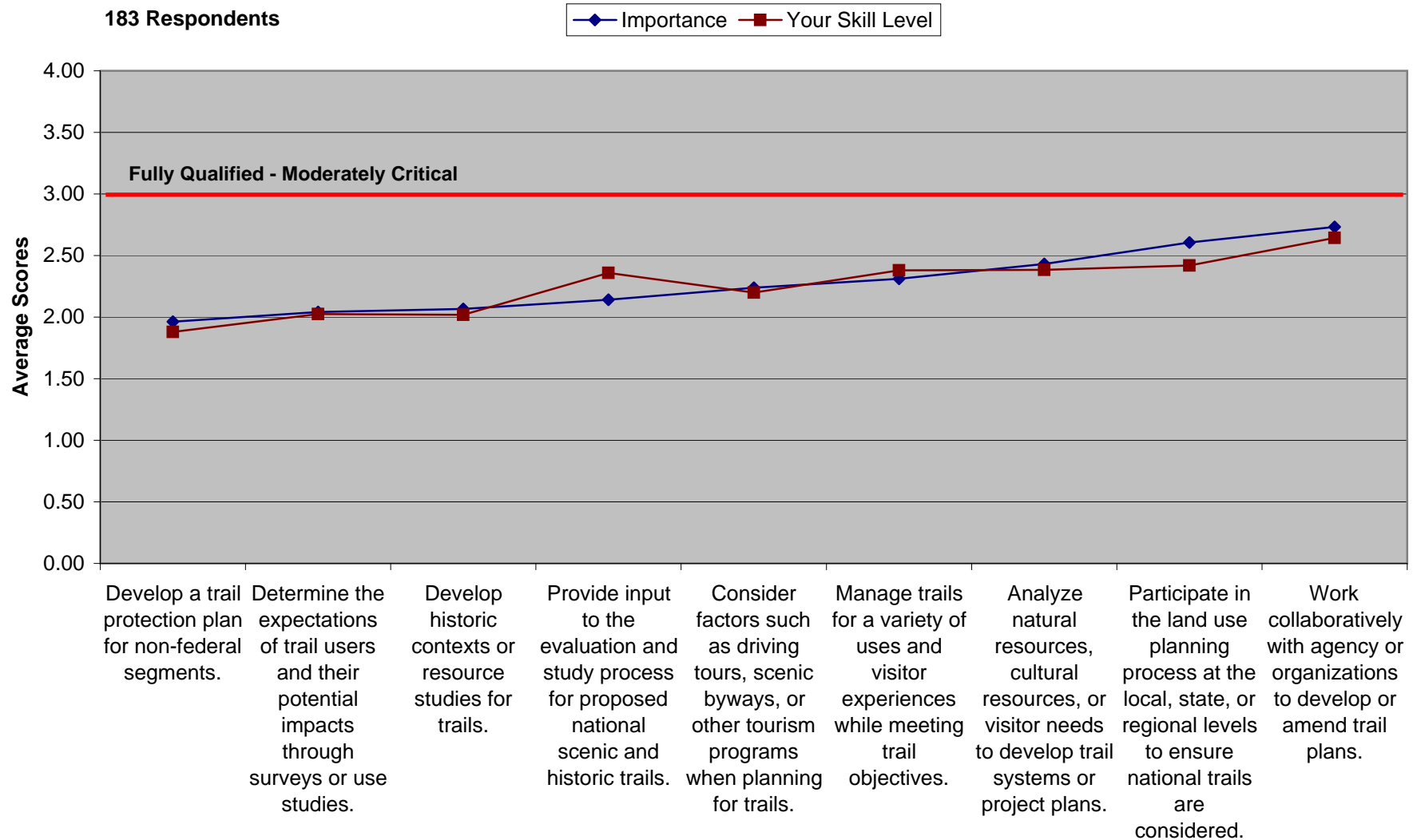


Section IV. Comparison of Task Importance and Skill Level

Partnership and Collaboration: Importance and Expertise Comparison

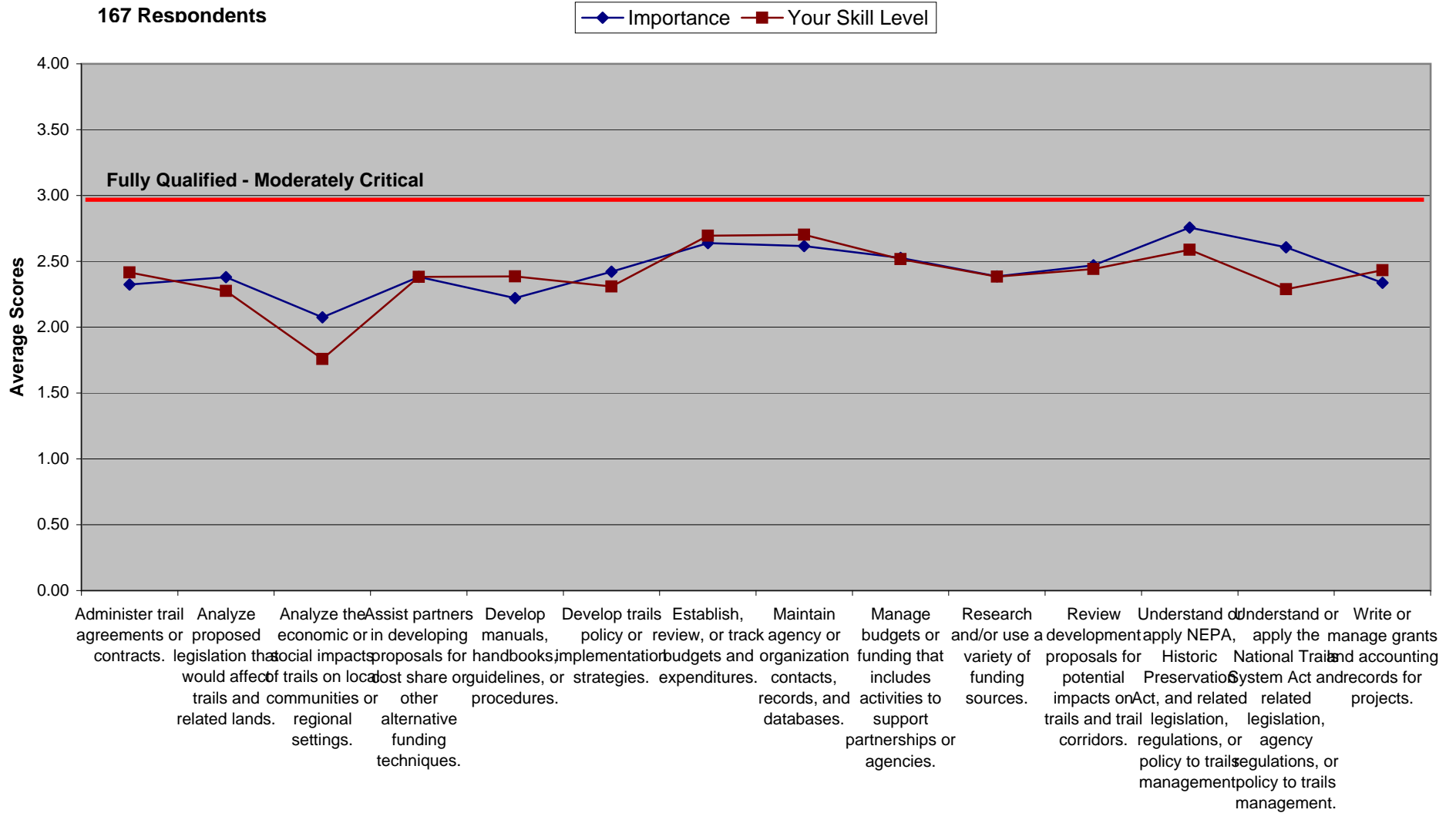


Planning - Land Management and Trail Corridor: Importance and Expertise Comparison



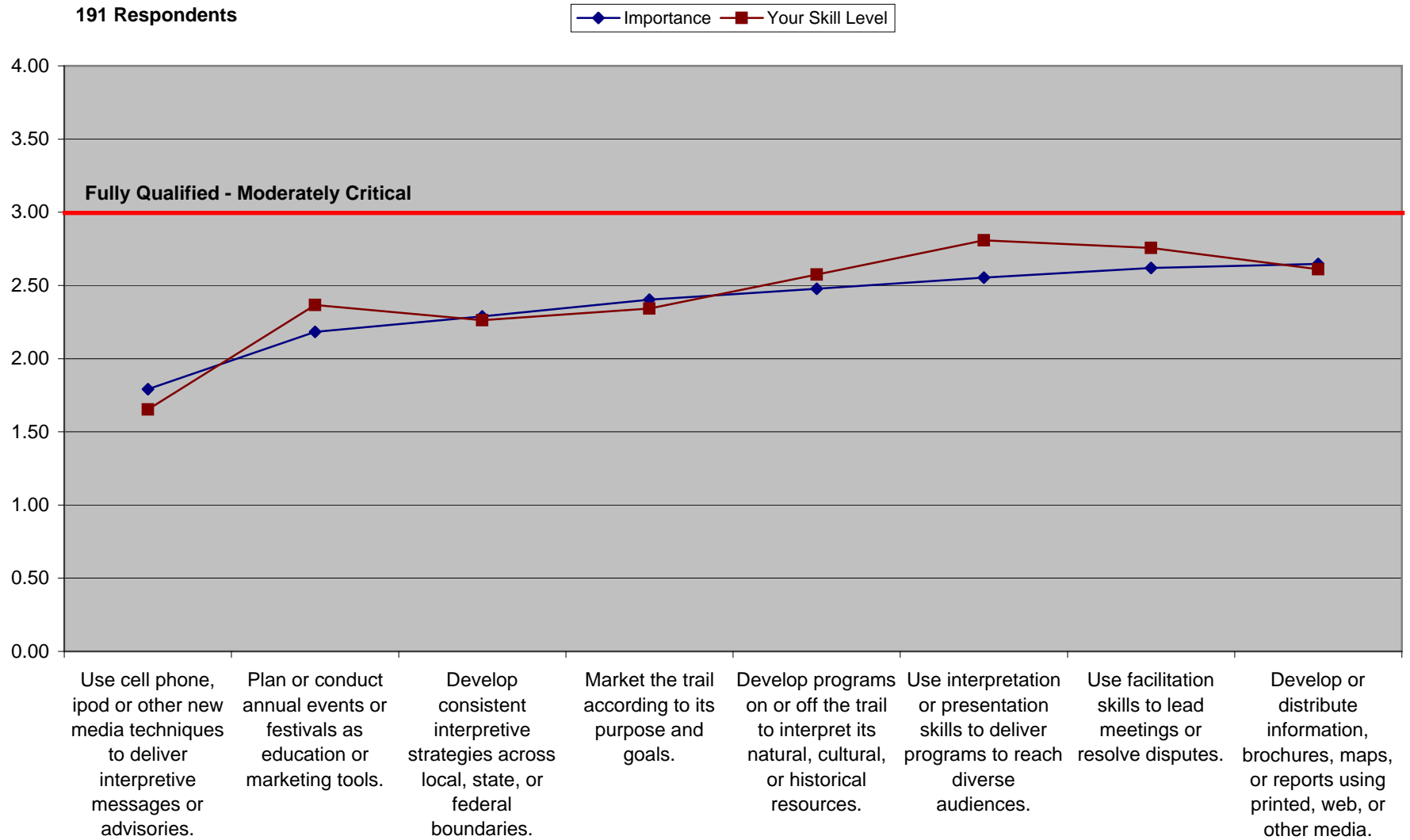
Section IV. Comparison of Task Importance and Skill Level

Program Administration: Importance and Expertise Comparison



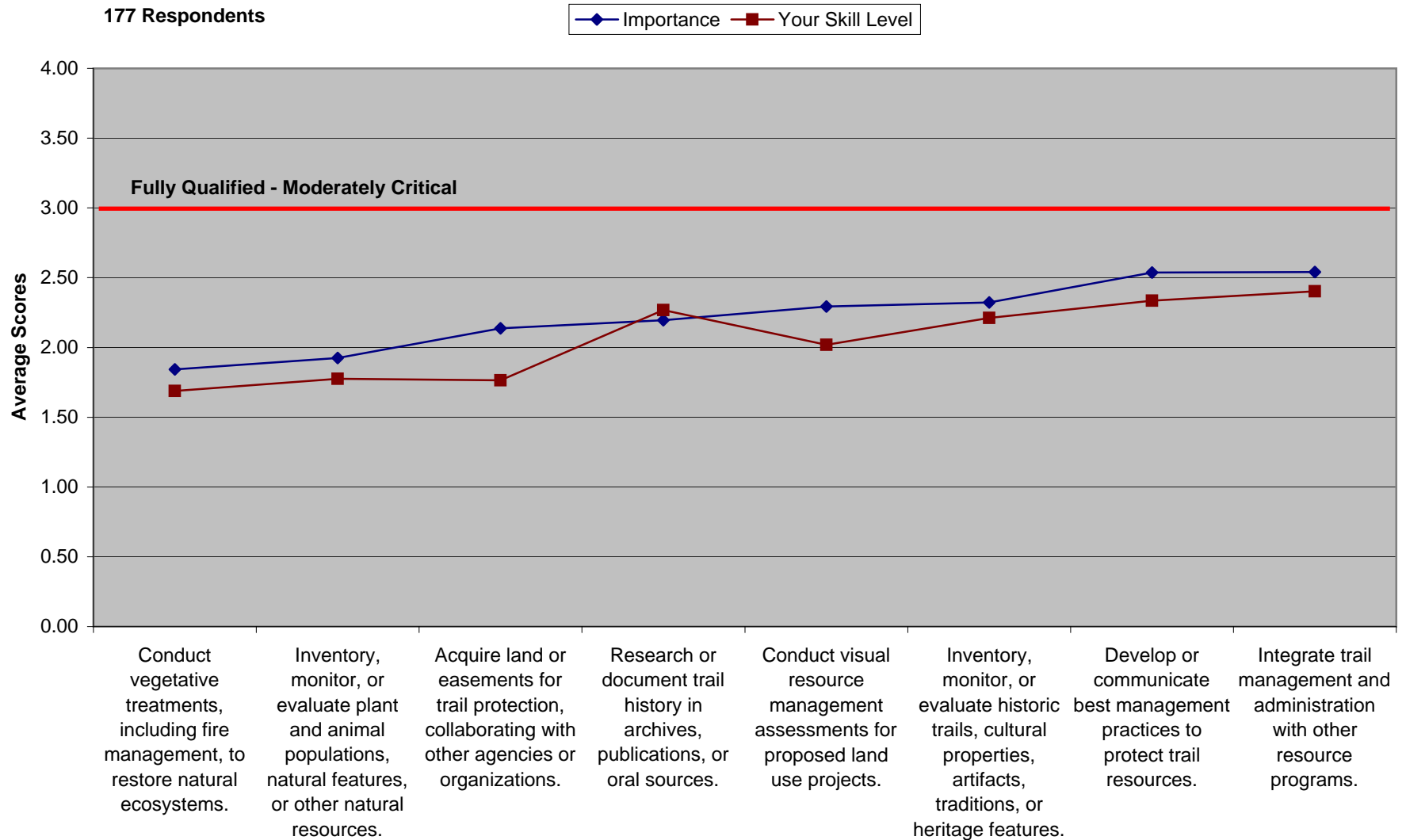
Section IV. Comparison of Task Importance and Skill Level

Public Outreach and Education: Importance and Expertise Comparison



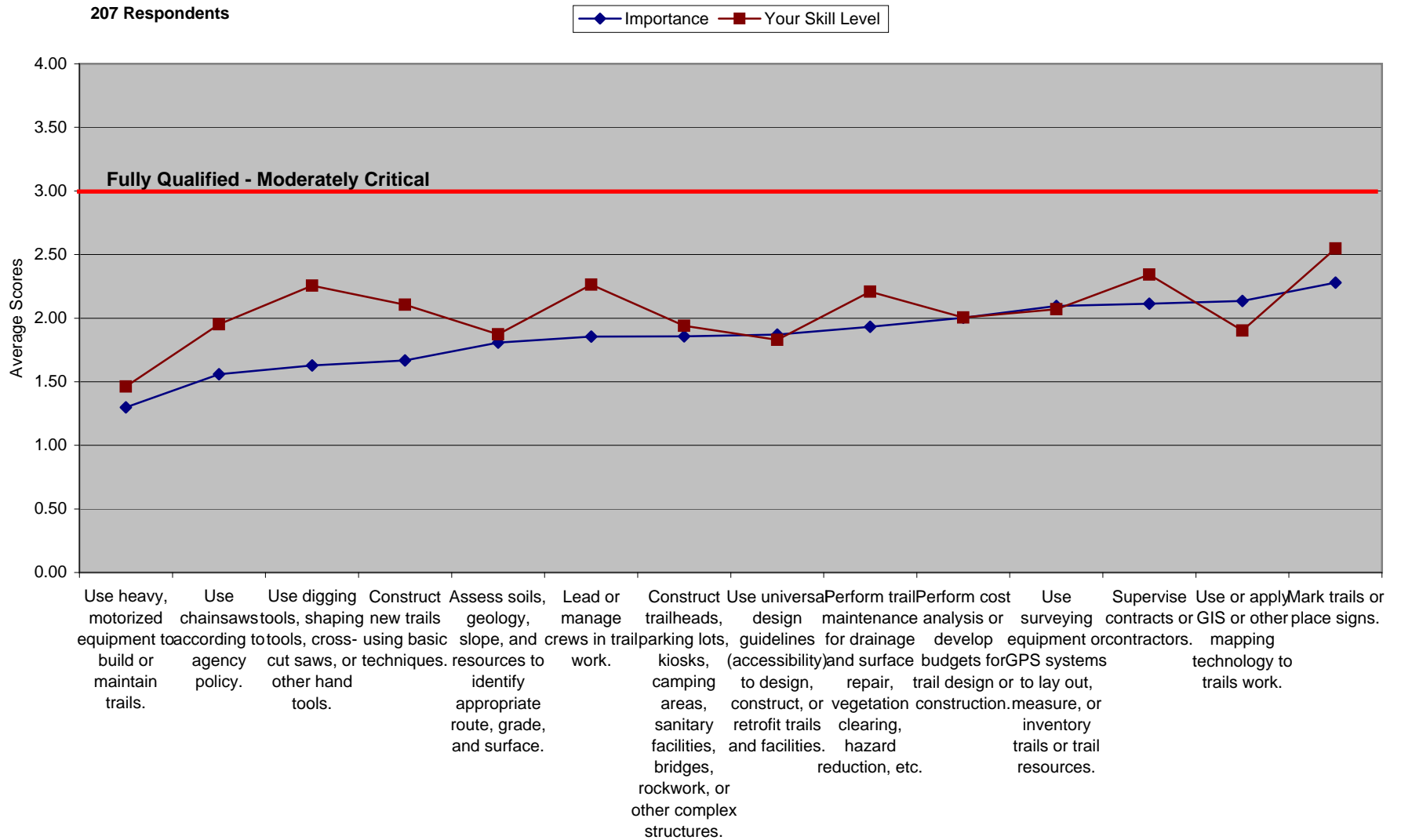
Section IV. Comparison of Task Importance and Skill Level

Resource Management and Protection: Importance and Expertise Comparison

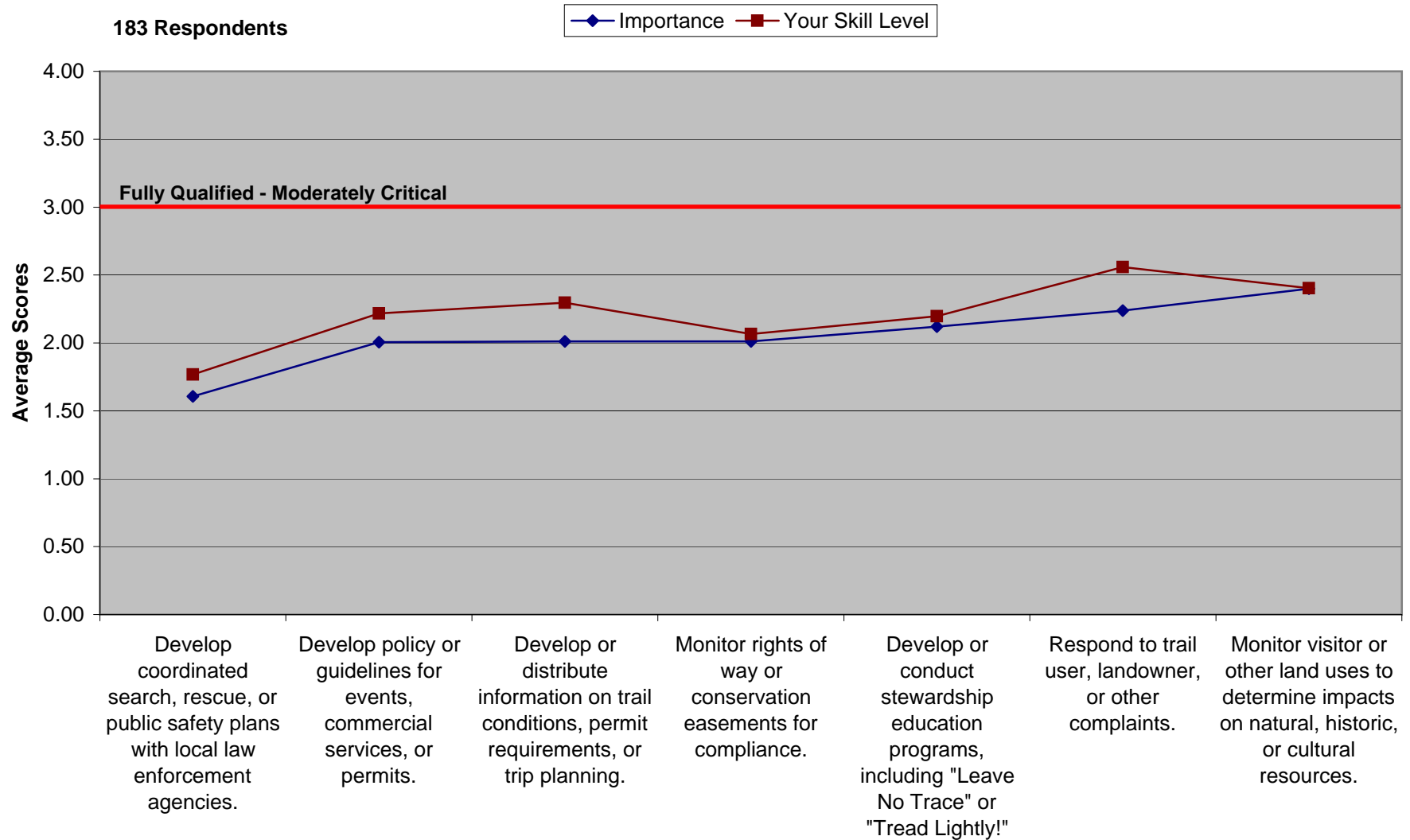


Section IV. Comparison of Task Importance and Skill Level

Tread and Facility Design: Importance and Expertise Comparison



Visitor Use Management and Monitoring: Importance and Expertise Comparison

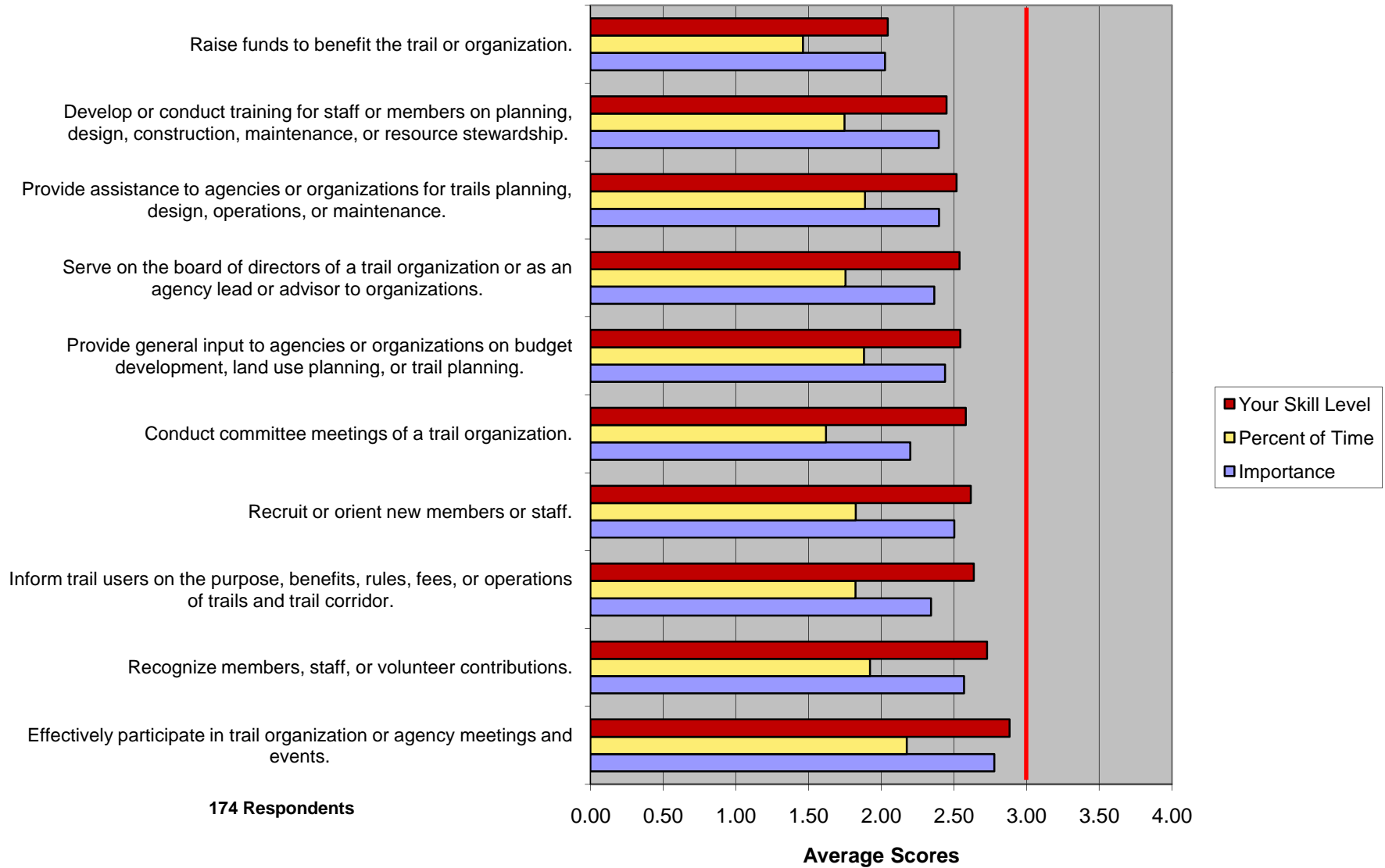


Section V. Comparison of Task Importance, Time Spent, and Skill Level

The subsequent bar charts show a three-way comparison of skill level, percentage of time allocated, and importance for each task within a given duty area. The first area shown is for Organization Skills. The tasks are ranked in the order of importance, with the most important task at the top of the chart. For example, the task of “effectively participate in trail organization or agency meetings and events” was the most important task in the for organization skills. A national training strategy team developing training for organization skills may want to focus on the top 4 or 5 tasks based on the level of importance.

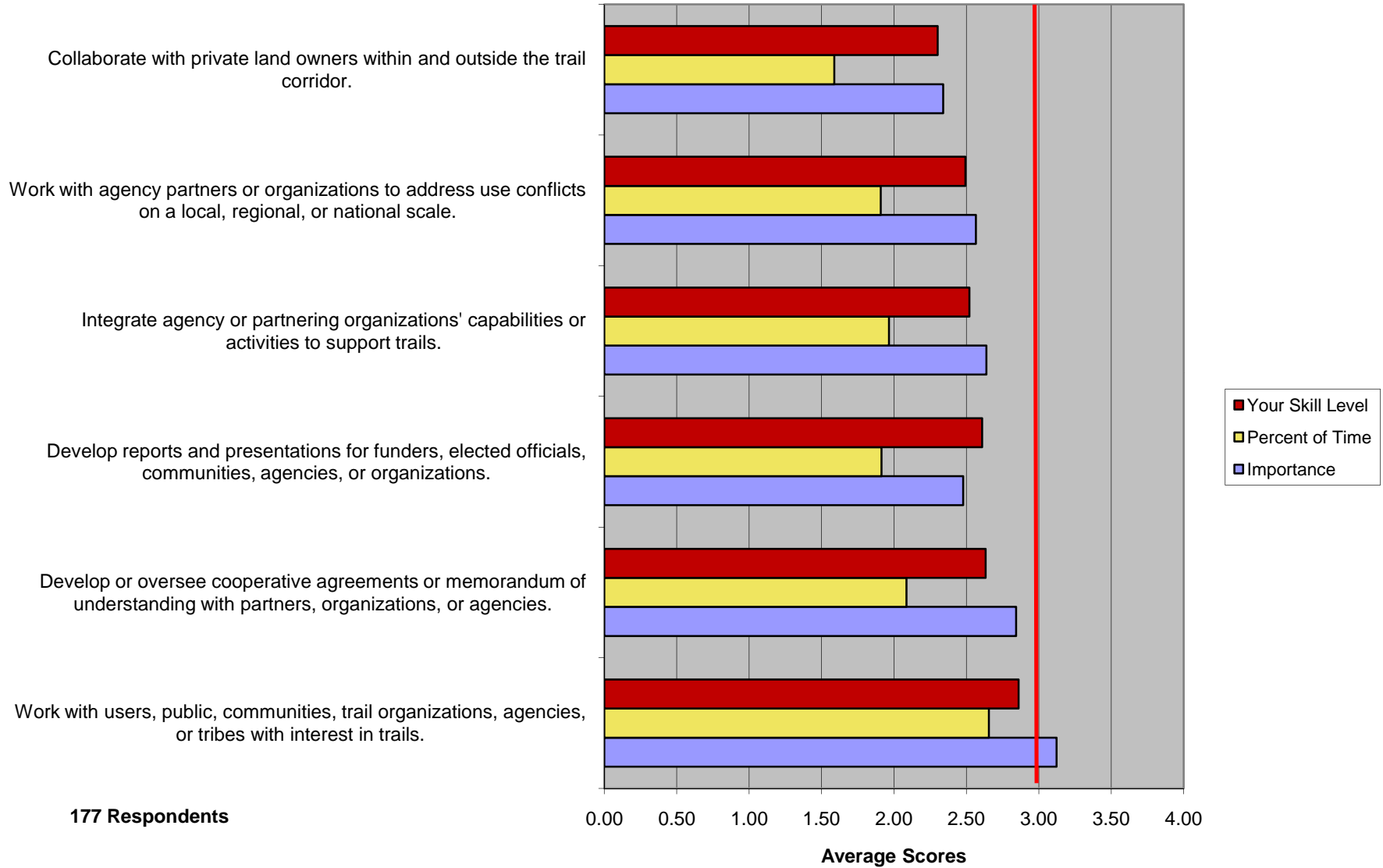
Section V. Comparison of Task Importance, Time Spent, and Skill Level

Organization Skills



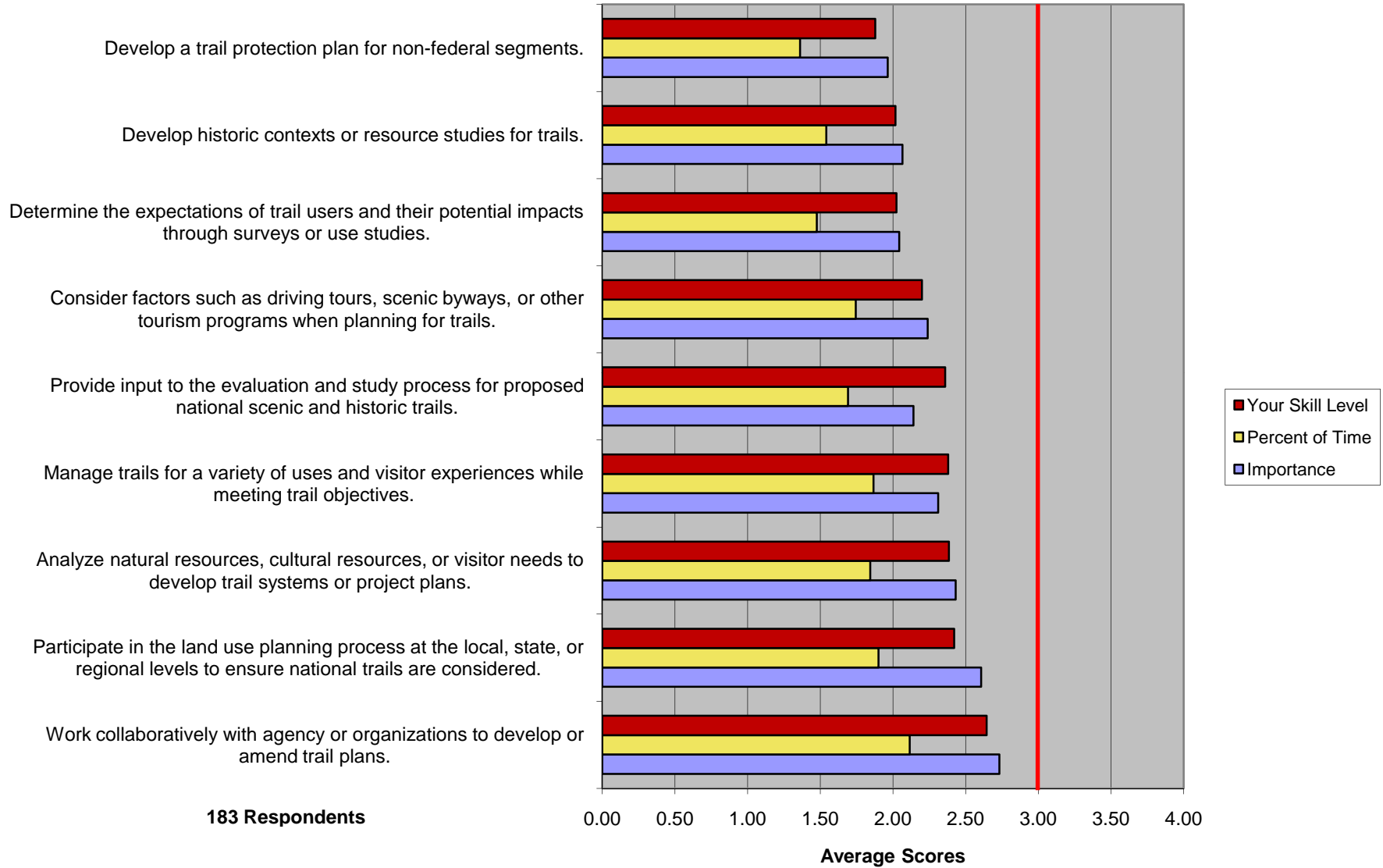
Section V. Comparison of Task Importance, Time Spent, and Skill Level

Partnership and Collaboration Skills



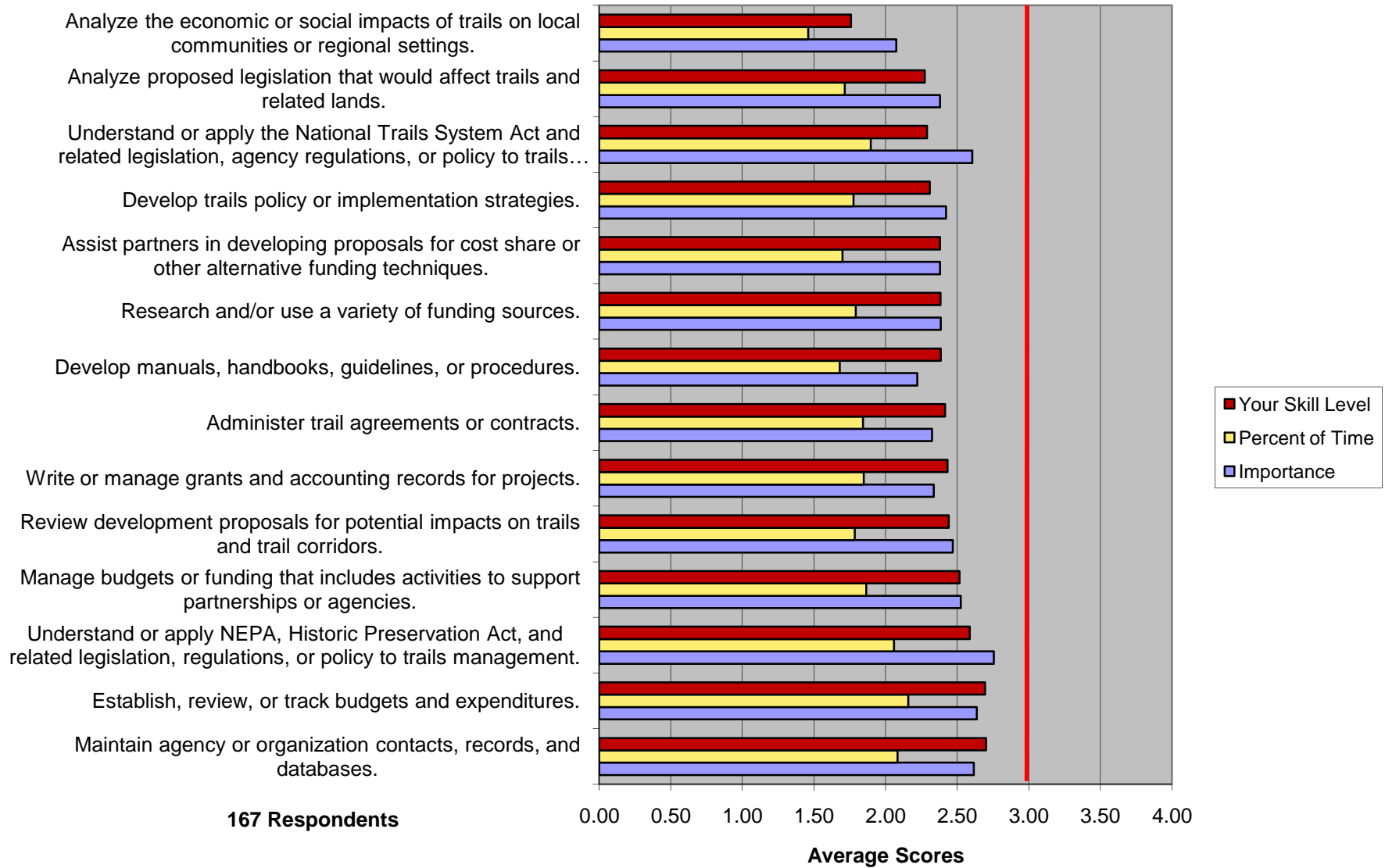
Section V. Comparison of Task Importance, Time Spent, and Skill Level

Planning - Land Management and Trail Corridor



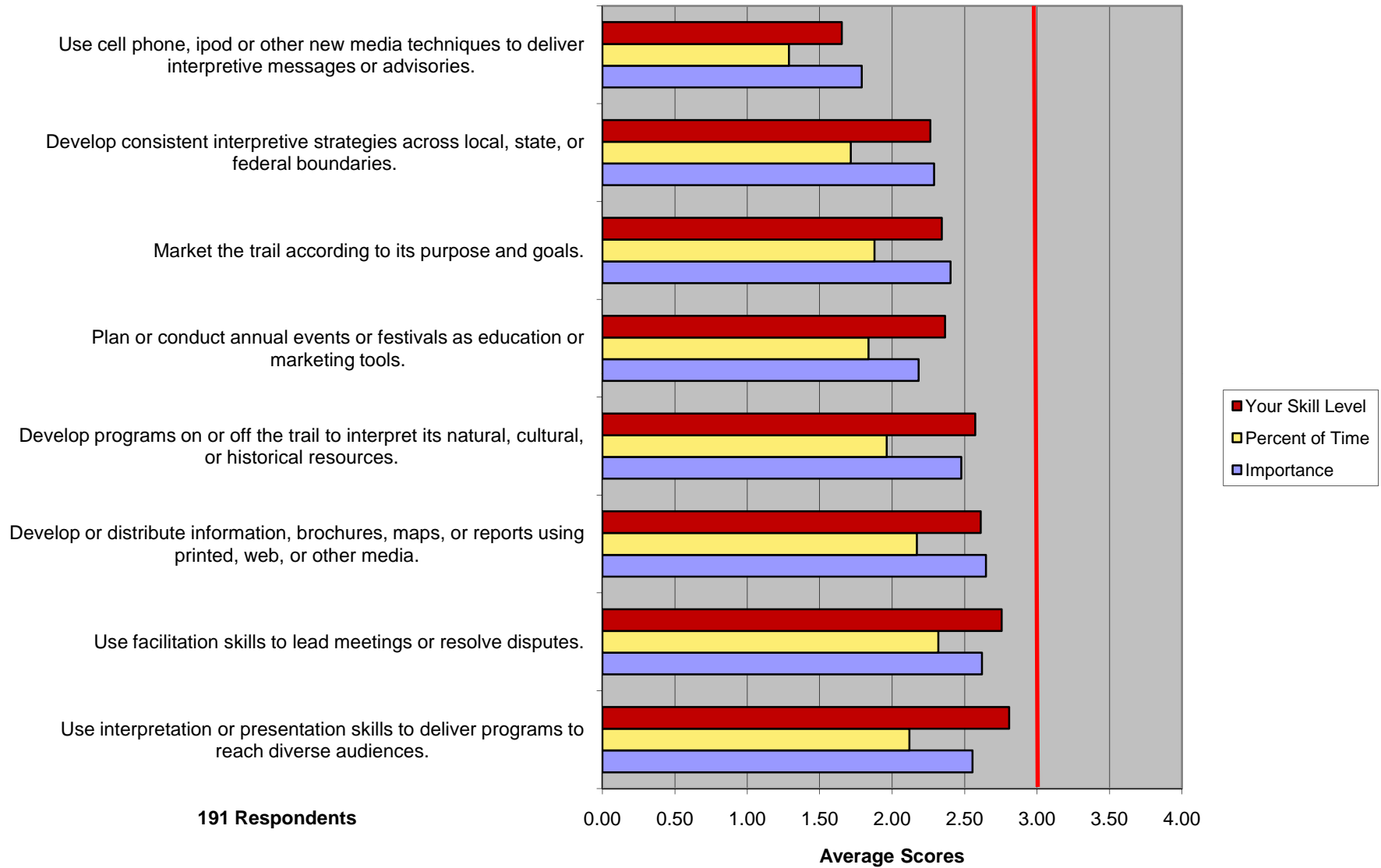
Section V. Comparison of Task Importance, Time Spent, and Skill Level

Program Administration Skills



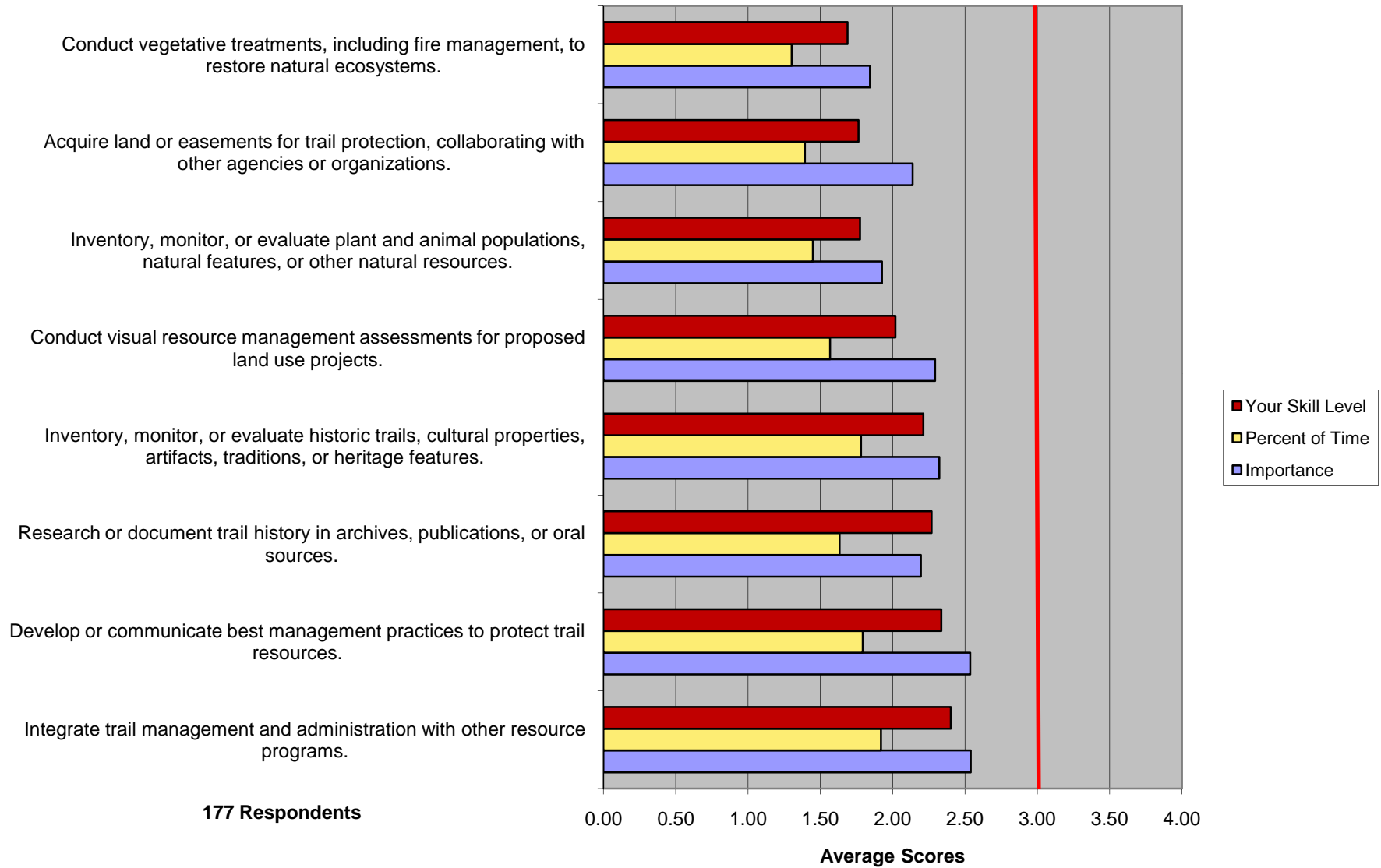
Section V. Comparison of Task Importance, Time Spent, and Skill Level

Public Outreach and Education Skills



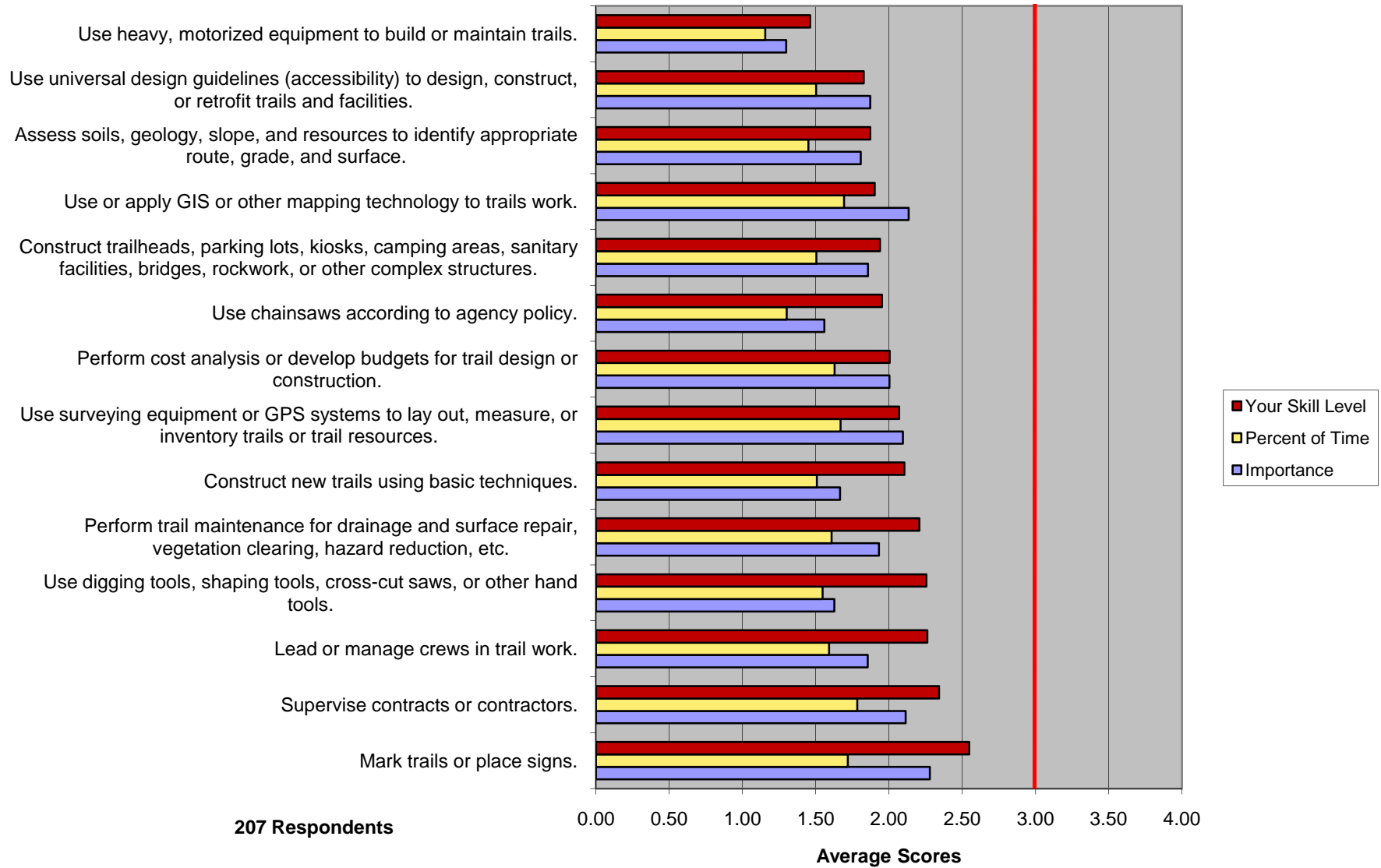
Section V. Comparison of Task Importance, Time Spent, and Skill Level

Resource Management and Protection Skills

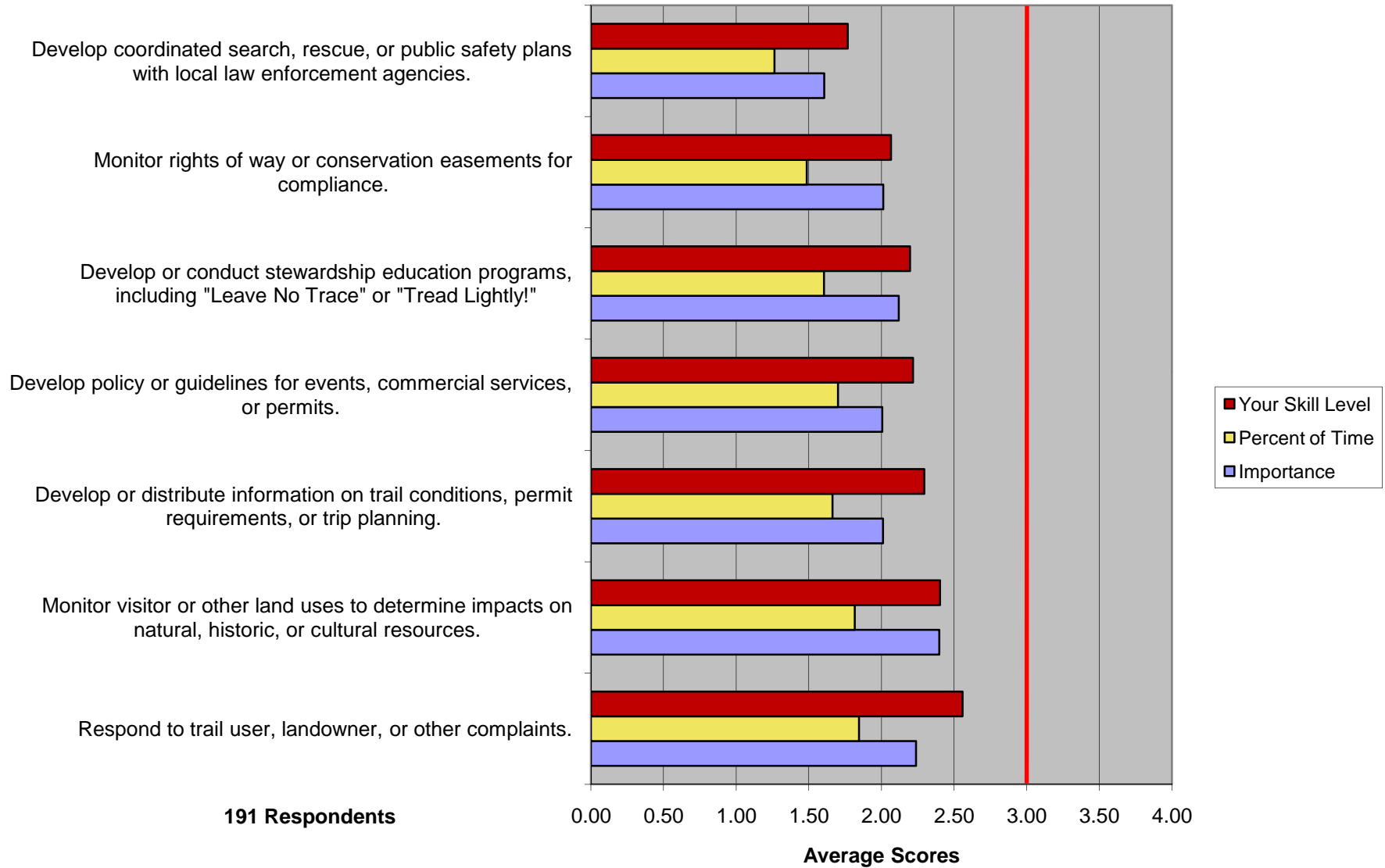


Section V. Comparison of Task Importance, Time Spent, and Skill Level

Tread and Facility Design Skills



Visitor Use Management and Monitoring Skills



Data Summary Report: NSHT Needs Assessment

MTM Tool: Quick Question Report

Date Run: Nov 8, 2007

From Saved Query: No

Date:	Instructor(s):	Course:	National Scenic and Historic Trails Training Needs Survey
Learning Provider: Bureau of Land Management	Location:	Client:	Bureau of Land Management_New

Summary	N	1+	2+	3+	4	Average
Program Administration	167	27.60%	34.82%	26.07%	11.51%	2.21
Organization	174	29.51%	28.65%	29.53%	12.31%	2.25
Tread and Facility Design	207	50.08%	25.93%	16.05%	7.94%	1.82
Public Outreach and Education	191	28.67%	32.13%	26.38%	12.82%	2.23
Visitor Use Management and Monitoring	183	38.99%	32.93%	21.33%	6.76%	1.96
Planning - Land Management and Trail Corridor	183	35.17%	31.39%	23.51%	9.93%	2.08
Resource Management and Protection	177	39.78%	32.99%	19.12%	8.10%	1.96
Partnership and Collaboration	177	21.57%	31.96%	30.17%	16.30%	2.41
Summary	210	35.49%	30.87%	23.25%	10.39%	2.09

Program Administration	N	1+	2+	3+	4	Average
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management. Percent of Time	166	21.08%	56.63%	17.47%	4.82%	2.06
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management. Importance	156	19.87%	17.95%	28.85%	33.33%	2.76
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management. Your Skill Level	158	15.19%	24.68%	46.20%	13.92%	2.59
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management. Percent of Time	166	30.12%	53.61%	12.65%	3.61%	1.90
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management. Importance	155	20.65%	24.52%	28.39%	26.45%	2.61
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management. Your Skill Level	159	21.38%	35.85%	35.22%	7.55%	2.29
Analyze proposed legislation that would affect trails and related lands. Percent of Time	165	38.79%	54.55%	3.03%	3.64%	1.72
Analyze proposed legislation that would affect trails and related lands. Importance	150	28.67%	26.00%	24.00%	21.33%	2.38
Analyze proposed legislation that would affect trails and related lands. Your Skill Level	153	24.18%	31.37%	37.25%	7.19%	2.27
Develop trails policy or implementation strategies. Percent of Time	166	37.35%	49.40%	11.45%	1.81%	1.78
Develop trails policy or implementation strategies. Importance	154	29.87%	19.48%	29.22%	21.43%	2.42
Develop trails policy or implementation strategies. Your Skill Level	155	23.87%	29.03%	39.35%	7.74%	2.31
Analyze the economic or social impacts of trails on local communities or regional settings. Percent of Time	165	61.21%	33.33%	3.64%	1.82%	1.46
Analyze the economic or social impacts of trails on local communities or regional settings. Importance	147	37.41%	27.89%	24.49%	10.20%	2.07
Analyze the economic or social impacts of trails on local communities or regional settings. Your Skill Level	149	40.94%	44.30%	12.75%	2.01%	1.76
Administer trail agreements or contracts. Percent of Time	165	38.79%	44.85%	9.70%	6.67%	1.84
Administer trail agreements or contracts. Importance	151	31.13%	25.17%	23.84%	19.87%	2.32
Administer trail agreements or contracts. Your Skill Level	154	21.43%	27.27%	39.61%	11.69%	2.42
Develop manuals, handbooks, guidelines, or procedures. Percent of Time	166	40.36%	51.81%	7.23%	0.60%	1.68
Develop manuals, handbooks, guidelines, or procedures. Importance	149	32.21%	26.85%	27.52%	13.42%	2.22
Develop manuals, handbooks, guidelines, or procedures. Your Skill Level	150	18.67%	30.67%	44.00%	6.67%	2.39
Establish, review, or track budgets and expenditures. Percent of Time	164	23.17%	48.17%	18.29%	10.37%	2.16
Establish, review, or track budgets and expenditures. Importance	152	21.71%	19.08%	32.89%	26.32%	2.64
Establish, review, or track budgets and expenditures. Your Skill Level	154	10.39%	24.03%	51.30%	14.29%	2.69
Maintain agency or organization contacts, records, and databases. Percent of Time	166	19.88%	59.04%	13.86%	7.23%	2.08
Maintain agency or organization contacts, records, and databases. Importance	154	17.53%	25.97%	33.77%	22.73%	2.62
Maintain agency or organization contacts, records, and databases. Your Skill Level	158	9.49%	20.25%	60.76%	9.49%	2.70

Section VI. Data Summary Report

	N	1+	2+	3+	4	Average
Review development proposals for potential impacts on trails and trail corridors. Percent of Time	163	34.97%	53.99%	8.59%	2.45%	1.79
Review development proposals for potential impacts on trails and trail corridors. Importance	153	24.18%	24.84%	30.72%	20.26%	2.47
Review development proposals for potential impacts on trails and trail corridors. Your Skill Level	154	19.48%	24.68%	48.05%	7.79%	2.44
Write or manage grants and accounting records for projects. Percent of Time	164	42.07%	41.46%	6.10%	10.37%	1.85
Write or manage grants and accounting records for projects. Importance	151	31.79%	22.52%	25.83%	19.87%	2.34
Write or manage grants and accounting records for projects. Your Skill Level	150	17.33%	32.00%	40.67%	10.00%	2.43
Research and/or use a variety of funding sources. Percent of Time	164	39.02%	47.56%	8.54%	4.88%	1.79
Research and/or use a variety of funding sources. Importance	150	30.67%	23.33%	22.67%	23.33%	2.39
Research and/or use a variety of funding sources. Your Skill Level	151	17.22%	34.44%	41.06%	7.28%	2.38
Assist partners in developing proposals for cost share or other alternative funding techniques. Percent of Time	163	42.33%	49.08%	4.91%	3.68%	1.70
Assist partners in developing proposals for cost share or other alternative funding techniques. Importance	152	28.29%	26.32%	24.34%	21.05%	2.38
Assist partners in developing proposals for cost share or other alternative funding techniques. Your Skill Level	152	17.76%	35.53%	37.50%	9.21%	2.38
Manage budgets or funding that includes activities to support partnerships or agencies. Percent of Time	164	33.54%	51.22%	10.37%	4.88%	1.87
Manage budgets or funding that includes activities to support partnerships or agencies. Importance	152	23.68%	21.05%	34.21%	21.05%	2.53
Manage budgets or funding that includes activities to support partnerships or agencies. Your Skill Level	153	15.03%	26.80%	49.67%	8.50%	2.52
Summary	167	27.60%	34.82%	26.07%	11.51%	2.21

Organization

	N	1+	2+	3+	4	Average
Recruit or orient new members or staff. Percent of Time	171	31.58%	57.31%	8.19%	2.92%	1.82
Recruit or orient new members or staff. Importance	161	29.81%	14.29%	31.68%	24.22%	2.50
Recruit or orient new members or staff. Your Skill Level	162	14.20%	19.14%	57.41%	9.26%	2.62
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship. Percent of Time	171	38.01%	50.88%	9.36%	1.75%	1.75
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship. Importance	159	30.19%	22.64%	24.53%	22.64%	2.40
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship. Your Skill Level	160	18.13%	26.25%	48.13%	7.50%	2.45
Recognize members, staff, or volunteer contributions. Percent of Time	171	23.98%	63.16%	9.36%	3.51%	1.92
Recognize members, staff, or volunteer contributions. Importance	163	20.86%	26.99%	26.38%	25.77%	2.57
Recognize members, staff, or volunteer contributions. Your Skill Level	162	9.88%	18.52%	60.49%	11.11%	2.73
Conduct committee meetings of a trail organization. Percent of Time	169	53.85%	34.32%	7.69%	4.14%	1.62
Conduct committee meetings of a trail organization. Importance	155	40.00%	18.71%	22.58%	18.71%	2.20
Conduct committee meetings of a trail organization. Your Skill Level	153	16.34%	20.26%	52.29%	11.11%	2.58
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations. Percent of Time	171	54.39%	26.32%	8.77%	10.53%	1.75
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations. Importance	156	38.46%	14.10%	19.87%	27.56%	2.37
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations. Your Skill Level	154	22.73%	14.94%	48.05%	14.29%	2.54
Effectively participate in trail organization or agency meetings and events. Percent of Time	170	18.82%	51.76%	22.35%	7.06%	2.18
Effectively participate in trail organization or agency meetings and events. Importance	163	19.02%	16.56%	31.90%	32.52%	2.78
Effectively participate in trail organization or agency meetings and events. Your Skill Level	163	7.98%	12.88%	61.96%	17.18%	2.88
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor. Percent of Time	170	37.65%	46.47%	11.76%	4.12%	1.82
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor. Importance	160	30.00%	23.75%	28.13%	18.13%	2.34
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor. Your Skill Level	160	15.63%	14.38%	60.63%	9.38%	2.64
Raise funds to benefit the trail or organization. Percent of Time	171	67.84%	23.39%	3.51%	5.26%	1.46
Raise funds to benefit the trail or organization. Importance	154	52.60%	10.39%	18.83%	18.18%	2.03
Raise funds to benefit the trail or organization. Your Skill Level	155	34.84%	30.97%	29.03%	5.16%	2.05
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance. Percent of Time	170	35.88%	44.71%	14.12%	5.29%	1.89
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance. Importance	153	26.80%	22.88%	33.99%	16.34%	2.40

Section VI. Data Summary Report

	N	1+	2+	3+	4	Average
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance. Your Skill Level	154	19.48%	17.53%	54.55%	8.44%	2.52
Provide general input to agencies or organizations on budget development, land use planning, or trail planning. Percent of Time	170	31.76%	52.35%	11.76%	4.12%	1.88
Provide general input to agencies or organizations on budget development, land use planning, or trail planning. Importance	157	24.84%	25.48%	30.57%	19.11%	2.44
Provide general input to agencies or organizations on budget development, land use planning, or trail planning. Your Skill Level	158	14.56%	25.32%	51.27%	8.86%	2.54
Summary	174	29.51%	28.65%	29.53%	12.31%	2.25

Tread and Facility Design

	N	1+	2+	3+	4	Average
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc. Percent of Time	207	56.04%	32.85%	5.31%	5.80%	1.61
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc. Importance	193	50.78%	21.24%	11.92%	16.06%	1.93
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc. Your Skill Level	193	30.57%	26.94%	33.68%	8.81%	2.21
Construct new trails using basic techniques. Percent of Time	205	64.88%	24.88%	4.88%	5.37%	1.51
Construct new trails using basic techniques. Importance	189	63.49%	17.46%	7.94%	11.11%	1.67
Construct new trails using basic techniques. Your Skill Level	190	36.32%	25.79%	28.95%	8.95%	2.11
Use digging tools, shaping tools, cross-cut saws, or other hand tools. Percent of Time	203	60.59%	29.06%	5.42%	4.93%	1.55
Use digging tools, shaping tools, cross-cut saws, or other hand tools. Importance	188	65.96%	14.36%	10.64%	9.04%	1.63
Use digging tools, shaping tools, cross-cut saws, or other hand tools. Your Skill Level	188	31.91%	20.21%	38.30%	9.57%	2.26
Use chainsaws according to agency policy. Percent of Time	202	76.24%	18.81%	3.47%	1.49%	1.30
Use chainsaws according to agency policy. Importance	184	71.20%	10.87%	8.70%	9.24%	1.56
Use chainsaws according to agency policy. Your Skill Level	188	46.28%	18.09%	29.79%	5.85%	1.95
Use heavy, motorized equipment to build or maintain trails. Percent of Time	200	86.00%	12.50%	1.50%		1.16
Use heavy, motorized equipment to build or maintain trails. Importance	184	77.72%	15.76%	5.43%	1.09%	1.30
Use heavy, motorized equipment to build or maintain trails. Your Skill Level	186	67.74%	19.89%	10.75%	1.61%	1.46
Mark trails or place signs. Percent of Time	200	44.50%	43.00%	8.50%	4.00%	1.72
Mark trails or place signs. Importance	186	36.02%	20.43%	23.12%	20.43%	2.28
Mark trails or place signs. Your Skill Level	186	18.82%	19.35%	50.00%	11.83%	2.55
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures. Percent of Time	200	61.50%	30.00%	5.00%	3.50%	1.50
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures. Importance	181	54.70%	17.68%	14.92%	12.71%	1.86
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures. Your Skill Level	181	40.88%	29.28%	24.86%	4.97%	1.94
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface. Percent of Time	198	63.13%	30.30%	5.05%	1.52%	1.45
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface. Importance	182	56.59%	19.23%	10.99%	13.19%	1.81
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface. Your Skill Level	181	42.54%	31.49%	22.10%	3.87%	1.87
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities. Percent of Time	197	57.87%	36.04%	4.06%	2.03%	1.50
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities. Importance	179	51.96%	19.55%	17.88%	10.61%	1.87
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities. Your Skill Level	181	39.78%	40.88%	16.02%	3.31%	1.83
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources. Percent of Time	200	51.00%	36.50%	7.00%	5.50%	1.67
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources. Importance	188	43.62%	20.21%	19.15%	17.02%	2.10
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources. Your Skill Level	188	34.04%	33.51%	23.94%	8.51%	2.07
Lead or manage crews in trail work. Percent of Time	198	62.12%	24.75%	5.05%	8.08%	1.59
Lead or manage crews in trail work. Importance	180	58.89%	13.33%	11.11%	16.67%	1.86
Lead or manage crews in trail work. Your Skill Level	179	34.08%	17.88%	35.75%	12.29%	2.26
Supervise contracts or contractors. Percent of Time	199	47.24%	34.67%	10.55%	7.54%	1.78
Supervise contracts or contractors. Importance	185	41.62%	23.24%	17.30%	17.84%	2.11
Supervise contracts or contractors. Your Skill Level	187	25.13%	24.06%	42.25%	8.56%	2.34
Perform cost analysis or develop budgets for trail design or construction. Percent of Time	197	52.28%	32.49%	12.18%	3.05%	1.66
Perform cost analysis or develop budgets for trail design or construction. Importance	180	44.44%	20.00%	18.89%	16.67%	2.08

Section VI. Data Summary Report

	N	1+	2+	3+	4	Average
Perform cost analysis or develop budgets for trail design or construction. Your Skill Level	179	31.84%	36.87%	27.37%	3.91%	2.03
Perform cost analysis or develop budgets for trail design or construction. Percent of Time	183	55.19%	32.79%	9.29%	2.73%	1.60
Perform cost analysis or develop budgets for trail design or construction. Importance	168	48.21%	23.81%	15.48%	12.50%	1.92
Perform cost analysis or develop budgets for trail design or construction. Your Skill Level	167	35.93%	34.13%	26.35%	3.59%	1.98
Use or apply GIS or other mapping technology to trails work. Percent of Time	199	46.73%	41.71%	7.04%	4.52%	1.69
Use or apply GIS or other mapping technology to trails work. Importance	185	37.84%	27.03%	18.92%	16.22%	2.14
Use or apply GIS or other mapping technology to trails work. Your Skill Level	186	37.63%	39.78%	17.20%	5.38%	1.90
Summary	207	50.08%	25.93%	16.05%	7.94%	1.82

Public Outreach and Education

	N	1+	2+	3+	4	Average
Use facilitation skills to lead meetings or resolve disputes. Percent of time	188	14.36%	51.60%	21.81%	12.23%	2.32
Use facilitation skills to lead meetings or resolve disputes. Importance	179	18.99%	26.82%	27.37%	26.82%	2.62
Use facilitation skills to lead meetings or resolve disputes. Your Skill Level	184	6.52%	25.54%	53.80%	14.13%	2.76
Develop or distribute information, brochures, maps, or reports using printed, web, or other media. Percent of time.	188	18.09%	54.26%	20.21%	7.45%	2.17
Develop or distribute information, brochures, maps, or reports using printed, web, or other media. Importance	181	17.68%	23.20%	35.91%	23.20%	2.65
Develop or distribute information, brochures, maps, or reports using printed, web, or other media. Your Skill Level.	185	9.19%	31.89%	47.57%	11.35%	2.61
Develop programs on or off the trail to interpret its natural, cultural, or historical resources. Percent of Time	184	35.33%	44.02%	9.78%	10.87%	1.96
Develop programs on or off the trail to interpret its natural, cultural, or historical resources. Importance	176	25.00%	25.00%	27.27%	22.73%	2.48
Develop programs on or off the trail to interpret its natural, cultural, or historical resources. Your Skill Level	176	10.23%	38.64%	34.66%	16.48%	2.57
Use interpretation or presentation skills to deliver programs to reach diverse audiences. Percent of Time	184	25.00%	48.37%	16.30%	10.33%	2.12
Use interpretation or presentation skills to deliver programs to reach diverse audiences. Importance	175	25.14%	17.71%	33.71%	23.43%	2.55
Use interpretation or presentation skills to deliver programs to reach diverse audiences. Your Skill Level	177	7.91%	25.42%	44.63%	22.03%	2.81
Market the trail according to its purpose and goals. Percent of Time	187	36.90%	44.39%	12.83%	5.88%	1.88
Market the trail according to its purpose and goals. Importance	176	28.98%	22.73%	27.27%	21.02%	2.40
Market the trail according to its purpose and goals. Your Skill Level	178	18.54%	36.52%	37.08%	7.87%	2.34
Develop consistent interpretive strategies across local, state, or federal boundaries. Percent of Time	186	49.46%	34.95%	10.22%	5.38%	1.72
Develop consistent interpretive strategies across local, state, or federal boundaries. Importance	173	31.79%	22.54%	30.64%	15.03%	2.29
Develop consistent interpretive strategies across local, state, or federal boundaries. Your Skill Level	175	24.57%	33.71%	32.57%	9.14%	2.26
Plan or conduct annual events or festivals as education or marketing tools. Percent of Time	184	45.11%	33.15%	14.67%	7.07%	1.84
Plan or conduct annual events or festivals as education or marketing tools. Importance	175	35.43%	25.14%	25.14%	14.29%	2.18
Plan or conduct annual events or festivals as education or marketing tools. Your Skill Level	175	24.57%	26.29%	37.14%	12.00%	2.37
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories. Percent of Time	184	76.63%	19.57%	2.17%	1.63%	1.29
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories. Importance	167	50.30%	26.35%	17.37%	5.99%	1.79
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories. Your Skill Level	170	54.12%	28.82%	14.71%	2.35%	1.65
Summary	191	28.67%	32.13%	26.38%	12.82%	2.23

Visitor Use Management and Monitoring

	N	1+	2+	3+	4	Average
Develop policy or guidelines for events, commercial services, or permits. Percent of Time	181	48.62%	36.46%	11.05%	3.87%	1.70
Develop policy or guidelines for events, commercial services, or permits. Importance	164	40.24%	28.05%	22.56%	9.15%	2.01
Develop policy or guidelines for events, commercial services, or permits. Your Skill Level	165	29.09%	26.67%	37.58%	6.67%	2.22
Develop or distribute information on trail conditions, permit requirements, or trip planning. Percent of Time	181	41.99%	50.28%	7.18%	0.55%	1.66

Section VI. Data Summary Report

	N	1+	2+	3+	4	Average
Develop or distribute information on trail conditions, permit requirements, or trip planning. Importance	169	37.28%	31.36%	24.26%	7.10%	2.01
Develop or distribute information on trail conditions, permit requirements, or trip planning. Your Skill Level	169	25.44%	26.04%	42.01%	6.51%	2.30
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources. Percent of Time	180	37.78%	48.33%	8.33%	5.56%	1.82
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources. Importance	168	27.98%	25.00%	26.19%	20.83%	2.40
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources. Your Skill Level	166	18.67%	30.12%	43.37%	7.83%	2.40
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies. Percent of Time	178	76.40%	21.35%	1.69%	0.56%	1.26
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies. Importance	165	60.61%	22.42%	12.73%	4.24%	1.61
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies. Your Skill Level	164	46.34%	32.32%	19.51%	1.83%	1.77
Monitor rights of way or conservation easements for compliance. Monitor other land use adjacent to corridor to evaluate its effects on trail use and purpose. Percent of Time	179	60.34%	32.40%	5.59%	1.68%	1.49
Monitor rights of way or conservation easements for compliance. Monitor other land use adjacent to corridor to evaluate its effects on trail use and purpose. Importance	165	44.85%	25.45%	13.33%	16.36%	2.01
Monitor rights of way or conservation easements for compliance. Monitor other land use adjacent to corridor to evaluate its effects on trail use and purpose. Your Skill Level	166	33.13%	31.93%	30.12%	4.82%	2.07
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!" Percent of Time	182	48.35%	43.41%	7.69%	0.55%	1.60
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!" Importance	166	35.54%	28.31%	24.70%	11.45%	2.12
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!" Your Skill Level	167	24.55%	37.72%	31.14%	6.59%	2.20
Respond to trail user, landowner, or other complaints. Percent of Time	181	30.94%	57.46%	7.73%	3.87%	1.85
Respond to trail user, landowner, or other complaints. Importance	168	29.17%	32.74%	23.21%	14.88%	2.24
Respond to trail user, landowner, or other complaints. Your Skill Level	172	17.44%	18.60%	54.65%	9.30%	2.56
Summary	183	38.99%	32.93%	21.33%	6.76%	1.96

Planning - Land Management and Trail Corridor

	N	1+	2+	3+	4	Average
Provide input to the evaluation and study process for proposed national scenic and historic trails. Percent of Time	181	50.28%	35.91%	8.29%	5.52%	1.69
Provide input to the evaluation and study process for proposed national scenic and historic trails. Importance	170	41.76%	22.94%	14.71%	20.59%	2.14
Provide input to the evaluation and study process for proposed national scenic and historic trails. Your Skill Level	170	25.29%	23.53%	41.18%	10.00%	2.36
Determine the expectations of trail users and their potential impacts through surveys or use studies. Percent of Time	181	56.35%	40.33%	2.76%	0.55%	1.48
Determine the expectations of trail users and their potential impacts through surveys or use studies. Importance	165	37.58%	29.70%	23.64%	9.09%	2.04
Determine the expectations of trail users and their potential impacts through surveys or use studies. Your Skill Level	167	31.74%	38.92%	24.55%	4.79%	2.02
Develop historic contexts or resource studies for trails. Percent of Time	179	56.98%	34.08%	6.70%	2.23%	1.54
Develop historic contexts or resource studies for trails. Importance	167	40.12%	25.15%	22.75%	11.98%	2.07
Develop historic contexts or resource studies for trails. Your Skill Level	168	35.71%	32.74%	25.60%	5.95%	2.02
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans. Percent of Time	180	36.11%	47.78%	11.67%	4.44%	1.84
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans. Importance	167	26.95%	22.16%	31.74%	19.16%	2.43
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans. Your Skill Level	169	21.30%	26.04%	45.56%	7.10%	2.38
Manage trails for a variety of uses and visitor experiences while meeting trail objectives. Percent of Time	180	38.33%	43.33%	11.67%	6.67%	1.87
Manage trails for a variety of uses and visitor experiences while meeting trail objectives. Importance	167	29.34%	27.54%	25.75%	17.37%	2.31
Manage trails for a variety of uses and visitor experiences while meeting trail objectives. Your Skill Level	166	22.29%	25.90%	43.37%	8.43%	2.38
Work collaboratively with agency or organizations to develop or amend trail plans. Percent of Time	182	19.78%	55.49%	18.13%	6.59%	2.12
Work collaboratively with agency or organizations to develop or amend trail plans. Importance	175	17.14%	23.43%	28.57%	30.86%	2.73

Section VI. Data Summary Report

	N	1+	2+	3+	4	Average
Work collaboratively with agency or organizations to develop or amend trail plans. Your Skill Level	174	12.07%	23.56%	52.30%	12.07%	2.64
Develop a trail protection plan for non-federal segments. Percent of Time	180	72.78%	20.56%	4.44%	2.22%	1.36
Develop a trail protection plan for non-federal segments. Importance	165	50.91%	16.97%	16.97%	15.15%	1.96
Develop a trail protection plan for non-federal segments. Your Skill Level	165	43.03%	28.48%	26.06%	2.42%	1.88
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered. Percent of Time	180	33.89%	47.22%	13.89%	5.00%	1.90
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered. Importance	170	23.53%	21.18%	26.47%	28.82%	2.61
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered. Your Skill Level	169	20.71%	26.63%	42.60%	10.06%	2.42
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails. Percent of Time	180	41.11%	47.78%	6.67%	4.44%	1.74
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails. Importance	167	32.34%	25.75%	27.54%	14.37%	2.24
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails. Your Skill Level	170	28.24%	28.24%	38.82%	4.71%	2.20
Summary	183	35.17%	31.39%	23.51%	9.93%	2.08

Resource Management and Protection

	N	1+	2+	3+	4	Average
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features. Percent of Time	174	46.55%	36.21%	9.77%	7.47%	1.78
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features. Importance	164	31.71%	24.39%	23.78%	20.12%	2.32
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features. Your Skill Level	165	26.06%	36.36%	27.88%	9.70%	2.21
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources. Percent of Time	172	59.88%	36.05%	3.49%	0.58%	1.45
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources. Importance	161	42.86%	28.57%	21.74%	6.83%	1.93
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources. Your Skill Level	160	42.50%	40.00%	15.00%	2.50%	1.77
Research or document trail history in archives, publications, or oral sources. Percent of Time	174	52.30%	38.51%	2.87%	6.32%	1.63
Research or document trail history in archives, publications, or oral sources. Importance	164	31.10%	28.66%	29.88%	10.37%	2.20
Research or document trail history in archives, publications, or oral sources. Your Skill Level	164	27.44%	27.44%	35.98%	9.15%	2.27
Conduct visual resource management assessments for proposed land use projects. Percent of Time	173	52.02%	40.46%	6.36%	1.16%	1.57
Conduct visual resource management assessments for proposed land use projects. Importance	160	32.50%	25.00%	23.13%	19.38%	2.29
Conduct visual resource management assessments for proposed land use projects. Your Skill Level	160	31.88%	38.75%	25.00%	4.38%	2.02
Develop or communicate best management practices to protect trail resources. Percent of Time	174	34.48%	54.02%	9.20%	2.30%	1.79
Develop or communicate best management practices to protect trail resources. Importance	162	18.52%	29.63%	31.48%	20.37%	2.54
Develop or communicate best management practices to protect trail resources. Your Skill Level	164	19.51%	32.93%	42.07%	5.49%	2.34
Acquire land or easements for trail protection, collaborating with other agencies or organizations. Percent of Time	173	67.05%	27.75%	4.05%	1.16%	1.39
Acquire land or easements for trail protection, collaborating with other agencies or organizations. Importance	160	45.63%	17.50%	14.38%	22.50%	2.14
Acquire land or easements for trail protection, collaborating with other agencies or organizations. Your Skill Level	161	43.48%	39.13%	14.91%	2.48%	1.76
Conduct vegetative treatments, including fire management, to restore natural ecosystems. Percent of Time	172	73.84%	22.67%	2.91%	0.58%	1.30
Conduct vegetative treatments, including fire management, to restore natural ecosystems. Importance	159	47.80%	27.04%	18.24%	6.92%	1.84
Conduct vegetative treatments, including fire management, to restore natural ecosystems. Your Skill Level	160	49.38%	34.38%	14.38%	1.88%	1.69
Integrate trail management and administration with other resource programs. Percent of Time	173	32.37%	47.98%	15.03%	4.62%	1.92
Integrate trail management and administration with other resource programs. Importance	161	22.36%	24.84%	29.19%	23.60%	2.54
Integrate trail management and administration with other resource programs. Your Skill Level	164	18.29%	30.49%	43.90%	7.32%	2.40
Summary	177	39.78%	32.99%	19.12%	8.10%	1.96

Section VI. Data Summary Report

Partnership and Collaboration						
	N	1+	2+	3+	4	Average
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails. Percent of Time	177	8.47%	44.07%	20.90%	26.55%	2.66
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails. Importance	171	9.36%	16.37%	26.90%	47.37%	3.12
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails. Your Skill Level	172	5.23%	19.77%	58.72%	16.28%	2.86
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies. Percent of Time	175	22.86%	53.71%	15.43%	8.00%	2.09
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies. Importance	165	16.36%	16.97%	32.73%	33.94%	2.84
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies. Your Skill Level	166	12.05%	26.51%	47.59%	13.86%	2.63
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations. Percent of Time	175	32.00%	50.29%	12.00%	5.71%	1.91
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations. Importance	159	25.16%	22.64%	31.45%	20.75%	2.48
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations. Your Skill Level	161	15.53%	18.63%	55.28%	10.56%	2.61
Collaborate with private land owners within and outside the trail corridor. Percent of Time	175	49.14%	44.57%	4.57%	1.71%	1.59
Collaborate with private land owners within and outside the trail corridor. Importance	159	33.96%	18.87%	26.42%	20.75%	2.34
Collaborate with private land owners within and outside the trail corridor. Your Skill Level	159	24.53%	27.04%	42.14%	6.29%	2.30
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale. Percent of Time	176	28.98%	55.11%	11.93%	3.98%	1.91
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale. Importance	161	22.98%	22.98%	28.57%	25.47%	2.57
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale. Your Skill Level	162	16.05%	30.25%	41.98%	11.73%	2.49
Integrate agency or partnering organizations' capabilities or activities to support trails. Percent of Time	175	28.00%	53.71%	12.00%	6.29%	1.97
Integrate agency or partnering organizations' capabilities or activities to support trails. Importance	160	20.63%	21.88%	30.63%	26.88%	2.64
Integrate agency or partnering organizations' capabilities or activities to support trails. Your Skill Level	165	16.36%	24.24%	50.30%	9.09%	2.52
Summary	177	21.57%	31.96%	30.17%	16.30%	2.41

Skill and Knowledge Support

Select the issues that you encounter in your trails work. Select all that apply.

Option	N Count	Percentage
Conflicts between users	99	60.00%
Overuse of trail	52	31.52%
Degradation of cultural, historic or natural resources	110	66.67%
Lack of good information about trail resources	103	62.42%
Visual impacts along trail corridor	103	62.42%
Maintenance of signs, kiosks, monuments, or markers	116	70.30%
Maintenance of campgrounds, visitor centers, or other large infrastructure items.	49	29.70%
Other Please specify	26	15.76%

Which of the following would do the most to improve your ability to do your work?

Option	N Count	Percentage
Better policy, procedures, guidelines, or standards	11	6.63%
More funding	56	33.73%
More people	32	19.28%
People with better trails knowledge and skills	20	12.05%
More equipment	1	0.60%
More support from management	22	13.25%
More consistency in management between agencies and offices	16	9.64%

Section VII. Appendix A. Ranking of All Tasks by Importance

All Responses (Approximately 232)	Sorted By Importance-High to Low		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	3.12	2.66	2.86
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	2.84	2.09	2.63
Effectively participate in trail organization or agency meetings and events.	2.78	2.18	2.88
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	2.76	2.06	2.59
Work collaboratively with agency or organizations to develop or amend trail plans.	2.73	2.12	2.64
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	2.65	2.17	2.61
Establish, review, or track budgets and expenditures.	2.64	2.16	2.69
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.64	1.97	2.52
Use facilitation skills to lead meetings or resolve disputes.	2.62	2.32	2.76
Maintain agency or organization contacts, records, and databases.	2.62	2.08	2.70
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.61	1.90	2.29
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.61	1.90	2.42
Recognize members, staff, or volunteer contributions.	2.57	1.92	2.73
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.57	1.91	2.49
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	2.55	2.12	2.81
Integrate trail management and administration with other resource programs.	2.54	1.92	2.40
Develop or communicate best management practices to protect trail resources.	2.54	1.79	2.34
Manage budgets or funding that includes activities to support partnerships or agencies.	2.53	1.87	2.52
Recruit or orient new members or staff.	2.50	1.82	2.62
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	2.48	1.91	2.61
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	2.48	1.96	2.57
Review development proposals for potential impacts on trails and trail corridors.	2.47	1.79	2.44
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.44	1.88	2.54
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	2.43	1.84	2.38
Develop trails policy or implementation strategies.	2.42	1.78	2.31
Market the trail according to its purpose and goals.	2.40	1.88	2.34
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	2.40	1.82	2.40
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.40	1.89	2.52
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.40	1.75	2.45
Research and/or use a variety of funding sources.	2.39	1.79	2.38
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.38	1.70	2.38

Section VII. Appendix A. Ranking of All Tasks by Importance

Analyze proposed legislation that would affect trails and related lands.	2.38	1.72	2.27
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.37	1.75	2.54
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	2.34	1.82	2.64
Collaborate with private land owners within and outside the trail corridor.	2.34	1.59	2.30
Write or manage grants and accounting records for projects.	2.34	1.85	2.43
Administer trail agreements or contracts.	2.32	1.84	2.42
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	2.32	1.78	2.21
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	2.31	1.87	2.38
Conduct visual resource management assessments for proposed land use projects.	2.29	1.57	2.02
Develop consistent interpretive strategies across local, state, or federal boundaries.	2.29	1.72	2.26
Mark trails or place signs.	2.28	1.72	2.55
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	2.24	1.74	2.20
Respond to trail user, landowner, or other complaints.	2.24	1.85	2.56
Develop manuals, handbooks, guidelines, or procedures.	2.22	1.68	2.39
Conduct committee meetings of a trail organization.	2.20	1.62	2.58
Research or document trail history in archives, publications, or oral sources.	2.20	1.63	2.27
Plan or conduct annual events or festivals as education or marketing tools.	2.18	1.84	2.37
Provide input to the evaluation and study process for proposed national scenic and historic trails.	2.14	1.69	2.36
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	2.14	1.39	1.76
Use or apply GIS or other mapping technology to trails work.	2.14	1.69	1.90
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	2.12	1.60	2.20
Supervise contracts or contractors.	2.11	1.78	2.34
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	2.10	1.67	2.07
Analyze the economic or social impacts of trails on local communities or regional settings.	2.07	1.46	1.76
Develop historic contexts or resource studies for trails.	2.07	1.54	2.02
Determine the expectations of trail users and their potential impacts through surveys or use studies.	2.04	1.48	2.02
Raise funds to benefit the trail or organization.	2.03	1.46	2.05
Monitor rights of way or conservation easements for compliance.	2.01	1.49	2.07
Develop or distribute information on trail conditions, permit requirements, or trip planning.	2.01	1.66	2.30
Develop policy or guidelines for events, commercial services, or permits.	2.01	1.70	2.22
Perform cost analysis or develop budgets for trail design or construction.	2.00	1.63	2.01
Develop a trail protection plan for non-federal segments.	1.96	1.36	1.88
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	1.93	1.61	2.21
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	1.93	1.45	1.78
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	1.87	1.50	1.83
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.86	1.51	1.94
Lead or manage crews in trail work.	1.86	1.59	2.26

Section VII. Appendix A. Ranking of All Tasks by Importance

Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.84	1.30	1.69
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.81	1.45	1.87
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.79	1.29	1.65
Construct new trails using basic techniques.	1.67	1.51	2.11
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.63	1.55	2.26
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.61	1.26	1.77
Use chainsaws according to agency policy.	1.56	1.30	1.95
Use heavy, motorized equipment to build or maintain trails.	1.30	1.16	1.46
Grand Total	2.25	1.74	2.29

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

All Responses (Approximately 230)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Use heavy, motorized equipment to build or maintain trails.	1.30	1.16	1.46
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.79	1.29	1.65
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.84	1.30	1.69
Analyze the economic or social impacts of trails on local communities or regional settings.	2.07	1.46	1.76
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	2.14	1.39	1.76
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.61	1.26	1.77
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	1.93	1.45	1.78
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	1.87	1.50	1.83
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.81	1.45	1.87
Develop a trail protection plan for non-federal segments.	1.96	1.36	1.88
Use or apply GIS or other mapping technology to trails work.	2.14	1.69	1.90
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.86	1.51	1.94
Use chainsaws according to agency policy.	1.56	1.30	1.95
Perform cost analysis or develop budgets for trail design or construction.	2.00	1.63	2.01
Develop historic contexts or resource studies for trails.	2.07	1.54	2.02
Conduct visual resource management assessments for proposed land use projects.	2.29	1.57	2.02
Determine the expectations of trail users and their potential impacts through surveys or use studies.	2.04	1.48	2.02
Raise funds to benefit the trail or organization.	2.03	1.46	2.05
Monitor rights of way or conservation easements for compliance.	2.01	1.49	2.07
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	2.10	1.67	2.07
Construct new trails using basic techniques.	1.67	1.51	2.11
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	2.12	1.60	2.20
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	2.24	1.74	2.20
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	1.93	1.61	2.21
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	2.32	1.78	2.21
Develop policy or guidelines for events, commercial services, or permits.	2.01	1.70	2.22
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.63	1.55	2.26
Lead or manage crews in trail work.	1.86	1.59	2.26
Develop consistent interpretive strategies across local, state, or federal boundaries.	2.29	1.72	2.26
Research or document trail history in archives, publications, or oral sources.	2.20	1.63	2.27
Analyze proposed legislation that would affect trails and related lands.	2.38	1.72	2.27
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.61	1.90	2.29

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Develop or distribute information on trail conditions, permit requirements, or trip planning.	2.01	1.66	2.30
Collaborate with private land owners within and outside the trail corridor.	2.34	1.59	2.30
Develop trails policy or implementation strategies.	2.42	1.78	2.31
Develop or communicate best management practices to protect trail resources.	2.54	1.79	2.34
Supervise contracts or contractors.	2.11	1.78	2.34
Market the trail according to its purpose and goals.	2.40	1.88	2.34
Provide input to the evaluation and study process for proposed national scenic and historic trails.	2.14	1.69	2.36
Plan or conduct annual events or festivals as education or marketing tools.	2.18	1.84	2.37
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	2.31	1.87	2.38
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.38	1.70	2.38
Research and/or use a variety of funding sources.	2.39	1.79	2.38
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	2.43	1.84	2.38
Develop manuals, handbooks, guidelines, or procedures.	2.22	1.68	2.39
Integrate trail management and administration with other resource programs.	2.54	1.92	2.40
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	2.40	1.82	2.40
Administer trail agreements or contracts.	2.32	1.84	2.42
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.61	1.90	2.42
Write or manage grants and accounting records for projects.	2.34	1.85	2.43
Review development proposals for potential impacts on trails and trail corridors.	2.47	1.79	2.44
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.40	1.75	2.45
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.57	1.91	2.49
Manage budgets or funding that includes activities to support partnerships or agencies.	2.53	1.87	2.52
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.40	1.89	2.52
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.64	1.97	2.52
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.37	1.75	2.54
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.44	1.88	2.54
Mark trails or place signs.	2.28	1.72	2.55
Respond to trail user, landowner, or other complaints.	2.24	1.85	2.56
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	2.48	1.96	2.57
Conduct committee meetings of a trail organization.	2.20	1.62	2.58
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	2.76	2.06	2.59
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	2.48	1.91	2.61
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	2.65	2.17	2.61
Recruit or orient new members or staff.	2.50	1.82	2.62
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	2.84	2.09	2.63

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	2.34	1.82	2.64
Work collaboratively with agency or organizations to develop or amend trail plans.	2.73	2.12	2.64
Establish, review, or track budgets and expenditures.	2.64	2.16	2.69
Maintain agency or organization contacts, records, and databases.	2.62	2.08	2.70
Recognize members, staff, or volunteer contributions.	2.57	1.92	2.73
Use facilitation skills to lead meetings or resolve disputes.	2.62	2.32	2.76
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	2.55	2.12	2.81
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	3.12	2.66	2.86
Effectively participate in trail organization or agency meetings and events.	2.78	2.18	2.88
Grand Total	2.25	1.74	2.29

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Bureau of Land Management Responses (Approximately 78)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Use heavy, motorized equipment to build or maintain trails.	1.33	1.13	1.47
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.79	1.30	1.68
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.96	1.30	1.72
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	2.33	1.32	1.79
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.66	1.22	1.81
Analyze the economic or social impacts of trails on local communities or regional settings.	2.21	1.43	1.83
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	1.92	1.44	1.83
Use chainsaws according to agency policy.	1.47	1.17	1.86
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.85	1.40	1.87
Develop a trail protection plan for non-federal segments.	1.96	1.24	1.95
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	2.14	1.56	1.95
Perform cost analysis or develop budgets for trail design or construction.	2.00	1.63	2.01
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.97	1.57	2.03
Construct new trails using basic techniques.	1.61	1.42	2.11
Raise funds to benefit the trail or organization.	1.92	1.37	2.13
Develop historic contexts or resource studies for trails.	2.16	1.52	2.20
Determine the expectations of trail users and their potential impacts through surveys or use studies.	2.24	1.59	2.21
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	1.90	1.55	2.22
Use or apply GIS or other mapping technology to trails work.	2.44	1.94	2.27
Conduct visual resource management assessments for proposed land use projects.	2.56	1.67	2.30
Monitor rights of way or conservation easements for compliance.	1.98	1.48	2.31
Plan or conduct annual events or festivals as education or marketing tools.	2.05	1.67	2.32
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	2.32	1.78	2.32
Develop policy or guidelines for events, commercial services, or permits.	2.02	1.88	2.36
Develop manuals, handbooks, guidelines, or procedures.	2.22	1.56	2.36
Market the trail according to its purpose and goals.	2.29	1.80	2.38
Analyze proposed legislation that would affect trails and related lands.	2.30	1.58	2.40
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.47	1.60	2.40
Develop trails policy or implementation strategies.	2.44	1.70	2.43
Lead or manage crews in trail work.	1.92	1.58	2.43
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	2.49	1.76	2.44
Research or document trail history in archives, publications, or oral sources.	2.25	1.55	2.44
Develop consistent interpretive strategies across local, state, or federal boundaries.	2.46	1.80	2.45
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.57	1.55	2.45
Write or manage grants and accounting records for projects.	2.39	1.78	2.47

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Develop or communicate best management practices to protect trail resources.	2.77	1.83	2.47
Provide input to the evaluation and study process for proposed national scenic and historic trails.	2.28	1.69	2.47
Collaborate with private land owners within and outside the trail corridor.	2.39	1.56	2.48
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.42	1.77	2.49
Supervise contracts or contractors.	2.33	1.81	2.50
Administer trail agreements or contracts.	2.37	1.66	2.50
Develop or distribute information on trail conditions, permit requirements, or trip planning.	2.17	1.82	2.51
Conduct committee meetings of a trail organization.	1.84	1.31	2.51
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.96	1.96	2.51
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	2.39	1.76	2.52
Research and/or use a variety of funding sources.	2.47	1.78	2.53
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	2.58	1.91	2.54
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.10	1.58	2.54
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.31	1.75	2.56
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	2.34	1.80	2.58
Review development proposals for potential impacts on trails and trail corridors.	2.74	1.84	2.61
Manage budgets or funding that includes activities to support partnerships or agencies.	2.62	1.86	2.63
Recruit or orient new members or staff.	2.51	1.81	2.66
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.67	1.89	2.66
Establish, review, or track budgets and expenditures.	2.60	1.98	2.67
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	2.87	1.96	2.67
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.78	1.94	2.67
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.54	1.90	2.69
Integrate trail management and administration with other resource programs.	2.92	2.15	2.70
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	2.54	1.95	2.71
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.88	2.00	2.73
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	2.66	2.03	2.73
Effectively participate in trail organization or agency meetings and events.	2.53	1.84	2.75
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	2.70	1.95	2.75
Maintain agency or organization contacts, records, and databases.	2.73	2.04	2.76
Work collaboratively with agency or organizations to develop or amend trail plans.	2.74	1.98	2.77
Respond to trail user, landowner, or other complaints.	2.37	1.95	2.78
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	2.90	2.30	2.78
Recognize members, staff, or volunteer contributions.	2.53	1.83	2.78

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	2.40	1.87	2.80
Use facilitation skills to lead meetings or resolve disputes.	2.72	2.32	2.83
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	2.76	2.03	2.83
Mark trails or place signs.	2.66	1.94	2.84
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	3.13	2.39	2.91
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	3.08	2.18	2.98
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	2.73	2.10	2.98
Grand Total	2.33	1.73	2.42

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

National Park Service Responses (Approximately 47)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.71	1.32	1.56
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	1.78	1.27	1.58
Use heavy, motorized equipment to build or maintain trails.	1.37	1.27	1.61
Analyze the economic or social impacts of trails on local communities or regional settings.	2.03	1.44	1.65
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.84	1.22	1.72
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	2.17	1.53	1.79
Use or apply GIS or other mapping technology to trails work.	2.11	1.76	1.82
Develop a trail protection plan for non-federal segments.	1.97	1.37	1.82
Raise funds to benefit the trail or organization.	1.93	1.36	1.83
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.69	1.39	1.83
Conduct visual resource management assessments for proposed land use projects.	2.15	1.47	1.85
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	1.78	1.54	1.86
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.69	1.39	1.88
Determine the expectations of trail users and their potential impacts through surveys or use studies.	2.18	1.55	1.94
Develop historic contexts or resource studies for trails.	2.26	1.63	1.94
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.91	1.45	1.97
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	2.00	1.73	2.00
Perform cost analysis or develop budgets for trail design or construction.	1.92	1.50	2.02
Construct new trails using basic techniques.	1.46	1.48	2.09
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	2.00	1.47	2.09
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.23	1.61	2.11
Develop policy or guidelines for events, commercial services, or permits.	1.94	1.58	2.13
Monitor rights of way or conservation easements for compliance.	2.15	1.51	2.15
Analyze proposed legislation that would affect trails and related lands.	2.37	1.65	2.16
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	2.33	1.84	2.16
Research and/or use a variety of funding sources.	2.23	1.76	2.17
Use chainsaws according to agency policy.	1.67	1.38	2.19
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.67	1.50	2.19
Integrate trail management and administration with other resource programs.	2.36	1.78	2.21
Lead or manage crews in trail work.	1.91	1.73	2.24
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	2.11	1.62	2.24
Develop or communicate best management practices to protect trail resources.	2.57	1.73	2.25
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	2.44	2.00	2.27

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	2.44	1.87	2.30
Develop or distribute information on trail conditions, permit requirements, or trip planning.	1.91	1.53	2.30
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.61	1.94	2.30
Review development proposals for potential impacts on trails and trail corridors.	2.39	1.69	2.30
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	2.63	2.00	2.31
Research or document trail history in archives, publications, or oral sources.	2.44	1.81	2.32
Collaborate with private land owners within and outside the trail corridor.	2.52	1.66	2.32
Administer trail agreements or contracts.	2.45	1.91	2.33
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	2.91	2.06	2.33
Develop trails policy or implementation strategies.	2.65	1.88	2.34
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.44	1.70	2.36
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	2.33	2.00	2.36
Provide input to the evaluation and study process for proposed national scenic and historic trails.	2.17	1.74	2.37
Develop consistent interpretive strategies across local, state, or federal boundaries.	2.34	1.73	2.39
Write or manage grants and accounting records for projects.	2.33	1.74	2.40
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.32	1.81	2.41
Conduct committee meetings of a trail organization.	2.21	1.60	2.41
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.43	1.72	2.43
Manage budgets or funding that includes activities to support partnerships or agencies.	2.74	1.85	2.44
Plan or conduct annual events or festivals as education or marketing tools.	2.26	1.86	2.45
Respond to trail user, landowner, or other complaints.	2.14	1.68	2.46
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.56	1.97	2.47
Mark trails or place signs.	2.31	1.56	2.49
Develop manuals, handbooks, guidelines, or procedures.	2.41	1.82	2.50
Supervise contracts or contractors.	2.03	1.85	2.50
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.55	1.92	2.50
Market the trail according to its purpose and goals.	2.42	1.87	2.53
Maintain agency or organization contacts, records, and databases.	2.42	1.91	2.55
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.69	1.86	2.58
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	2.28	1.78	2.64
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.39	1.94	2.66
Recognize members, staff, or volunteer contributions.	2.81	2.03	2.67
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	2.68	2.03	2.68
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	3.03	2.16	2.69

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	2.60	1.97	2.71
Establish, review, or track budgets and expenditures.	2.87	2.21	2.72
Use facilitation skills to lead meetings or resolve disputes.	2.76	2.20	2.74
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	2.59	2.03	2.77
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	3.28	2.71	2.78
Recruit or orient new members or staff.	2.79	1.97	2.79
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	2.62	2.18	2.80
Effectively participate in trail organization or agency meetings and events.	2.97	2.14	2.91
Work collaboratively with agency or organizations to develop or amend trail plans.	3.00	2.32	2.92
Grand Total	2.29	1.74	2.28

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

State Agency Responses (Approximately 35)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Use heavy, motorized equipment to build or maintain trails.	1.14	1.12	1.27
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.22	1.12	1.29
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.39	1.06	1.39
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	1.56	1.26	1.56
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.47	1.33	1.60
Use chainsaws according to agency policy.	1.10	1.12	1.64
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	1.67	1.42	1.72
Use or apply GIS or other mapping technology to trails work.	1.76	1.58	1.81
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	1.56	1.37	1.82
Monitor rights of way or conservation easements for compliance.	1.82	1.44	1.83
Raise funds to benefit the trail or organization.	1.28	1.15	1.83
Analyze the economic or social impacts of trails on local communities or regional settings.	1.61	1.45	1.83
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	1.67	1.58	1.86
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	1.67	1.22	1.89
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.62	1.50	1.90
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	1.77	1.56	1.91
Determine the expectations of trail users and their potential impacts through surveys or use studies.	1.65	1.47	1.94
Develop or distribute information on trail conditions, permit requirements, or trip planning.	1.44	1.37	1.94
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	1.72	1.68	1.94
Lead or manage crews in trail work.	1.43	1.25	1.95
Develop consistent interpretive strategies across local, state, or federal boundaries.	1.90	1.50	1.95
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.57	1.54	1.95
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.18	1.32	1.95
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	1.46	1.48	2.00
Develop historic contexts or resource studies for trails.	1.83	1.61	2.00
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	1.67	1.43	2.05
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	1.83	1.47	2.06
Develop a trail protection plan for non-federal segments.	1.89	1.58	2.06
Research or document trail history in archives, publications, or oral sources.	1.67	1.42	2.06
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	1.94	1.63	2.06

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	1.78	1.74	2.06
Market the trail according to its purpose and goals.	2.00	1.59	2.10
Conduct visual resource management assessments for proposed land use projects.	1.94	1.63	2.17
Construct new trails using basic techniques.	1.50	1.64	2.18
Mark trails or place signs.	1.76	1.42	2.19
Integrate trail management and administration with other resource programs.	2.11	1.79	2.28
Respond to trail user, landowner, or other complaints.	1.88	1.89	2.28
Collaborate with private land owners within and outside the trail corridor.	1.83	1.35	2.28
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.00	1.60	2.28
Perform cost analysis or develop budgets for trail design or construction.	2.03	1.76	2.33
Develop policy or guidelines for events, commercial services, or permits.	1.82	1.63	2.33
Plan or conduct annual events or festivals as education or marketing tools.	1.67	1.68	2.33
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.28	1.94	2.33
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.11	1.85	2.37
Develop or communicate best management practices to protect trail resources.	2.28	2.00	2.44
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.21	2.15	2.47
Analyze proposed legislation that would affect trails and related lands.	2.21	2.11	2.50
Work collaboratively with agency or organizations to develop or amend trail plans.	2.11	2.16	2.50
Recognize members, staff, or volunteer contributions.	1.89	1.50	2.50
Provide input to the evaluation and study process for proposed national scenic and historic trails.	2.00	1.68	2.50
Recruit or orient new members or staff.	1.78	1.40	2.50
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	1.94	1.63	2.50
Develop trails policy or implementation strategies.	2.00	1.90	2.53
Supervise contracts or contractors.	2.32	2.28	2.55
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.05	1.90	2.58
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.28	1.95	2.61
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.35	2.00	2.61
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.00	1.75	2.61
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	1.86	1.91	2.64
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	2.14	2.24	2.68
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.21	2.00	2.68
Review development proposals for potential impacts on trails and trail corridors.	2.00	2.00	2.74
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	2.58	2.25	2.74
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	2.21	2.30	2.75
Manage budgets or funding that includes activities to support partnerships or agencies.	2.00	2.16	2.79

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Research and/or use a variety of funding sources.	2.00	2.10	2.79
Develop manuals, handbooks, guidelines, or procedures.	2.00	2.10	2.83
Conduct committee meetings of a trail organization.	2.28	1.89	2.89
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	2.33	2.25	2.89
Write or manage grants and accounting records for projects.	2.11	2.60	2.95
Effectively participate in trail organization or agency meetings and events.	2.37	2.35	3.11
Administer trail agreements or contracts.	2.37	2.75	3.11
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	2.74	2.90	3.11
Use facilitation skills to lead meetings or resolve disputes.	2.24	2.45	3.14
Maintain agency or organization contacts, records, and databases.	2.37	2.65	3.15
Establish, review, or track budgets and expenditures.	2.39	2.75	3.16
Grand Total	1.89	1.75	2.29

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Forest Service Responses (Approximately 33)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.57	1.13	1.32
Use heavy, motorized equipment to build or maintain trails.	1.33	1.07	1.46
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	1.65	1.31	1.64
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	2.36	1.48	1.71
Use or apply GIS or other mapping technology to trails work.	1.74	1.37	1.73
Develop a trail protection plan for non-federal segments.	1.82	1.29	1.76
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.69	1.31	1.84
Analyze the economic or social impacts of trails on local communities or regional settings.	2.10	1.41	1.84
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	2.00	1.45	1.85
Develop historic contexts or resource studies for trails.	1.91	1.33	1.86
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.50	1.26	1.90
Conduct visual resource management assessments for proposed land use projects.	2.32	1.52	1.90
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	1.77	1.38	1.92
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	1.86	1.38	1.95
Monitor rights of way or conservation easements for compliance.	1.91	1.42	1.95
Use chainsaws according to agency policy.	1.58	1.27	1.96
Raise funds to benefit the trail or organization.	1.90	1.14	2.00
Provide input to the evaluation and study process for proposed national scenic and historic trails.	1.73	1.42	2.00
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.88	1.46	2.00
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	2.17	1.35	2.05
Determine the expectations of trail users and their potential impacts through surveys or use studies.	1.96	1.33	2.05
Research or document trail history in archives, publications, or oral sources.	2.10	1.48	2.05
Perform cost analysis or develop budgets for trail design or construction.	1.96	1.75	2.06
Construct new trails using basic techniques.	1.70	1.36	2.11
Collaborate with private land owners within and outside the trail corridor.	2.43	1.64	2.15
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	2.19	1.65	2.15
Supervise contracts or contractors.	1.85	1.67	2.15
Analyze proposed legislation that would affect trails and related lands.	2.40	1.55	2.16
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	2.05	1.67	2.18
Lead or manage crews in trail work.	1.60	1.38	2.20
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.57	1.43	2.26
Market the trail according to its purpose and goals.	2.38	1.83	2.29
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	1.86	1.50	2.33

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.62	2.05	2.33
Develop consistent interpretive strategies across local, state, or federal boundaries.	2.17	1.71	2.33
Develop trails policy or implementation strategies.	2.52	1.91	2.35
Plan or conduct annual events or festivals as education or marketing tools.	2.17	1.82	2.36
Develop policy or guidelines for events, commercial services, or permits.	2.26	1.79	2.36
Develop manuals, handbooks, guidelines, or procedures.	2.25	1.59	2.37
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	2.42	2.04	2.38
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.76	2.09	2.38
Mark trails or place signs.	1.85	1.52	2.38
Administer trail agreements or contracts.	2.52	2.00	2.40
Develop or communicate best management practices to protect trail resources.	2.45	1.74	2.41
Work collaboratively with agency or organizations to develop or amend trail plans.	2.48	2.00	2.41
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	2.35	1.73	2.42
Research and/or use a variety of funding sources.	2.60	1.64	2.42
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.52	1.96	2.45
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.68	2.14	2.48
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.71	1.91	2.50
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	2.48	1.96	2.50
Develop or distribute information on trail conditions, permit requirements, or trip planning.	2.25	1.83	2.52
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.36	1.64	2.52
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.55	1.86	2.53
Write or manage grants and accounting records for projects.	2.45	1.77	2.53
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	2.35	1.83	2.55
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.38	1.90	2.55
Maintain agency or organization contacts, records, and databases.	2.62	2.05	2.55
Integrate trail management and administration with other resource programs.	2.78	2.13	2.61
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	2.71	2.08	2.61
Recruit or orient new members or staff.	2.36	1.68	2.62
Manage budgets or funding that includes activities to support partnerships or agencies.	2.85	2.05	2.63
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	2.38	1.83	2.65
Use facilitation skills to lead meetings or resolve disputes.	2.42	2.35	2.67
Review development proposals for potential impacts on trails and trail corridors.	2.41	1.82	2.67
Conduct committee meetings of a trail organization.	2.11	1.43	2.67
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	2.80	2.18	2.68

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Use interpretation or presentation skills to deliver programs to reach diverse audiences.	2.33	1.91	2.74
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	2.77	2.18	2.76
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	2.48	1.86	2.80
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	3.14	2.64	2.82
Respond to trail user, landowner, or other complaints.	2.46	2.08	2.83
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.60	2.00	2.84
Establish, review, or track budgets and expenditures.	2.86	2.36	2.85
Effectively participate in trail organization or agency meetings and events.	2.76	2.27	2.86
Recognize members, staff, or volunteer contributions.	2.67	1.95	3.05
Grand Total	2.22	1.70	2.29

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

National Trail Organization (Approximately 33)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Use heavy, motorized equipment to build or maintain trails.	1.35	1.21	1.33
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.94	1.39	1.38
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	2.00	1.50	1.38
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	2.56	1.72	1.50
Conduct visual resource management assessments for proposed land use projects.	2.31	1.56	1.63
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	2.00	1.39	1.65
Monitor rights of way or conservation easements for compliance.	2.50	1.78	1.69
Use or apply GIS or other mapping technology to trails work.	2.53	1.78	1.71
Perform cost analysis or develop budgets for trail design or construction.	2.29	1.74	1.71
Develop policy or guidelines for events, commercial services, or permits.	2.25	1.56	1.75
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	2.11	1.58	1.78
Analyze the economic or social impacts of trails on local communities or regional settings.	2.27	1.76	1.80
Determine the expectations of trail users and their potential impacts through surveys or use studies.	2.06	1.37	1.81
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	2.47	1.88	1.87
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	2.75	1.83	1.88
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	2.31	1.67	1.88
Develop historic contexts or resource studies for trails.	2.00	1.67	1.88
Administer trail agreements or contracts.	2.06	1.53	1.88
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	2.75	1.61	1.88
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	2.44	1.83	1.88
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	2.29	1.89	1.88
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	2.59	1.78	1.88
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	2.22	1.84	1.89
Write or manage grants and accounting records for projects.	2.93	1.76	1.93
Research and/or use a variety of funding sources.	3.00	1.88	1.94
Review development proposals for potential impacts on trails and trail corridors.	2.88	1.78	1.94
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	2.44	1.79	1.94
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	2.63	1.95	1.95
Develop consistent interpretive strategies across local, state, or federal boundaries.	2.76	1.89	2.00
Collaborate with private land owners within and outside the trail corridor.	2.69	1.83	2.00

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	2.82	2.00	2.00
Integrate trail management and administration with other resource programs.	2.41	1.78	2.00
Develop a trail protection plan for non-federal segments.	2.56	1.67	2.00
Develop or distribute information on trail conditions, permit requirements, or trip planning.	2.29	1.78	2.00
Supervise contracts or contractors.	2.29	1.74	2.00
Develop or communicate best management practices to protect trail resources.	2.63	1.89	2.00
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	2.63	1.78	2.00
Establish, review, or track budgets and expenditures.	2.67	2.00	2.00
Develop trails policy or implementation strategies.	2.44	1.72	2.00
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.71	1.84	2.06
Research or document trail history in archives, publications, or oral sources.	2.44	1.89	2.11
Use chainsaws according to agency policy.	2.26	1.79	2.11
Manage budgets or funding that includes activities to support partnerships or agencies.	2.63	1.72	2.13
Assist partners in developing proposals for cost share or other alternative funding techniques.	2.67	1.75	2.13
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	2.44	2.22	2.16
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	2.76	1.89	2.17
Provide input to the evaluation and study process for proposed national scenic and historic trails.	2.56	1.94	2.19
Develop manuals, handbooks, guidelines, or procedures.	2.50	1.72	2.19
Analyze proposed legislation that would affect trails and related lands.	3.00	2.06	2.19
Respond to trail user, landowner, or other complaints.	2.53	1.83	2.19
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	3.22	2.32	2.22
Recruit or orient new members or staff.	2.94	2.17	2.29
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	2.88	1.94	2.29
Market the trail according to its purpose and goals.	3.53	2.42	2.29
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	2.79	2.05	2.32
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	3.06	2.32	2.33
Raise funds to benefit the trail or organization.	3.21	2.30	2.37
Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	2.68	2.32	2.37
Construct new trails using basic techniques.	2.42	1.95	2.37
Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	2.79	2.05	2.42
Maintain agency or organization contacts, records, and databases.	3.25	2.17	2.44
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	3.06	2.11	2.44
Work collaboratively with agency or organizations to develop or amend trail plans.	3.28	2.42	2.44
Integrate agency or partnering organizations' capabilities or activities to support trails.	3.00	2.11	2.47
Lead or manage crews in trail work.	2.68	2.21	2.47
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	3.31	2.39	2.50
Use facilitation skills to lead meetings or resolve disputes.	3.05	2.70	2.53

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Plan or conduct annual events or festivals as education or marketing tools.	3.05	2.53	2.53
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	3.12	2.17	2.53
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	2.76	1.89	2.56
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	3.17	2.40	2.58
Mark trails or place signs.	2.58	2.26	2.61
Recognize members, staff, or volunteer contributions.	3.05	2.11	2.61
Conduct committee meetings of a trail organization.	3.11	2.21	2.71
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	3.44	3.21	2.83
Effectively participate in trail organization or agency meetings and events.	3.53	2.79	3.05
Grand Total	2.66	1.94	2.11

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

US Fish and Wildlife Service Responses (Approximately 12)	Sorted By Lowest to Highest Skill		
Average of Answer	Type		
Master Skill	Importance	Percent Time	Your Skill Level
Use or apply GIS or other mapping technology to trails work.	1.56	1.33	1.11
Develop a trail protection plan for non-federal segments.	1.00	1.00	1.13
Develop historic contexts or resource studies for trails.	1.25	1.13	1.25
Analyze the economic or social impacts of trails on local communities or regional settings.	1.75	1.25	1.25
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.	1.00	1.00	1.38
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.	1.00	1.00	1.56
Market the trail according to its purpose and goals.	1.14	1.00	1.57
Develop consistent interpretive strategies across local, state, or federal boundaries.	1.25	1.25	1.63
Acquire land or easements for trail protection, collaborating with other agencies or organizations.	1.13	1.13	1.63
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	1.25	1.25	1.75
Determine the expectations of trail users and their potential impacts through surveys or use studies.	1.38	1.13	1.75
Develop trails policy or implementation strategies.	1.63	1.25	1.75
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.	1.44	1.33	1.78
Develop manuals, handbooks, guidelines, or procedures.	1.38	1.25	1.88
Monitor rights of way or conservation easements for compliance.	1.63	1.38	1.88
Conduct visual resource management assessments for proposed land use projects.	1.75	1.38	1.88
Research or document trail history in archives, publications, or oral sources.	1.38	1.13	1.88
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.	1.33	1.44	1.89
Construct new trails using basic techniques.	1.22	1.33	1.89
Use heavy, motorized equipment to build or maintain trails.	1.11	1.11	1.89
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.	1.56	1.44	1.89
Develop or distribute information on trail conditions, permit requirements, or trip planning.	1.38	1.50	2.00
Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.	1.88	1.50	2.00
Administer trail agreements or contracts.	1.50	1.38	2.00
Provide input to the evaluation and study process for proposed national scenic and historic trails.	1.75	1.38	2.00
Analyze proposed legislation that would affect trails and related lands.	1.50	1.63	2.00
Review development proposals for potential impacts on trails and trail corridors.	1.38	1.38	2.00
Work collaboratively with agency or organizations to develop or amend trail plans.	2.13	1.50	2.00
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies.	1.38	1.25	2.00
Perform cost analysis or develop budgets for trail design or construction.	2.06	1.72	2.00
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.	1.50	1.50	2.00
Plan or conduct annual events or festivals as education or marketing tools.	1.25	1.50	2.00
Lead or manage crews in trail work.	1.11	1.22	2.11

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.	1.33	1.40	2.11
Supervise contracts or contractors.	1.67	1.44	2.11
Develop or distribute information, brochures, maps, or reports using printed, web, or other media.	1.50	1.75	2.13
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.	2.00	1.63	2.13
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.	1.75	1.38	2.13
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	1.38	1.38	2.13
Use chainsaws according to agency policy.	1.11	1.33	2.22
Use digging tools, shaping tools, cross-cut saws, or other hand tools.	1.22	1.33	2.22
Raise funds to benefit the trail or organization.	1.38	1.50	2.25
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.	1.75	1.75	2.25
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	1.63	1.50	2.25
Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.	1.38	1.13	2.25
Write or manage grants and accounting records for projects.	1.50	1.50	2.25
Respond to trail user, landowner, or other complaints.	1.50	1.25	2.38
Develop or communicate best management practices to protect trail resources.	1.88	1.63	2.38
Integrate trail management and administration with other resource programs.	1.88	1.75	2.38
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.	1.75	1.63	2.38
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	1.75	1.63	2.38
Assist partners in developing proposals for cost share or other alternative funding techniques.	1.50	1.50	2.38
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	1.50	1.50	2.38
Develop policy or guidelines for events, commercial services, or permits.	1.50	1.50	2.38
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.	1.25	1.50	2.38
Mark trails or place signs.	1.56	1.33	2.38
Manage budgets or funding that includes activities to support partnerships or agencies.	1.50	1.75	2.38
Conduct committee meetings of a trail organization.	1.25	1.25	2.38
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.	2.00	1.88	2.50
Research and/or use a variety of funding sources.	1.50	1.75	2.50
Use facilitation skills to lead meetings or resolve disputes.	1.86	2.00	2.50
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	1.88	1.75	2.50
Integrate agency or partnering organizations' capabilities or activities to support trails.	2.13	1.75	2.50
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	2.13	2.13	2.50
Conduct vegetative treatments, including fire management, to restore natural ecosystems.	1.88	1.75	2.50
Collaborate with private land owners within and outside the trail corridor.	1.25	1.25	2.50
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	2.13	1.63	2.50

Section VII. Appendix B. Ranking of All Tasks by Agency and by Skill Level

Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.	1.25	1.38	2.50
Develop programs on or off the trail to interpret its natural, cultural, or historical resources.	1.29	1.83	2.57
Recognize members, staff, or volunteer contributions.	1.50	2.00	2.63
Establish, review, or track budgets and expenditures.	1.75	1.75	2.63
Recruit or orient new members or staff.	1.63	1.75	2.75
Use interpretation or presentation skills to deliver programs to reach diverse audiences.	1.50	2.13	2.75
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.	1.75	1.75	2.75
Effectively participate in trail organization or agency meetings and events.	1.88	1.75	2.75
Maintain agency or organization contacts, records, and databases.	1.75	2.00	3.13
Grand Total	1.54	1.48	2.13

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

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Skill Type	I. Visitor Use Management and Monitoring	Skill Level
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

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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

Section VII. Appendix C. Listing of All 244 Tasks Developed by Core Team

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

Section VII. Appendix D. Complete Demographic Information

State		N	Count/percentage
Option			
Alabama		1	0.59 percent
Alaska		4	2.35 percent
Arizona		8	4.71 percent
Arkansas		2	1.18 percent
California		14	8.24 percent
Colorado		11	6.47 percent
Connecticut		1	0.59 percent
District of Columbia		8	4.71 percent
Florida		1	0.59 percent
Georgia		2	1.18 percent
Hawaii		1	0.59 percent
Idaho		13	7.65 percent
Illinois		1	0.59 percent
Kansas		3	1.76 percent
Louisiana		2	1.18 percent
Maine		2	1.18 percent
Massachusetts		1	0.59 percent
Minnesota		3	1.76 percent
Mississippi		1	0.59 percent
Missouri		3	1.76 percent
Montana		13	7.65 percent
Nebraska		5	2.94 percent
Nevada		4	2.35 percent
New Jersey		1	0.59 percent
New Mexico		13	7.65 percent
North Carolina		1	0.59 percent
North Dakota		2	1.18 percent
Oregon		6	3.53 percent
Pennsylvania		4	2.35 percent
Rhoda Island		2	1.18 percent
South Carolina		1	0.59 percent

Section VII. Appendix D. Complete Demographic Information

South Dakota	1	0.59 percent
Tennessee	1	0.59 percent
Utah	9	5.29 percent
Vermont	1	0.59 percent
Virginia	2	1.18 percent
Washington	6	3.53 percent
West Virginia	3	1.76 percent
Wisconsin	7	4.12 percent
Wyoming	6	3.53 percent
Total Responses to Question	170	

Select your agency or trail affiliation:

Option	N	Count/Percentage
US Fish and Wildlife Service	12	04.74 percent
National Park Service	47	18.58 percent
Bureau of Land Management	78	30.83 percent
USDA – Forest Service	33	13.04 percent
Army Corps of Engineers	1	00.40 percent
Tribal organization or community	0	0 percent
City or county agency	1	0.40 percent
State agency	35	13.83 percent
National Trail organization member	25	9.88 percent
Local, state, or regional trail organization member	8	3.16 percent
Interested citizen	1	0.40 percent
Other	12	4.74 percent
Total	253	

**If you work for a local, state, or federal agency, what is your current position?
Select one.**

Option	N	Count/Percentage
Recreation planner	47	22.27 percent
Park ranger or recreation technician	7	3.32 percent
Trails lead	23	10.90 percent
Trail crew leader or crew member	2	0.95 percent
Law enforcement ranger/officer	0	0.0 percent
Landscape architect or architect	0	0.0 percent
Archaeologist or historian	21	9.95 percent
Interpretive specialist	5	2.37 percent
Engineer or operations	7	3.32 percent
Supervisor or manager	68	32.23 percent
Other	31	14.69 percent
Total Responses	211	

If you work for a trail organization or volunteer your services, what is your current position or role? Select one.

Option	N	Count/Percentage
Board member or committee chair	22	25.88 percent
Paid staff member	42	49.41 percent
Volunteer - administration	3	3.53 percent
Volunteer - field work	5	5.88 percent
Volunteer - program activities such as interpretation interpretation or research	4	4.71 percent
Other	9	10.59 percent
Total Responses	85	

Select the specific trail category that you administer, manage, oversee, or maintain.

Option	N	Count/Percentage
National Scenic Trail	47	20.17 percent
National Historic Trail	109	46.78 percent
Both National Scenic and Historic Trails	37	15.88 percent
Other	40	17.17 percent
Total Responses	233	

What is the scope of your roles and responsibilities for National Scenic and Historic Trails (NSHT)? Select one.

Option	N	Count/Percentage
Specific trail segment	71	31.00 percent
Specific trail	43	18.78 percent
City, township, or county	2	0.87 percent
State	39	17.03 percent
Regional	22	9.61 percent
National	28	12.23 percent
International	3	1.31 percent
Other	21	9.17 percent
Total Responses	229	

How many total years have you worked on NSHT trails?

Option	N	Count/Percentage
1 year	34	14.98 percent
2-5 years	67	29.52 percent
6-10 years	47	20.70 percent
11-15 years	30	13.22 percent
16 or more years	49	21.59 percent
Total Responses	227	

How many total years have you worked on trails and trail corridors in general?

Option	N Count/Percentage	
0-1 year	19	8.19 percent
2-5 years	52	22.41 percent
6-10 years	38	16.38 percent
11-15 years	32	13.79 percent
16 or more years	91	39.22 percent
Total Responses	232	

Select the average hours each month that you work on NSHT tasks:

Option	N Count/Percentage	
0 – 5	93	40.09 percent
6 – 10	42	18.10 percent
11 – 20	27	11.64 percent
21 – 40	12	5.17 percent
41 – 80	12	5.17 percent
81 - 140	8	3.45 percent
141 or more	38	16.38 percent
Total Responses	232	

What is the total trail mileage of NSHT that you administer, manage, oversee, or maintain?

Option	N Count/Percentage	
0 - 5 miles	35	15.98 percent
6 - 25 miles	19	8.68 percent
26 - 50 miles	21	9.59 percent
51-150 miles	32	14.61 percent
151 - 500 miles	38	17.35 percent
Over 500 miles	60	27.40 percent
Specific trail sites or center	14	6.39 percent
Total Responses	219	

Select the issues that you encounter in your trails work. Select all that apply.

Option	N	Count/age
Conflicts between users	99	60.00 percent
Overuse of trail	52	31.52 percent
Degradation of cultural, historic or natural resources	110	66.67 percent
Lack of good information about trail resources	103	62.42 percent
Visual impacts along trail corridor	103	62.42 percent
Maintenance of signs, kiosks, monuments, markers	116	70.30 percent
Maintenance of campgrounds, visitor centers, or other large infrastructure items	49	29.70 percent
Other Please specify	26	15.76 percent

Which of the following would do the most to improve your ability to do your work?

Option	N	Count/age
Better policy, procedures, guidelines, or standards	11	6.63 percent
More funding	56	33.73 percent
More people	32	19.28 percent
People with better trails knowledge and skills	20	12.05 percent
More equipment	1	0.60 percent
More support from management	22	13.25 percent
More consistency in management between agencies and offices	16	9.64 percent
Other - Please specify:	8	4.82 percent

Select the types of training delivery that you prefer. Select all that apply.

Option	N	Count/age
Local field workshops and seminars	131	78.44 percent
Formal classroom training	66	39.52 percent
Regional and national conferences	95	56.89 percent
Internship with agency or organization	25	14.97 percent
Mentoring program with subject matter experts	41	24.55 percent

Section VII. Appendix E. Complete Responses on Issues and Training Preferences

Community college and university classes	21	12.57 percent
Private vendor workshops and training	23	13.77 percent
Satellite broadcasts	21	12.57 percent
Computer based training	38	22.75 percent
Reading job aids and manuals	28	16.77 percent
Other - Please specify	5	2.99 percent

Indicate how many days each year you can attend workshops, seminars, and training:

Option	N	Count/age
None	1	0.59 percent
1 – 5 days	50	29.59 percent
6 – 1 days	68	40.24 percent
11 – 15 days	33	19.53 percent
15 or more days	17	10.06 percent

Select the time periods that you are available to attend workshops, seminars, and training. Select all that apply.

Option	N	Count/age
Weekdays	105	62.87 percent
Weekends	31	18.56 percent
Nights	14	8.38 percent
No preference	61	36.53 percent

Where would you be able to attend workshops, seminars and training? Select all locations that apply.

Option	N	Count/age
Onsite at my trail or work unit	126	75.45 percent
At my agency's or organization's local office	126	75.45 percent
At another city or site in my state	130	77.84 percent
Out of state or national locations	118	70.66 percent

**If training was available at a reasonable cost, would you have funding for it?
Select all that apply.**

Option	N Count/Percentage	
No funding is available for training	25	14.88 percent
No funding is available for travel to training	24	14.29 percent
Would defer other expenditures to pay	21	12.50 percent
Would need a commitment from management to pay	64	38.10 percent
Funding for training and travel is available	87	51.79 percent

How would you like to be notified of future training, publications, job aids, and other trail resources? Select all that apply.

Option	N Count/Percentage	
National email list	111	68.10 percent
Single national web site	41	25.15 percent
Agency web sites	40	24.54 percent
Supporting organization's web site	35	21.47 percent
Agency training web sites	41	25.15 percent
Newsletter through the mail	49	30.06 percent
Other:	3	1.84 percent

Below are comments received to some of the questions in the survey where we asked what are some other issues, points, or comments that participants would like to make. The national strategy team should look at these to glean out any pointers for training.

1. Select other issues that you encounter in your trails work

Providing a suitable training and electronic resources for field staff to do their trails work.

Legislative intent, policy, and administration.

Overall trails support, coordination, monitoring, and promotion at a national level.

Coordination with Federal agencies and national nonprofit organizations.

Nonprofit organizational development.

Funding development, operation & maintenance of trails; acquiring right-of-way; developing partnerships.

General coordination within the state.

Keeping the trails open.

Preservation and protection.

Acquiring grants and funding for trails work.

Coordinating disparate agencies, partners.

Maintaining and nurturing partnerships.

Accurate historic/cultural interpretation.

Competition for funding between alternate locations.

Planning and installation of signs or markers.

My work in all of the above is limited.

Lack of good interpretative information about trails.

Care for a large collection, improving interaction with Indian Nations.

Historic site is integral to story of historic trails; however, we do not manage or maintain trail segments.

Maintenance of trail features – i.e., shelters, bridges, stiles.

Lack of community knowledge and support of trail.

Land managers without adequate trails training.

Lack of agency support.

Maintain an inventory tool and equipment cache for motorized equipment and numerous types of trail building hand tools.

Design and operation of permit systems to sustain carrying capacity limitations. Facilitating on-the-ground staff working with partners; training staff in regulations, policy, and procedural requirements.

Prioritizing trail construction/maintenance projects (selecting which to fund).

National trails are a minute part of the trails workload here, and most of that work is delegated...my primary work is in coordination and oversight. Most of the route is on maintained roads. If we had the time and staff to do things well, would do more with active partnerships, interpretation, signing, and marketing.

Lack of understanding of the nature and purposes of the NSHT. Conflicts between private and public land objectives. Federal agencies required to manage trail and setting, Private landowners want development that conflicts with protecting setting.

2. Which of the following would do the most to improve your ability to do your work?

Trails must become a priority, since recreation is the future of the agencies and in many cases the economic future for the local communities as well. Current management (in my federal agency at least) does not understand or apply policies consistently, and there is limited interest among other staff, with the result that education and attempts to develop strategies and programs are only at a local level and mostly driven by outside interests, and which also means that funding is never available in a timely fashion in order to demonstrate results. (Small successes become large ones but only after the inertia is overcome).

More people means a need for more funding and need for more support from Management to get more people and funding.

All of the above.

I checked other because this is a linear question . . . more funding is so important to trail work, but so is consistent management, good partnerships with agencies and non-profits, use of trained personnel [historians, cultural resource management, trail stewards], funding for training [travel, lodging, meals].

More consistent level of financial and staff support dedicated to my trail and not split between several.

Do not manage or maintain trail segments.

Build in flexibility to policy to accommodate complex management relationships and volunteer partnerships.

All of the above options

Funding is always a great need along with extra paid people to help in the volunteer monitoring process.

And associated with the need for more people is the need for funding.

There are several things that would help; I tried to click on them, but the system would not let me choose more than one. Better policy, procedures, etc.; more people on the ground (more agency law enforcement, park rangers); more funding, more support from upper management (the manager recognizes the issues we face, but we need support from top management. Our national trail is being overran with motorized use and increased all-around use.)

Conservation easements to reward private landowners to protect visual resources. Increased funding. Better education to inform people of why we protect visual resources.

3. Select the types of training delivery that you prefer

Comment for item below. I would choose 15+ including regional and national conferences, but 6-10 excluding regional and national conferences.

On the job, field training, co-operative skills exchanges with other trail professionals.

Access to electronic journals and data bases.

Workshops on the history of the trails to enhance interpretation and education.

No longer have a budget that supports any non-mandatory off-site training.

Regional conference involving a diversity of local issues and successes plus on the ground examples. Invite other federal agencies to get a diversity of ideas and successes as well.

4. What other ways would you like to be notified of future training, publications, job aids, and other trail resources?

Partnership for the National Trails System and National Trails Training Partnership.

Trail-based email list.

All of the above would ensure a wider dissemination of information.

Email list, newsletters, all listed above are fine notification tools for training. However, when training is hidden in lengthy e-mails, they are easy to overlook.

E-mail through agency coordinators.

5. What trainings are you aware of that would serve the specific needs of the NSHT community?

Project Management - BLM - National Training Center.

Leave No Trace.

Foundations for Cultural Resource Management.

Trails Management: Plans, Policy and People.

State Trails Administrators Meeting (STAM).

Partnership for the National Trails System and National Trails Training Partnership.

Mid-America Trails & Greenways Conference;

National trails conference.

National Trust for Historic Preservation -- conferences, workshops. American Association for State and Local History -- conferences, workshops.

Section VII. Appendix E. Complete Responses on Issues and Training Preferences

Regional Trails Training program each spring. National Trails Training Program.

Annual National Scenic and Historic Trails Conference; Federal Interagency Trails Management Training, ARPA Training.

The Washington State Historical Society sponsors a number of history-related workshops, seminars, and trainings each year . . .they are not trail-specific, but they are very helpful for historians.

Conferences put on by partnership for national historic and scenic trails lectures at Hawaii Volcano National Park classes in continuing education at local community college.

Was involved with Trails Maintenance and Management Skills in California State Parks and was pulled from the last course because of funding. They may have others but not aware.

<http://www.civictourism.org/>; <http://www.interpnet.com/workshop/>

Potomac Appalachian Trail Club and Appalachian Trail Conservancy courses. Shenandoah National Park Chain saw certification classes. Interagency trails course. NAI interpretive training.

BLM Course 8300-11, Recreation Planning (because of its focus on benefits-based management.

Note: Three respondents marked "None".


Section VII. Appendix F. Survey Form



Respondent Information

Respondent Information

In what state, do you currently work?

Choose One 

Select your agency or trail affiliation:

- | | |
|----------------------------------------------------------|---------------------------------------------------------------------------|
| <input type="radio"/> US Fish and Wildlife Service | <input type="radio"/> National Park Service |
| <input type="radio"/> Bureau of Land Management | <input type="radio"/> USDA – Forest Service |
| <input type="radio"/> Army Corps of Engineers | <input type="radio"/> Tribal organization or community |
| <input type="radio"/> City or county agency | <input type="radio"/> State agency |
| <input type="radio"/> National Trail organization member | <input type="radio"/> Local, state, or regional trail organization member |
| <input type="radio"/> Interested citizen | <input type="radio"/> Other |

If you chose Other, please specify:

If you work for a local, state, or federal agency, what is your current position? Select one.

- | | |
|------------------------------------------------------|------------------------------------------------------------|
| <input type="radio"/> Recreation planner | <input type="radio"/> Park ranger or recreation technician |
| <input type="radio"/> Trails lead | <input type="radio"/> Trail crew leader or crew member |
| <input type="radio"/> Law enforcement ranger/officer | <input type="radio"/> Landscape architect or architect |
| <input type="radio"/> Archaeologist or historian | <input type="radio"/> Interpretive specialist |
| <input type="radio"/> Engineer or operations | <input type="radio"/> Supervisor or manager |
| <input type="radio"/> Other | |

If you chose Other, please specify:

If you work for a trail organization or volunteer your services, what is your current position or role? Select one.

- | | |
|-----------------------------------------------------------------------------------------|----------------------------------------------|
| <input type="radio"/> Board member or committee chair | <input type="radio"/> Paid staff member |
| <input type="radio"/> Volunteer - administration | <input type="radio"/> Volunteer - field work |
| <input type="radio"/> Volunteer - program activities such as interpretation or research | <input type="radio"/> Other |

If you chose Other, please specify:

Section VII. Appendix F. Survey Form

Select the specific trail category that you administer, manage, oversee, or maintain.

- National Scenic Trail National Historic Trail Both National Scenic and Historic Trails Other

If you chose Other, please specify:

What is the scope of your roles and responsibilities for National Scenic and Historic Trails (NSHT)? Select one.

- Specific trail segment Specific trail City, township, or county State Regional National International Other

If you chose Other, please specify:

How many total years have you worked on NSHT trails?

- 1 year 2-5 years 6-10 years 11-15 years 16 or more years

How many total years have you worked on trails and trail corridors in general?

- 0-1 year 2-5 years 6-10 years 11-15 years 16 or more years

Select the average hours each month that you work on NSHT tasks:

- 0 - 5 6 - 10 11 - 20 21 - 40 41 - 80 81 - 140 141 or more

What is the total trail mileage of NSHT that you administer, manage, oversee, or maintain?

- 0 - 5 miles 6 - 25 miles 26 - 50 miles 51-150 miles 151 - 500 miles Over 500 miles Specific trail sites or center

[Next](#)



Tread and Facility Design, Construction, and Maintenance

Instructions: A list of tasks relating to the accomplishment of trails work is provided below. First, read all of the tasks. Then, rate each task by the following factors: (1) Percentage of time you spend on this task (2) How critical this task is to your work with NSHT and (3) Your current proficiency in doing this task. Be sure to rate all tasks and complete the entire questionnaire. Take your time and be as precise as possible when making your selections. Important Note: If some of the tasks below do not apply to you, please check "none" for each task for the question on the percentage time you spend each year.

Tread and Facility Design, Construction, and Maintenance

Perform trail maintenance for drainage and surface repair, vegetation clearing, hazard reduction, etc.

	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section VII. Appendix F. Survey Form

	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Construct new trails using basic techniques.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use digging tools, shaping tools, cross-cut saws, or other hand tools.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use chainsaws according to agency policy.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use heavy, motorized equipment to build or maintain trails.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mark trails or place signs.				
	None	10 percent or less	11 to 20 percent	21 percent or more

Section VII. Appendix F. Survey Form

What percent of your time do you spend on this task each year?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Construct trailheads, parking lots, kiosks, camping areas, sanitary facilities, bridges, rockwork, or other complex structures.				
What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Assess soils, geology, slope, and resources to identify appropriate route, grade, and surface.				
What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Use universal design guidelines (accessibility) to design, construct, or retrofit trails and facilities.				
What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Use surveying equipment or GPS systems to lay out, measure, or inventory trails or trail resources.				
What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

Section VII. Appendix F. Survey Form

	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lead or manage crews in trail work.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supervise contracts or contractors.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perform cost analysis or develop budgets for trail design or construction.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perform cost analysis or develop budgets for trail design or construction.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use or apply GIS or other mapping technology to trails work.				
	None	10 percent or less	11 to 20 percent	21 percent or more

Section VII. Appendix F. Survey Form

What percent of your time do you spend on this task each year?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

[Next](#)



Public Outreach and Education

Public Outreach and Education

Use facilitation skills to lead meetings or resolve disputes.

What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

Develop or distribute information, brochures, maps, or reports using printed, web, or other media.

What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
	Not critical	Limited	Moderate	Critical
How critical is this task to doing your work with NSHTs?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>

Develop programs on or off the trail to interpret its natural, cultural, or historical resources.

What percent of your time do you spend on this task each year?	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
----------------------------------------------------------------	------------------------------------	--------------------------------------------------	------------------------------------------------	--------------------------------------------------

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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use interpretation or presentation skills to deliver programs to reach diverse audiences.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market the trail according to its purpose and goals.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop consistent interpretive strategies across local, state, or federal boundaries.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan or conduct annual events or festivals as education or marketing tools.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4

Section VII. Appendix F. Survey Form

How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Use cell phone, ipod or other new media techniques to deliver interpretive messages or advisories.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Next](#)



Visitor Use Management and Monitoring

Visitor Use Management and Monitoring				
Develop policy or guidelines for events, commercial services, or permits.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop or distribute information on trail conditions, permit requirements, or trip planning.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitor visitor or other land uses to determine impacts on natural, historic, or cultural resources.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop coordinated search, rescue, or public safety plans with local law enforcement agencies	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitor rights of way or conservation easements for compliance. Monitor other land use adjacent to corridor to evaluate its effects on trail use and purpose.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop or conduct stewardship education programs, including "Leave No Trace" or "Tread Lightly!"	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respond to trail user, landowner, or other complaints.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Not critical 1 <input type="radio"/>	Limited 2 <input type="radio"/>	Moderate 3 <input type="radio"/>	Critical 4 <input type="radio"/>
How critical is this task to doing your work with NSHTs?				
	Little or no skill 1 <input type="radio"/>	Require assistance 2 <input type="radio"/>	Fully qualified 3 <input type="radio"/>	Expert 4 <input type="radio"/>
How do you rate your proficiency in this area?				

[Next](#)



Planning - Land Management and Trail Corridor

Planning - Land Management and Trail Corridor				
Provide input to the evaluation and study process for proposed national scenic and historic trails.				
	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
What percent of your time do you spend on this task each year?				
	Not critical 1 <input type="radio"/>	Limited 2 <input type="radio"/>	Moderate 3 <input type="radio"/>	Critical 4 <input type="radio"/>
How critical is this task to doing your work with NSHTs?				
	Little or no skill 1 <input type="radio"/>	Require assistance 2 <input type="radio"/>	Fully qualified 3 <input type="radio"/>	Expert 4 <input type="radio"/>
How do you rate your proficiency in this area?				
Determine the expectations of trail users and their potential impacts through surveys or use studies.				
	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
What percent of your time do you spend on this task each year?				
	Not critical 1 <input type="radio"/>	Limited 2 <input type="radio"/>	Moderate 3 <input type="radio"/>	Critical 4 <input type="radio"/>
How critical is this task to doing your work with NSHTs?				
	Little or no skill 1 <input type="radio"/>	Require assistance 2 <input type="radio"/>	Fully qualified 3 <input type="radio"/>	Expert 4 <input type="radio"/>
How do you rate your proficiency in this area?				
Develop historic contexts or resource studies for trails.				
	None 1 <input type="radio"/>	10 percent or less 2 <input type="radio"/>	11 to 20 percent 3 <input type="radio"/>	21 percent or more 4 <input type="radio"/>
What percent of your time do you spend on this task each year?				
	Not critical 1 <input type="radio"/>	Limited 2 <input type="radio"/>	Moderate 3 <input type="radio"/>	Critical 4 <input type="radio"/>

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How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analyze natural resources, cultural resources, or visitor needs to develop trail systems or project plans.	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manage trails for a variety of uses and visitor experiences while meeting trail objectives.	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work collaboratively with agency or organizations to develop or amend trail plans.	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a trail protection plan for non-federal segments.	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participate in the land use planning process at the local, state, or regional levels to ensure national trails are considered.				

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	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consider factors such as driving tours, scenic byways, or other tourism programs when planning for trails.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next



Resource Management and Protection

Resource Management and Protection				
Inventory, monitor, or evaluate historic trails, cultural properties, artifacts, traditions, or heritage features.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inventory, monitor, or evaluate plant and animal populations, natural features, or other natural resources.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4

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What percent of your time do you spend on this task each year?

How critical is this task to doing your work with NSHTs?

How do you rate your proficiency in this area?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not critical	Limited	Moderate	Critical
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

Research or document trail history in archives, publications, or oral sources.

What percent of your time do you spend on this task each year?

How critical is this task to doing your work with NSHTs?

How do you rate your proficiency in this area?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not critical	Limited	Moderate	Critical
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

Conduct visual resource management assessments for proposed land use projects.

What percent of your time do you spend on this task each year?

How critical is this task to doing your work with NSHTs?

How do you rate your proficiency in this area?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not critical	Limited	Moderate	Critical
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

Develop or communicate best management practices to protect trail resources.

What percent of your time do you spend on this task each year?

How critical is this task to doing your work with NSHTs?

How do you rate your proficiency in this area?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not critical	Limited	Moderate	Critical
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

Acquire land or easements for trail protection, collaborating with other agencies or organizations.

What percent of your time do you spend on this task each year?

How critical is this task to doing your work with NSHTs?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not critical	Limited	Moderate	Critical
1	2	3	4
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Little or no skill	Require assistance	Fully qualified	Expert

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How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Conduct vegetative treatments, including fire management, to restore natural ecosystems.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrate trail management and administration with other resource programs				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next



Partnership and Collaboration

Partnership and Collaboration				
Work with users, public, communities, trail organizations, agencies, or tribes with interest in trails.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop or oversee cooperative agreements or memorandum of understanding with partners, organizations, or agencies.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop reports and presentations for funders, elected officials, communities, agencies, or organizations.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborate with private land owners within and outside the trail corridor.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with agency partners or organizations to address use conflicts on a local, regional, or national scale.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How critical is this task to doing your work with NSHTs?	Not critical	Limited	Moderate	Critical
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How do you rate your proficiency in this area?	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Integrate agency or partnering organizations' capabilities or activities to support trails.	None	10 percent or less	11 to 20 percent	21 percent or more
What percent of your time do you spend on this task each year?	1	2	3	4
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Next](#)



Organization

Organization				
Recruit or orient new members or staff.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop or conduct training for staff or members on planning, design, construction, maintenance, or resource stewardship.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recognize members, staff, or volunteer contributions.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4

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How critical is this task to doing your work with NSHTs?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

How do you rate your proficiency in this area?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Conduct committee meetings of a trail organization.

What percent of your time do you spend on this task each year?

None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How critical is this task to doing your work with NSHTs?

Not critical	Limited	Moderate	Critical
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How do you rate your proficiency in this area?

Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Serve on the board of directors of a trail organization or as an agency lead or advisor to organizations.

What percent of your time do you spend on this task each year?

None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How critical is this task to doing your work with NSHTs?

Not critical	Limited	Moderate	Critical
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How do you rate your proficiency in this area?

Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Effectively participate in trail organization or agency meetings and events.

What percent of your time do you spend on this task each year?

None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How critical is this task to doing your work with NSHTs?

Not critical	Limited	Moderate	Critical
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How do you rate your proficiency in this area?

Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Inform trail users on the purpose, benefits, rules, fees, or operations of trails and trail corridor.

What percent of your time do you spend on this task each year?

None	10 percent or less	11 to 20 percent	21 percent or more
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How critical is this task to doing your work with NSHTs?

Not critical	Limited	Moderate	Critical
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

How do you rate your proficiency in this area?

Little or no skill	Require assistance	Fully qualified	Expert
1	2	3	4

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------

Raise funds to benefit the trail or organization.

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	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide assistance to agencies or organizations for trails planning, design, operations, or maintenance.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide general input to agencies or organizations on budget development, land use planning, or trail planning.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Next](#)



Program Administration

Program Administration	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
Understand or apply NEPA, Historic Preservation Act, and related legislation, regulations, or policy to trails management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section VII. Appendix F. Survey Form

What percent of your time do you spend on this task each year?

- Not critical
1
- Limited
2
- Moderate
3
- Critical
4

How critical is this task to doing your work with NSHTs?

- Little or no skill
1
- Require assistance
2
- Fully qualified
3
- Expert
4

How do you rate your proficiency in this area?

-
-
-
-

Understand or apply the National Trails System Act and related legislation, agency regulations, or policy to trails management.

- None
1
- 10 percent or less
2
- 11 to 20 percent
3
- 21 percent or more
4

What percent of your time do you spend on this task each year?

- Not critical
1
- Limited
2
- Moderate
3
- Critical
4

How critical is this task to doing your work with NSHTs?

- Little or no skill
1
- Require assistance
2
- Fully qualified
3
- Expert
4

How do you rate your proficiency in this area?

-
-
-
-

Analyze proposed legislation that would affect trails and related lands.

- None
1
- 10 percent or less
2
- 11 to 20 percent
3
- 21 percent or more
4

What percent of your time do you spend on this task each year?

- Not critical
1
- Limited
2
- Moderate
3
- Critical
4

How critical is this task to doing your work with NSHTs?

- Little or no skill
1
- Require assistance
2
- Fully qualified
3
- Expert
4

How do you rate your proficiency in this area?

-
-
-
-

Develop trails policy or implementation strategies.

- None
1
- 10 percent or less
2
- 11 to 20 percent
3
- 21 percent or more
4

What percent of your time do you spend on this task each year?

- Not critical
1
- Limited
2
- Moderate
3
- Critical
4

How critical is this task to doing your work with NSHTs?

- Little or no skill
1
- Require assistance
2
- Fully qualified
3
- Expert
4

How do you rate your proficiency in this area?

-
-
-
-

Analyze the economic or social impacts of trails on local communities or regional settings.

- None
1
- 10 percent or less
2
- 11 to 20 percent
3
- 21 percent or more
4

What percent of your time do you spend on this task each year?

- Not critical
1
- Limited
2
- Moderate
3
- Critical
4

How critical is this task to doing your work with NSHTs?

- Little or no skill
- Require assistance
- Fully qualified
- Expert

Section VII. Appendix F. Survey Form

How do you rate your proficiency in this area?	1 <input type="radio"/>	2 <input type="radio"/>	3 <input type="radio"/>	4 <input type="radio"/>
Administer trail agreements or contracts.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop manuals, handbooks, guidelines, or procedures.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish, review, or track budgets and expenditures.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain agency or organization contacts, records, and databases.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical 1	Limited 2	Moderate 3	Critical 4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill 1	Require assistance 2	Fully qualified 3	Expert 4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Review development proposals for potential impacts on trails and trail corridors.				
	None 1	10 percent or less 2	11 to 20 percent 3	21 percent or more 4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Write or manage grants and accounting records for projects.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research and/or use a variety of funding sources.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assist partners in developing proposals for cost share or other alternative funding techniques.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4
How do you rate your proficiency in this area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manage budgets or funding that includes activities to support partnerships or agencies.				
	None	10 percent or less	11 to 20 percent	21 percent or more
	1	2	3	4
What percent of your time do you spend on this task each year?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not critical	Limited	Moderate	Critical
	1	2	3	4
How critical is this task to doing your work with NSHTs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Little or no skill	Require assistance	Fully qualified	Expert
	1	2	3	4

Section VII. Appendix F. Survey Form

How do you rate your proficiency in this area? 1 2 3 4

[Next](#)



Skill and Knowledge Support

Skill and Knowledge Support

Select the issues that you encounter in your trails work. Select all that apply.

- | | |
|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <input type="checkbox"/> Conflicts between users | <input type="checkbox"/> Overuse of trail |
| <input type="checkbox"/> Degradation of cultural, historic or natural resources | <input type="checkbox"/> Lack of good information about trail resources |
| <input type="checkbox"/> Visual impacts along trail corridor | <input type="checkbox"/> Maintenance of signs, kiosks, monuments, or markers |
| <input type="checkbox"/> Maintenance of campgrounds, visitor centers, or other large infrastructure items. | <input type="checkbox"/> Other |

If you chose Other, please specify:

Which of the following would do the most to improve your ability to do your work?

- | | |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <input type="radio"/> Better policy, procedures, guidelines, or standards | <input type="radio"/> More funding |
| <input type="radio"/> More people | <input type="radio"/> People with better trails knowledge and skills |
| <input type="radio"/> More equipment | <input type="radio"/> More support from management |
| <input type="radio"/> More consistency in management between agencies and offices | <input type="radio"/> Other |

If you chose Other, please specify:

Select the types of training delivery that you prefer. Select all that apply.

- | | | |
|-----------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------|
| <input type="checkbox"/> Local field workshops and seminars | <input type="checkbox"/> Formal classroom training | <input type="checkbox"/> Regional and national conferences |
| <input type="checkbox"/> Internship with agency or organization | <input type="checkbox"/> Mentoring program with subject matter experts | <input type="checkbox"/> Community college and university classes |
| <input type="checkbox"/> Private vendor workshops and training | <input type="checkbox"/> Satellite broadcasts | <input type="checkbox"/> Computer based training |

Section VII. Appendix F. Survey Form

- Reading job aids and manuals Other

If you chose Other, please specify:

Indicate how many days each year you can attend workshops, seminars, and training:

- None 1 - 5 6 - 10 11 - 15 15 or more

Select the time periods that you are available to attend workshops, seminars, and training. Select all that apply.

- Weekdays Weekends
 Nights No preference

Where would you be able to attend workshops, seminars and training? Select all locations that apply.

- Onsite at my trail or work unit At my agency's or organization's local office
 At another city or site in my state Out of state or national locations

If training was available at a reasonable cost, would you have funding for it? Select all that apply.

- No funding is available for training No funding is available for travel to training
 Would defer other expenditures to pay Would need a commitment from management to pay
 Funding for training and travel is available

How would you like to be notified of future training, publications, job aids, and other trail resources? Select all that apply.

- National email list Single national web site Agency web sites
 Supporting organization's web site Agency training web sites Newsletter through the mail
 Other

If you chose Other, please specify:

What trainings are you aware of that would serve the specific needs of the National Scenic and Historic Trails Community? List the name and contact information for each.

[Next](#)

Below are the results of a brainstorming session on January 18, 2007 by the Core Team, facilitated by Genie Ramsden of the Bureau of Land Management's National Training Center. For additional information, contact elvin_clapp@blm.gov or genie_ramsden@blm.gov.

A. Skills and Tasks Training Needed

- Urgent need for training for trail administrators (directors of non-profits) that looks at legislative history and interpretation.
- How national trail system came about.
- Opportunities for interdisciplinary training between heritage resource managers and recreation planners.
- Development of training (core curriculum) plan for employees and volunteers. ("People often don't know what they don't know.")
- Basic training for key line officers.
- Develop training that helps people learn how to communicate effectively.
- Develop training on developing sustainable public/private partnerships for NSHT.
- Interagency staff exchange. Example: Someone from Forest Service goes to another agency to work. (IPA)
- Need for training on being a member of a standing interagency committee. And how to incorporate the non-profit groups as well.
- Volunteer and employee motivation.
- Understand inherently (FACA) governmental functions related to trails.
- Have electronic sources available for training courses.
- Agency planning systems.
- Lands (realty) training – non federal land acquisition.
- Local and regional government planning systems - Develop model ordinance for local and regional planning efforts.
- Short course for NSHT and Wilderness and Wilderness Study Areas.
- Historic integrity, research relative to the history of the trail (106).
- Historic and cultural resource training for people in the organization who are not specialists.
- Basic trail construction and maintenance training.
- Interpretive skills training.
- Care and feeding of volunteers.
- Recruiting volunteers.
- Fundraising.
- Nurture and care of non-profits.
- Shared decision making and limits of authority in collaborative relationships...need to clarify roles so volunteers and agencies know what they can do.
- Diffusion of the interagency MOU to the entire trails community.
- Understanding and articulating delegation of authority between agencies and partners.

Section VII. Appendix G. Brainstorming Ideas for NSHT Training

- Visual resource management training – all agencies have version of visual resource management system of some kind. All agencies and partners need to understand the system. Translation of using that system to those who are not part of the plan.
- All computer-based suites of tools (GPS, GIS, Photoshop, etc.)
- Training interagency trail data standards and GIS.
- INFRA and TRACS training (trail assessment process – Forest Service)
- Engaging the non-traditional trail user – expanding present audience.
- “No child left inside.”
- Promoting vicarious use.
- Using education and interpretation to meet trail objectives.
- Marketing and public relation skills.
- Crew leader training.
- Law enforcement, search and rescue, incident management. (ARPA for historic trails.)
- Developing a profession tract in terms of training. Career development/ advancement.
- Grant writing and funding availability.
- Site stewardship training.
- Ecosystem restoration.
- Invasive species control.
- Nonprofit handbook.
- Train-the-trainer skills.
- Develop an inventory of trainers.
- Cost effective trail development for long term maintenance.

B. Suggestions when Developing Training Strategy

- When results of survey analysis are available, reconvene a group to look at the results and develop recommended curricula.
- Review existing training for use in curriculum.
- Design as much as possible for distance training (computer and televised).
- Make available online resources.
- Mentoring program for trail administrators and non-profit leaders. Move toward an infrastructure like the Arthur Carhart National Wilderness Training Center.
- Explore collaborating with the Carhart Center.
- Trails instruction should be tailored for regional levels.

Section VII. Appendix H. Core Team Members for NSHT Assessment Meeting

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January 17-18, Phoenix, AZ

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Section VII. Appendix H. Core Team Members for NSHT Assessment Meeting

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