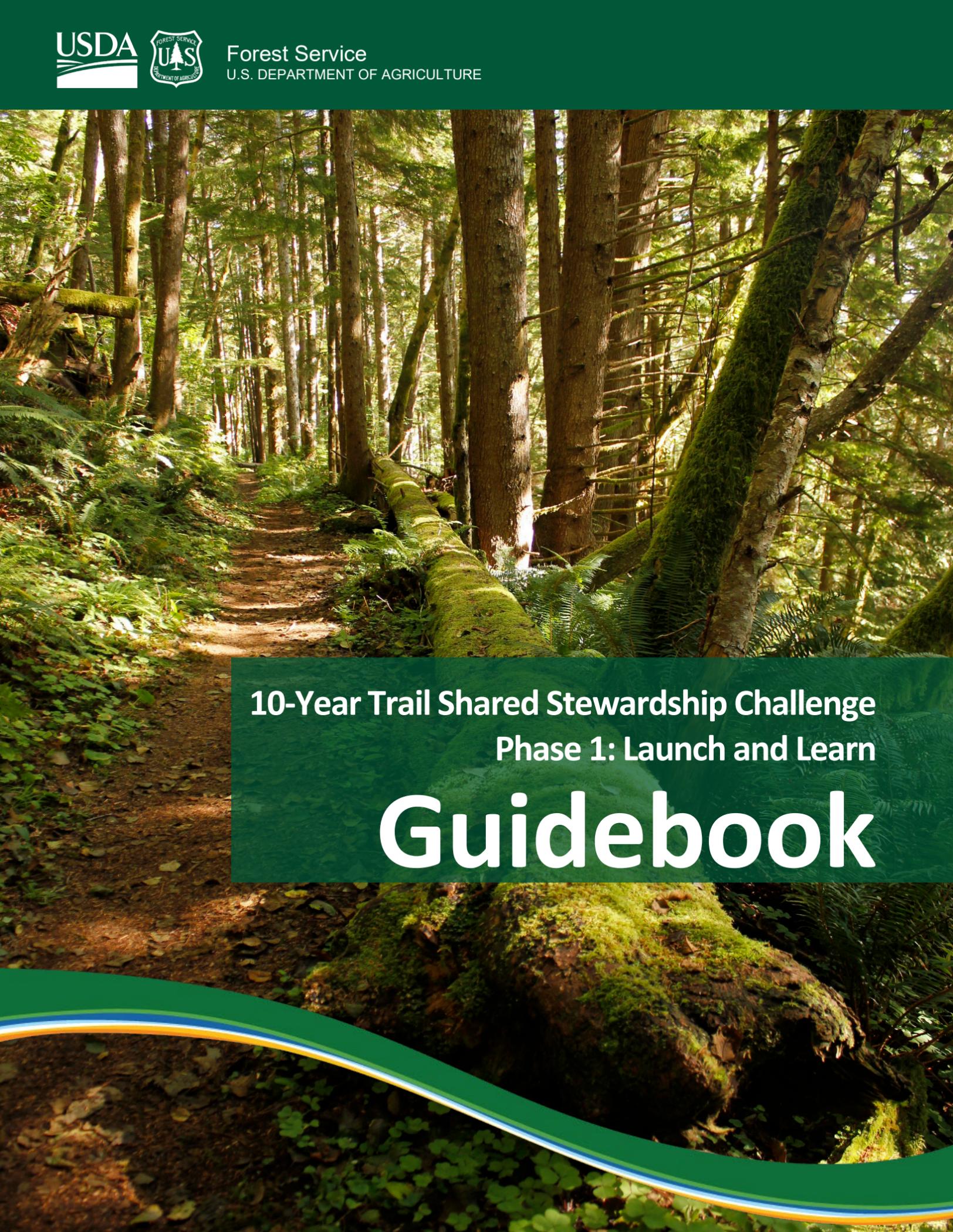




Forest Service
U.S. DEPARTMENT OF AGRICULTURE

A photograph of a dirt path winding through a dense forest. Sunlight filters through the trees, creating dappled light on the path and forest floor. A large, moss-covered log lies across the path in the foreground. The forest is filled with tall, slender trees and lush green undergrowth.

10-Year Trail Shared Stewardship Challenge
Phase 1: Launch and Learn

Guidebook

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Introduction

National Forest System trails bring physical, spiritual, mental, emotional, and economic benefits to communities and individuals nationwide. These trails connect people with nature and their heritage and with the U.S. Department of Agriculture (USDA) Forest Service's core values of service, conservation, interdependence, diversity, and safety. They are also used as tools to protect natural and cultural resources. With 159,000 miles of trails, the Forest Service manages the Nation's largest system of trails, including more than 10,000 miles of nationally designated scenic, historic, and recreation trails. Their maintenance is dependent on the shared stewardship of Forest Service employees, partners, volunteers, Tribes and Tribal organizations, and communities—collectively known as the “trail community.” This interdependence reminds us in the trail community that we are reliant on one another and on people from all walks of life and diverse perspectives to steward trails for the benefit of all people.

This is a guidebook for the Launch & Learn phase of the [10-Year Trail Shared Stewardship Challenge](https://www.fs.usda.gov/managing-land/trails/10YTC) (Trail Challenge), available at <https://www.fs.usda.gov/managing-land/trails/10YTC>.

Key Points About the Trail Challenge

- Focuses the collective efforts of employees, partners, and volunteers to develop efficiencies, increase capacity, remove roadblocks, and lead to more sustainable National Forest System trails that are socially valued, economically viable, and support ecological resiliency.
- Institutes a better way of doing business. The Trail Challenge shifts the collective focus on trails from being reactive to being strategic. It enables the agency to better serve all members of the public and be proactive in capitalizing on opportunities, such as the [Great American Outdoors Act \(GAOA\) of 2020](#)¹ and the [National Forest System Trails Stewardship Act of 2016](#).²
- Consists of 3 phases and 10 elements or focus areas, each element with corresponding outcomes and metrics. Collective focus and effort will increase during each phase.
- Main outcomes include professionalizing trail management, systematically assessing trail workforce capacity and trail sustainability to identify gaps and take actions to close them; engaging and sharing leadership with local communities and stakeholders in trail priorities; institutionalizing equity, diversity, and inclusion principles in all aspects of our collective work; developing online toolboxes with success stories, best practices, and reference documents; and improving Forest Service trail data and reporting systems.
- The Trail Challenge toolbox³ can be accessed from the National Trail Program SharePoint [site](#). Supporting templates and communication material will be posted there as they are developed.

¹ Information about the Forest Service's [implementation of the Great American Outdoors Act of 2020](https://www.fs.usda.gov/managing-land/gaoa#:~:text=The%20USDA%20Forest%20Service%20is,on%20national%20forests%20and%20grasslands) is available at <https://www.fs.usda.gov/managing-land/gaoa#:~:text=The%20USDA%20Forest%20Service%20is,on%20national%20forests%20and%20grasslands>.

² Information about the [National Forest System Trails Stewardship Act of 2016](https://www.fs.usda.gov/managing-land/trails/trails-stewardship-act) is available at <https://www.fs.usda.gov/managing-land/trails/trails-stewardship-act>.

³ The toolbox can be accessed from the National Trail Program SharePoint [site](https://usdagcc.sharepoint.com/sites/fs-nfs-ntprg), available at (internal link) <https://usdagcc.sharepoint.com/sites/fs-nfs-ntprg>.

Why is the Trail Challenge needed?

There is more trail work each year than the Forest Service and current partners and volunteers can complete. More people are using National Forest System trails. Changing technology and use patterns continue to strain trail programs. Employees are unable to effectively engage partners and volunteers due to lack of capacity or other constraints. Current data collection methods and reporting processes often result in inefficiencies and a lack of accurate and up-to-date trail information. Additionally, employees recognize that in many areas the demographic profile of employees, trail visitors, partners, and volunteers do not reflect local demographics, but are unsure how to make improvements.

How is the Trail Challenge structured?

- The Trail Challenge is composed of 10 elements (or focus areas) that are implemented in 3 phases: Launch & Learn, Hitting Our Stride, and Peak Performance. The 10 elements are a subset of the 26 actions outlined in the agency's National Strategy for a Sustainable Trail System.⁴ Several of them also accomplish requirements from the National Forest System Trails Stewardship Act of 2016.
- Phase 1: Launch & Learn, scheduled from 2020 to 2023, focuses on two elements: Element A. Establish Trails Advisory Group and Element E. Meet Data Standards.
- The Launch & Learn phase is about taking action and learning together, getting organized, developing tools, and opening lines of communication within the agency and with partners, volunteers, and communities.
- Employee and partner trail leaders are working to develop tools and processes to assist with workforce capacity evaluations and trail sustainability assessments to support Element B. Evaluate the Trail Workforce and Element C. Achieve Sustainable Trail Systems. Units are encouraged to take action in Elements B and C prior to phase 2 of the Trail Challenge.
- Subsequent phases will be refined and standardized based on lessons learned from previous phases. Each phase is designed to progressively help the trail community successfully implement all national elements (A–B) and unit elements (B–E), as well as to take action on several other unit elements (F–H). A national coalition of trail partners is leading implementation of the partner elements (I–J).
- Partners and volunteers are invited to engage with local units to establish shared priorities and take action on any element during any phase.

What will be different at the end of 10 years?

Increased capacity: A workforce of highly skilled and empowered staff, partners, and volunteers will work together seamlessly to maintain and sustain trails, as well as collect and report information about trails and trail work.

Increased access and more sustainable trails: More miles of National Forest System trails will be economically viable, support ecological resiliency, and be socially relevant.

⁴ The Forest Service's [National Strategy for a Sustainable Trail System](https://www.fs.usda.gov/managing-land/trails/national-strategy) is available at <https://www.fs.usda.gov/managing-land/trails/national-strategy>.

Common focus: As a trail community, we will share leadership and work collaboratively, asking for help from others and giving them opportunities to lead. We will collectively know where we are, where we want to go, and agree on clear methods to get there.

A Message to Partners and Volunteers

Hello valued partners and volunteers! The Trail Challenge is a challenge for all of us who care for and receive benefits from trails—including you—to achieve more sustainable trails. You are invited to help with any element of the Trail Challenge and there are many ways you can apply your dedication and skills.

- Offer assistance to maintain trails on the ground.
- Become a certified sawyer to help with tree and brush removal.
- Coordinate the work of existing partner and volunteer (for example, using a collective impact model).
- Write and manage grants to accomplish specific tasks.
- Assist with outreach and education about sustainable trails in your community.

As you contact your local Forest Service recreation and trail managers to offer your support, you'll likely notice their capacity to engage with you varies from unit to unit. Many recreation and trail program managers have limited time to engage with individual volunteers. They might ask you to work with the forest or grassland volunteer program manager or an existing partner organization or they may ask you to take help bring various partner groups together to accomplish project work.

About This Guidebook

- Serves as the technical guidebook for the Launch & Learn phase of the 10-Year Trail Shared Stewardship Challenge. This document supplements the Trail Challenge [overview publication](#).
- Provides guidance to Forest Service trail and recreation managers, partners, volunteers, and others implementing the Trail Challenge.
- Contains specific directions for implementing each of the 10 Trail Challenge elements, including what, where, and when to report, as well as by whom. It contains ideas about how to get started, as well as how partners and volunteers can engage. There are several helpful appendices with links and information, such as frequently asked questions, reporting details, and a summary of all elements, expected outcomes, and metrics.
- A living document to be updated as lessons are learned from implementation.
- To learn more about the Trail Challenge, including access to this document, training, and other resources, visit the [Trail Challenge website](#).

Key Points about Reporting

- Most accomplishment data is collected from Forest Service databases, such as the Infrastructure Trails Module (Infra)⁵ and the Volunteer & Services Reporting database (VS Reports).⁶ This information is displayed on the Trail Challenge ArcGIS Online [dashboard](#).⁷ There are five new metrics to report about online during the Launch and Learn. Estimated reporting time for the phase is 10 minutes.
- Reporting on 2 elements is required during the Launch & Learn phase: Element A. Establish Trails Advisory Group and Element E. Meet Trail Data Standards. Reporting progress on 2 more elements is suggested: Element B. Evaluate Trails Program Workforce and Element G. Increase Outreach and User Ethics.
- Each district, forest/grassland unit, and region should appoint a Trail Challenge data steward with ArcGIS Online (AGOL) access to be responsible for entering data in the Survey123 application.⁸
- Reporting in the Survey123 application should start at the district, then forest/grassland, then region, as some metrics build on the data entry at the district (for example, the number of sustainable trails or how other district programs are supporting trails).
- The reporting window for entering information into the Survey123 application is October 1-November 30.
- See Appendix C for details about how to report during the Launch & Learn phase.

Feedback

The National Trail Board, the Trails Advisory Group, and National Scenic and Historic Trail Administrators group developed and will periodically update this guidebook.⁹ These groups of Forest Service trail program managers want to make the guidebook as helpful as possible through periodic updates as lessons are learned during implementation. In addition to periodic updates, a new guidebook will be issued for each phase of the Trail Challenge. The phase, version number, and revision date are on the front cover. If you have comments or suggestions about improving this document, please email the [Forest Service trail management program](mailto:FS-WO_Trail_Program@usda.gov) (mailto:FS-WO Trail Program <wo_trail_program@usda.gov>).

⁵ [Infra database trails module](#) is the agency's official database about National Forest System trail infrastructure inventory and management available at (internal link) <http://fsweb.nrm.fs.fed.us/support/docs.php?appname=trails>.

⁶ [Volunteers & Service Reporting Database](#) (VS reports) is available at (internal link) <https://apps.fs.usda.gov/vsreports/>. Instructions about how to gain reporting and view access is provided on the web page.

⁷ ArcGIS Online is a cloud-based way to share information about geographic features and display data about those features. The Trail Challenge [dashboard](#) displays information about each metric by the individual forest/grassland and summarizes that information regionally and nationally. The Trail Challenge dashboard is accessible internally during the Launch & Learn phase of the Trail Challenge. Available at (internal link, AGOL account required) <https://experience.arcgis.com/experience/a2919b6b9d7b4f54a7c734528cb48236>.

⁸ AGOL access refers to having an active ArcGIS Online account. Employees can contact the local GIS manager for account access.

⁹ The National Trail Board is made up of regional trail program leads, Forest Service Washington Office Staff, and liaisons from other programs (including National scenic and historic trail administrators and the Trails Advisory Group).

Elements

The table below provides an overview of the Trail Challenge elements. Detailed instructions about implementing each element are in the following pages. The instructions include a description of the element, expected outcome(s), and tracked metric(s); it also contains information about how to report, how to get started, and how partners and volunteers can engage.

National Elements

Element A. Establish Trails Advisory Group¹⁰ (Trail Strategy Action 1.4)

Element B. Evaluate Trail Workforce (Trail Strategy Action 2.2)

Unit Elements

Element C. Achieve Sustainable Trail Systems (Trail Strategy Action 4.1- 4.4)

Element D. Promote Cross-Program Integration (Trail Strategy Action 5.3)

Element E. Meet Trail Data Standards¹¹ (Trail Strategy Action 6.3)

Element F. Support Outdoor Recreation Economy (Trails Strategy Action 3.3)

Element G. Increase Outreach and User Ethics (Trails Strategy Action 3.4)

Element H. Expand Use of Service and Job Corps (Trails Strategy Action 3.5)

Partner Elements (invited)

Element I. Shared Partner Leadership (Trail Strategy Action 1.5)

Element J. Trail Endowment (Trail Strategy Action 4.5)

¹⁰ Element A. Establish Trails Advisory Group is a required element during the Launch & Learn phase. All regions should be supporting a representative in the Trails Advisory Group.

¹¹ Element E. Meet Trail Data Standards is a required element during the Launch & Learn phase. All forests and grassland units should be publishing trail data to “management level”. See the element description on page 16 of this document for more information about trail data publication levels.

National Elements: Nationally and regionally led

Element A. Implement Trails Advisory Group *(REQUIRED during Launch & Learn phase)*

Implement a Trails Advisory Group of agency employees to advise and provide timely input to the Chief of the Forest Service on emerging trail issues (Trail Strategy Action 1.4).

Description:

The Trails Advisory Group (TAG) is a chartered national advisory group made up of nine Forest Service trail professionals and technicians and a liaison from the national trail program. Members serve as communication conduits within and between regions, the Washington Office, and the broader trail community, about emerging trail issues, recommendations, and trends. The TAG routinely engages with agency leaders to give advice and input in decision making about trails. Each Forest Service region will select one representative to participate who reflects a voice from the field. Selected representatives and their home units should be willing to support a two- to four-year commitment.

Outcome: The Trails Advisory Group is made up of field going representatives from each region.

Annual Metric	How to Report	Where to Report
Metric 1: Name of the selected regional Trails Advisory Group member.	Units respond to regional requests for nominations every 2–4 years.	Regions Communicate selection to the National Trail Board

Key Terms

- Trails Advisory Group: A group of field-going recreation and trail professionals representing each of the nine regions and a designated liaison from the Washington Office trails program.

Getting Started

- Reach out to a Trails Advisory Group representative to support building a network of trail managers to share ideas, resources, and expertise, as well as communicate issues.
- Seek out and mentor employees with different viewpoints to be future TAG members, such as those with different viewpoints because of race, ethnicity, gender, ability, generations, religion, sexual orientation, social class, or tenure in the organization, etc.

Opportunities for Partners and Volunteers

Do you know of an outstanding Forest Service employee who you think should be nominated to serve on the Trails Advisory Group? Someone who is passionate about trails and works on a district, forest, grassland, or other Forest Service administrative unit? Share your ideas with your local trail or recreation manager.

Element B. Evaluate the Trail Workforce

Evaluate trail program workforce at all levels to identify ways to increase field capacity and shift toward collaborative and inclusive trail stewardship (Trail Strategy Action 2.2).

Description

Regional trail program leads work with units to complete evaluations of the local trail community workforce at least twice during the Trail Challenge to highlight critical skill and capacity gaps. The baseline trail community workforce, composed of Forest Service employees, partners, and volunteers, will be evaluated using a standardized process.¹² The evaluation process will also be informed by employee entries into the [Trail Community Map](#) (TCM).¹³

Units should consider the results of identifying the desired trail system from Element C. Achieve Sustainable Trail Systems when completing this element. They should use the results to understand the workforce needed to manage the desired trail system, then document the current workforce, the needed workforce, and the steps to achieve that workforce in their Trail Stewardship Plans.¹⁴ Regions should work with forests and communities to assist in identifying and addressing gaps between the existing workforce and needed workforce. See the Element C description for best practices about how to determine the desired sustainable trail system.

Outcome: Unit trail programs are evaluated at least twice to understand the current trail workforce and determine minimum staffing levels needed for a sustainable trail system.

Annual Metric	How to Report	Where to Report
Metric 2: Number of employees per unit with trail skills represented in the Trail Community Map.	Any employee with AGOL access can populate and annually update the Trail Community Map with employee trail skills.	Trail Community Map Entry Form Information can be entered any time. A snapshot will be taken annually on November 30.
Metric 3: Number of unit-level trail programs evaluated at the regional level.	Units participate in regionally led evaluations. Regions report the status of completed trail program evaluations for each forest/grassland unit.	Regional survey
Metric 4: Number of units with one or more trail managers.	Units participate at least twice in a regionally led workforce evaluation. Regions report the number of trail managers on each forest/grassland unit.	Regional survey

¹² The standardized evaluation process and tools are currently being developed and will be posted in the Trail Challenge toolbox when available.

¹³ The Trail Community Map (TCM) and user guide is available as a link from the [Trail Management Tools webpage](https://www.fs.usda.gov/managing-land/trails/trail-management-tools), available at <https://www.fs.usda.gov/managing-land/trails/trail-management-tools>.

¹⁴ Trail Stewardship Plans document a unit's plan to achieve a sustainable trail system comprised of sustainable trails. See the Element C. Achieve Sustainable Systems section in this document for minimum plan components.

Key Terms

- **Capacity:** Ability to accomplish something. May be limited by time, staffing, funding, and/or the availability of other resources.
- **Trail community:** The general group of agency employees, partners, volunteers, and public who give to or receive benefits from trails, including other Federal agencies and Tribal organizations, States, communities, academia, organizations engaging people of color, youth, and veterans, trail users, and businesses.
- **Trail Community Map:** An online networking tool for trail professionals designed to help the Forest Service and the greater trail community leverage capacity, share resources, and better serve the public. Employees and the public can use the map to find and contact local trail professionals and others with trail-related skills and experience. Currently, data entry is open only to Forest Service employees.

Getting Started

- Invite Forest Service colleagues with technical trail skills and experience to enter their information into the TCM. Examples of skills and experience include being a certified sawyer or a contracting officer's representative, expertise laying out and designing walking trails, project management skills for overseeing partner and volunteer trail projects.
- Work with regional Forest Service trail and recreation program managers by taking part in an evaluation of the trail program workforce using a standardized evaluation tool or process. Trail program (workforce) evaluations should be completed at least twice; ideally, once at the start of the Trail Challenge to determine a baseline, and again later in the Trail Challenge to evaluate progress toward achieving an adequate trail workforce.
- Use the results of the workforce evaluation, ideally together with the results of Element C. Achieve Sustainable Trail Systems, to seek out new workforce arrangements and funding opportunities.

Opportunities for Partners and Volunteers

Your contribution to the trail program is important! Talk with your local trail or recreation manager to let them know about the skills and experience you can contribute to help steward National Forest System trails. Also be sure to document and share your volunteer time and contributions with them.

Unit Elements: Unit led

Element C. Achieve Sustainable Trail Systems

Trail users and communities' value and support trail systems that are sustainably designed, well-maintained, socially relevant and used for their intended purposes (Trail Strategy Actions 4.1, 4.2, 4.3, 4.4).

Description

Units accomplishing this element aim to achieve trails and trail systems that are economically viable, support ecological resiliency, and are socially relevant by reflecting the values, perspectives, interests, and diversity of the public. Although not required in the Launch & Learn phase of the Trail Challenge, units acting on this element could leverage the Great American Outdoors Act (GAOA) funding opportunity to engage with partners and communities to achieve more sustainable trails. For example, units could engage the community, partners, and volunteers in strategic planning to identify project proposals for GAOA funding to address deferred maintenance needs on priority trails. **The National Trails Board and Trails Advisory Group are currently developing a process for conducting sustainable trail assessments. The process will be posted in the Trail Challenge toolbox as soon as available.**

Outcome: All National Forest System trails are assessed at least twice to determine current sustainability and identify tasks needed to increase sustainability.

Annual Metric	How to Report	Where to Report
Metric 5: Number of units having completed sustainability assessments on all National Forest System trails (the process will be posted in the Trail Challenge toolbox as soon as it is available).	Units report status of sustainability assessments.	District and forest/grassland unit survey
Metric 6: Number of sustainable National Forest System trail miles.	Districts report number of sustainable National Forest System trail miles on the district.	District and forest/grassland unit survey

Outcome: Partners and volunteers increase their support of the trail program.

Annual Metric	How to Report	Where to Report
Metric 7: Number of National Forest System trail miles maintained by partners and volunteers. This metric includes NFS trail miles maintained by Outfitters & Guides.	Units report in Infra as part of regular annual reporting.	Infra trails module

Annual Metric	How to Report	Where to Report
Metric 8: Number of National Forest System trail miles improved by partners and volunteers. This metric includes NFS trail miles improved by Outfitters & Guides.	Units report in Infra as part of regular annual reporting.	Infra trails module
Metric 9: Number of volunteer hours spent conducting trail-related activities.	Units report in Volunteers & Service Reporting Database (VS Reports database).	VS Reports database

Outcome: Units develop, use, an

Annual Metric		
Metric 10: Number of units with trail stewardship plans.	Units document and share completed trail stewardship plans.	District and forest/grassland unit survey

Assessing Sustainable Trails

A trail is sustainable when it is economically viable, socially relevant and supported, and has little to no negative impact on the environment over time. In this element, National Forest System trails are assessed for sustainability at least twice during the Trail Challenge. The aim is to capture a snapshot of trail sustainability at local, regional, and national scales and to show progress over time. Units are encouraged to work with the trail community and use the assessment results to collaboratively identify actions to improve trail by trail sustainability.

Assessments should be simple, repeatable, and completed by knowledgeable employees, partners, or volunteers using a standardized process that meets the minimum requirements for sustainable trail assessments.¹⁵ Results from sustainability assessments can help identify ways of repurposing, realigning, or decommissioning existing trails and identifying opportunities to increase the social, economic, or ecologic sustainability of a trail.

Understanding Sustainable Trail Systems

A sustainable trail system is a network of sustainable trails that are ecologically and economically sustainable and meet the needs of current users without compromising the ability of future generations to meet their needs. Trail systems could cross unit and jurisdictional boundaries, such as with other Forest Service units, other Federal agencies and Tribal organizations, States, and local communities.

¹⁵ The minimum requirements for a sustainable trail assessments and examples tools are being developed. They will be posted in the Trail Challenge toolbox.

Achieving sustainable trail systems relies on the interdependency of agency employees, community stakeholders, and others working side-by-side. Together with communities and stakeholders, units should identify a common vision for a sustainable trail system and the shared capacity needed to manage the system (as described in Element B. Evaluate the Trail Program). Results from sustainable trail system assessments should also address unauthorized trails, user-created routes, and potential new trails.¹⁶

When we actively seek out the perspectives and ideas of others, particularly those with different ethnicities, cultures, abilities, lifestyles, religions, or races, then more room is made for innovation and creativity, leading to better ways of doing business and ensuring that the benefits of trails reach more people.

Getting Started

Information about getting started assessing sustainable trails and trail systems will be available in the Trail Challenge toolbox.

Opportunities for Partners and Volunteers

There are many ways that partners and volunteers can help to carry out this element. Help is likely needed outdoors stewarding the physical trail, but that isn't the only way you can offer your assistance. For example, work with your trail or recreation manager to help organize other volunteers, start an adopt-a-trail program, co-host a meeting for local community stakeholders meeting to talk about the importance of sustainable trails and the Trail Challenge, or write a grant to fund a specific project.

Key Terms

- **Deferred maintenance:** Maintenance that was not performed when it should have been or when it was scheduled and was put off or delayed for a future period. Trail deferred maintenance includes repair, replacement, and decommissioning.
- **Infra trails database:** The agency's official database about National Forest System trail infrastructure inventory and management.
- **Shared stewardship of trails:** A management model where the Forest Service is an integrated part of a community of stewards who are supporting and receiving shared benefits from trails.
- **Stakeholder:** A person or group with an interest or stake in trails.
- **Sustainable trail:** A trail that is economically viable, socially relevant and supported, and has little to no negative impact on the environment over time.
- **Sustainable trail system:** A network of trails that are ecologically and economically sustainable and meet the needs of current users without compromising the ability of future generations to

¹⁶ A standardized trail system assessment tool has not yet been developed. For trail system assessment tips and tools refer to the Trail Challenge toolbox.

meet their needs. Trail systems could cross unit and jurisdictional boundaries, such as with other Forest Service units, other Federal agencies and Tribal organizations, States, and communities.

- **Unauthorized trail or route:** An unauthorized and unplanned linear route that is not documented as an established route in the national forest trail system and that has been created by the consistent use of trail users (also known as a “social trail”).
- **Volunteers & Service Reporting Database (VS Reports):** The agency’s official database for volunteer and partner hours and activities.

Unit-Level Trail Stewardship Plans

Work with local partners and volunteers to develop a flexible and updatable trail stewardship plan that documents selected Trail Challenge elements and tracks progress. Units are welcome to develop additional or tiered trail stewardship plans if, for example, a unit were divided into management areas that might have different management approaches, such as a trail maintenance priority area. These trail stewardship plans, will also fulfill statutory requirements of the Trails Stewardship Act of 2016, which directs the agency to double trail maintenance accomplished by partners and volunteers by November 2021 and to develop unit-level partner and volunteer plans. Unit-level plans will correlate to the national trail volunteer and partner strategy that is being developed.

The unit plan should address at a minimum the following points:

Communication

- Document what elements the unit, local partners, and volunteers are working on in each phase.

Community

- Describe the local stakeholders, how they are being engaged, how a sustainable trail system can support their needs, and how they can support the desired system.

Sustainable trail system

- Include the results of the trail sustainability assessment from Element C. Achieve Sustainable Trail Systems. Describe actions planned to achieve a sustainable trail system, such as the construction of new trails, the reconstruction, relocation, or alteration of existing trails, the conversion of routes to accommodate new or different uses, and the decommissioning or obliteration of any trails deemed no longer necessary. Also indicate which actions lend themselves as meaningful opportunities for partners and volunteer assistance in carrying them out.

Workforce (employees, partners, and volunteers)

- Include the results of the unit-level workforce evaluation/gap analysis and any strategies for overcoming the gaps from Element B. Evaluate the Trail Program (Workforce). Describe your plan to steward the desired trail system with support from partners and volunteers; this could include recruitment and retention plans, as well as other innovative solutions to expand workforce capacity. Plans should also clearly define roles and responsibilities of Forest Service staff for ensuring sufficient coordination, assistance, and support for partners and volunteers.

Element D. Promote Cross-Program Integration

Identify opportunities to actively integrate between agency program areas to meet trail restoration and stewardship objectives (Trail Strategy Action 5.3).

Description

Units explore innovative ways to share existing and new agency, partner, and volunteer resources to meet mutual objectives across program areas. Where possible, units should emphasize the cross-program integration requirements of the Trails Stewardship Act, such as studying the feasibility of fire program employees to assist with trail maintenance.¹⁷

Outcome: Units increase their capacity to steward trails by identifying strategies and taking action on methods to increase cross program integration.

Annual Metric	How to Report	Where to Report
Metric 11: Number of National Forest System trail miles maintained by other program areas, such as fire, wildlife, or timber programs. ¹⁸	Units report in Infra as part of regular annual reporting.	Infra trails module
Metric 12: Number of National Forest System trail miles improved by other program areas, such as fire, wildlife, or timber programs.	Units report in Infra as part of regular annual reporting.	Infra trails module
Metric 13: Number of units experiencing increased capacity to the trail program through cross-program integration.	<p>Districts use a check list and narrative to describe how line officers and other program areas are actively increasing capacity to the trail program.</p> <p>Units review and summarize the number of district responses.</p>	District and forest/grassland unit survey

Key Terms

- Cross-program integration: A practice to join personnel and funding resources from various programs and specialties together in implementing certain activities, strategies, and efforts, particularly where there are mutual benefits.

¹⁷ [Outfitter and Guide Trail Stewardship Credit Pilot Program web page](https://www.fs.usda.gov/managing-land/trails/trail-stewardship-act/outfitter-and-guide), including a list of pilot units, is available at <https://www.fs.usda.gov/managing-land/trails/trail-stewardship-act/outfitter-and-guide>.

¹⁸ Only miles of trail maintained or improved by fire program employees are being tracked in Infra as of the posting of this guidebook.

- Line officers: Forest Service employees who have designated decision-making authority. These include the Chief, regional foresters, forest supervisors, and district rangers.
- Performance measures: Identified actions and projects documented in the [Forest Service Performance Accountability System](#) that measure how annual outputs accomplished the desired outcomes.¹⁹

Getting Started

- Discuss the intent and expectation of this element with the local line officer. Ask for help to identify and prioritize cross-program integration opportunities.
- Use the Trail Challenge as a way to form relationships or deepen existing relationships with other agency program areas.
- Demonstrate to other program managers how trails can benefit their program areas, such as by providing remote access for wildfire suppression efforts and fuel treatment projects.
- Model successful examples of cross-program integration projects and share the results.

¹⁹ The Forest Service's geo-enabled [Performance Accountability System \(gPAS\)](#) reports are available at (*internal link*) <http://fsweb.wo.fs.fed.us/results/xfst/local-resources/scripts/pullContent.php?directory=/results/pdb/Reports/&pagename=Reports>.

Element E. Meet Trail Data Standards *(REQUIRED during Launch & Learn phase)*

Meet minimum standards of trail information on all Forest Service units, including accurate and readily available trail spatial data (Trail Strategy Action 6.3).

Description

Units meet trail data standards and publish trail data, in part, to share information about National Forest System trails with the public. Sharing trail information widely can make these public spaces known to a larger, and presumably more diverse audience. Greater awareness has the potential to lead to more trail stewards as well.

As part of meeting annual minimum trail data standards units will enter enough information about National Forest System trails into the [Enterprise Data Warehouse](#) to meet standards for trail data.²⁰ Publishing to management-level includes many of the annual minimum trail data standards and also enables sharing important information about our trails to the public through the National Forest interactive [Visitor Use Map](#).²¹ Improving physical trail information, such as trail signs, reassurance markers, and trailhead kiosks will likely be emphasized in the next phase of the Trail Challenge.

Outcome: All units have fully populated and accurate data for National Forest System trails.

Annual Metric	How to Report	Where to Report
Metric 14: Number of units having published trail data to management-level .	Units work with Geographic Information System (GIS) managers to publish trail data to management-level.	Infra trails module and the Enterprise Data Warehouse

Key Terms

- Data standards for trails: Identified annual requirements for National Forest System trail inventory, maintenance, and management reporting, as well as annual accessibility accomplishment reporting. These standards may change slightly from year to year and are shared annually with employees in an information management letter. Annual minimum trail data standards for the current fiscal year are posted on the [Recreation, Heritage, and Volunteer Resources Integrated Business Systems web page](#) available at *(internal link)* <http://fsweb.wo.fs.fed.us/rhwr/ibsc/tr-cost-mi.shtml>.
- Trail data publishing: Established district or forest trail data stewards who are knowledgeable about trail data standards and have the appropriate access to edit data in the Natural Resource Manager (NRM) Infra Trails Module should work with GIS specialists who have edit access to the NRM Spatial Database Engine (NRM SDE). This database populates the agency's websites pertaining to National Forest System trails. [Training](#) *(internal link)* is available to help managers

²⁰ Unit trail data [summary publication status](#) is available at <https://data.fs.usda.gov/geodata/webapps/DataStatusTable/>. [Detailed information about unit trail data publication status](#) is on the Enterprise Data Warehouse web page available at *(internal link)* <https://usdagcc.sharepoint.com/sites/fs-cio-edwts/SitePages/NEW-EDW-Trails-Publication-Guide.aspx>.

²¹ The Forest Service's interactive [Visitor Use Map](#) is available at <https://www.fs.fed.us/ivm/index.html>.

get started preparing tabular data in the Infra Trail Module to synchronize with the NRM SDE. The process Trail information within the database is categorized by the level or specificity of data recorded:

- Centerline: Trail name, number, centerline location and length.
- Basic: “Centerline” attributes, plus general descriptive information (for example, accessibility status, trail class, and typical trail surface).
- Management: “Centerline” and “basic” attributes, plus how the trail is managed, as well as allowable and prohibited trail uses (for example, mountain bikes, horses, and off-highway vehicle use).

Getting Started

- Share and take advantage of new and existing online and in-person trail data training opportunities for agency employees, partners, and volunteers. Trail training opportunities are available on the Forest Service’s [Trail Management Tools](#)²² web pages or through national trail partners, such as [American Trails](#).²³
- Work with GIS specialists and others to achieve at least the minimum annual national trail program management and reporting requirements.

Opportunities for Partner and Volunteers

Coordinate with your local trail or recreation manager on how to assist with trail data collection and reporting.

²² [Trail training resources](https://www.fs.usda.gov/managing-land/trails/trail-management-tools) available at <https://www.fs.usda.gov/managing-land/trails/trail-management-tools>.

²³ Other trail training resources are also offered through national trail partners such as [American Trails](https://www.americantrails.org/training), available at <https://www.americantrails.org/training>.

Element F. Support Outdoor Recreation Economy

Work with local communities, partners, and industry to understand and leverage how trail systems can support rural and urban economic health and growth, where appropriate, and through strategically targeted investments (Trail Strategy Action 3.3).

Description

No unit-level reporting requirements for this element exist during the Launch & Learn phase. Data from the [National Visitor Use Monitoring program](#) is being used to estimate the economic impact of trail-based visitation.²⁴ During the Launch & Learn phase, the economic impact of trail-based visitation will be estimated for each unit by measuring the spending of visitors who are primarily participating in trail-related activities. Although not tracked as part of the Launch & Learn phase, units are encouraged to reach out to local stakeholders to plan and leverage investments in stewarding sustainable trails in a way that provides local economic benefits.

Outcome: Local recreation economies increasingly benefit from National Forest System trail use.

Annual Metric	How to Report	Where to Report
Metric 15: Value of trail visitor spending on each unit.	Units participate in normally scheduled National Visitor Use Monitoring protocol.	No reporting necessary during the Launch & Learn phase

Key Terms

- **National Visitor Use Monitoring Program:** The agency's program charged with estimating visitation to national forests, grasslands, and other administrative units. By surveying a statistical sample of visitors, the program estimates recreational activities, demographics, visit duration, measures of satisfaction, and expenditures connected to the visit. Visitors to national forests and grasslands are surveyed every 5 years as part of the normal program protocol.
- **Outdoor recreation economy:** Businesses and organizations who financially benefit from the wealth and resources resulting from the consumption of outdoor recreation related goods and services.

Getting Started

- Participate in the National Visitor Use Monitoring Program in accordance with the national schedule.
- Take advantage of partnership trainings through the Forest Service's [Partnership Resource Center](#)²⁵ and through the [National Forest Foundation](#).²⁶
- Engage with volunteers and partners to see what ideas they have about supporting local recreation economies.

²⁴ [National Visitor Use Monitoring Program webpage](#) available at <https://www.fs.usda.gov/about-agency/nvum>.

²⁵ Forest Service [Partnership Resource Center web page](#) is available at <https://www.fs.usda.gov/working-with-us/partnerships>.

²⁶ [National Forest Foundation website](#) available at <https://www.nationalforests.org/collaboration-resources/learning-topics/collaborating-with-the-forest-service>.

Opportunities for Partners and Volunteers

Are you associated with a business or group that benefits from outdoor recreation? Consider partnering with the Forest Service to increase your customers' awareness and support of trails. Your innovation and creativity are encouraged! A good first step is visiting the agency's online Partnership Resource Center or contacting the National Forest Foundation for more information about partnering with the Forest Service. Check out this [story](#) of a local brewery promoting long-distance hiking trails in New England (available at <https://www.moon.com/travel/outdoors/new-england-breweries-hiking-pairing>).

Element G. Increase Outreach and User Ethics

Build upon successful outreach and user ethics programs, including work done by partners and foundations, to engage and motivate future stewards of public lands (Trail Strategy Action 3.4).

Description

Units increase the number and diversity of people receiving trail-related user ethics messages, such as #recreateresponsibly and “pack-it-in, pack-it-out.” Promoting outdoor user ethics helps trail users understand their role in managing natural resources for the benefit of everyone. It can also increase their desire to become public land stewards.

As a trail community, we value everyone’s desire for opportunities to care and advocate for trails in a culturally relevant way. We know that people with different backgrounds have different ways that they connect to land, water, wildlife, and trails. It is important for us to understand and respect the ways in which people connect to these spaces and for all these connections to be reflected in our advocacy, trail planning, outreach, and education.

Outcome: More visitors to national forests receive trail related outreach and user ethics messages.

Annual Metric	How to Report	Where to Report
Metric 16: Number of people taking part in Forest Service interpretive programs related to outdoor and user ethics (any “outdoor recreation subject area” in the NatureWatch, Interpretation, and Conservation Education database). ²⁷	Units report program attendance as part of regular annual reporting.	NatureWatch, Interpretation, and Conservation Education database

Outcome: All people feel welcome to realize the physical, spiritual, mental, emotional, and economic benefits provided by National Forest System trails.

Annual Metric	How to Report	Where to Report
Metric 17: Number of units using equity, diversity, and inclusion principles in how they work with individuals and communities.	Districts select or describe, using examples, how equity, diversity, and inclusion principles are being incorporated. Units review and summarize the number of district responses.	District and forest/grassland unit survey

²⁷ The [NatureWatch, Interpretation, and Conservation Education](#) (NICE) database is available at (*internal link*) <https://apps.fs.usda.gov/nice/f/welcome>. Instructions about how to gain reporting and view access is provided on the web page.

Key Terms

- NatureWatch, Interpretation, and Conservation Education database: The agency's official database about outreach and education activities and attendance.
- Outreach and user-ethics programs: Nationally, the terms refer to a suite of existing programs promoted by the Forest Service, such as Leave No Trace,²⁸ Tread Lightly!,²⁹ #RecreateResponsibly,³⁰ and youth and veteran's programs. Locally, the terms refer to strategies used to attract employees and volunteers and to influence the behavior of trail users regarding responsible land and trail use. Strategies to influence desired trail user behavior could include the use interpretive signs and posters.

Getting Started

- Increase consistent use of conservation education and interpretation messages in order to increase trail users' awareness about things such as preventing resource damage, reducing user conflicts, and even how to become a Forest Service trail volunteer. #RecreateResponsibly, Leave No Trace, and Tread Lightly! are examples of partners offering standardized conservation education and interpretation material.
- Explore opportunities to work with partner and volunteer coordinators and other program areas leading conservation education efforts to increase participation in conservation education activities related to outdoor recreation and trails.
- Maximize the number of people exposed to the message by providing information in multiple languages. Documents and web pages can be translated for free through the Forest Service's [Limited English Proficiency Program](#).³¹

Opportunities for Partners and Volunteers

Share your ideas with your local trail or recreation manager about how to increase the use of outreach and user ethics messages to further engage and motivate future stewards of public lands. Examples include offering to make a video, host a contest, or serve as a trail ambassador at popular trailheads or on popular trails. Get creative to help build a trail community of responsible and ethical trail users!

²⁸ [Leave No Trace](https://lnt.org/) website available at <https://lnt.org/>.

²⁹ [Tread Lightly!](https://www.treadlightly.org/) website available at <https://www.treadlightly.org/>.

³⁰ [#Recreate Responsibly](https://www.recreateresponsibly.org/) website is available at <https://www.recreateresponsibly.org/>.

³¹ Forest Service [internal translation services](#) available at (*internal link*) <https://usdagcc.sharepoint.com/sites/fs-cr-lep/SitePages/Home.aspx>.

Element H. Expand Use of Service and Job Corps

Expand integration of 21st Century Conservation Service Corps, Job Corps, and similar youth and veteran programs to increase the benefits of trail stewardship (Trail Strategy Action 3.5).

Description

Units will pursue ways to meaningfully increase engagement with 21st Century Conservation Service Corps,³² Job Corps,³³ and similar youth, veteran, diversity, and ability programs in trail maintenance. Increasing the number and types of people exposed to the benefits of trail stewardship fosters appreciation of public lands, the environment, and public service.

Outcome: More National Forest System trail miles are stewarded with the assistance of Service Corps and Job Corps type partners.

Annual Metric	How to Report	Where to Report
Metric 18: Number of National Forest System trail miles maintained by Service- and Job Corps-type partners.	No reporting necessary during the Launch & Learn phase	N/A
Metric 19: Number of National Forest System trail miles improved by Service and Job Corps-type partners.	No reporting necessary during the Launch & Learn phase	N/A

Key Terms

- Service- and Job Corps-type programs: Organizations that engage and employ youth, veterans, and young people. Examples include the 21st Century Conservation Service Corps and Job Corps programs.

Getting Started

- Consider ways 21st Century Conservation Service Corps, Job Corps, and similar youth, veteran, diversity, and ability programs representing underrepresented identities are currently engaged in trail maintenance. Coordinate with existing and new partners to develop more ways to engage.
- Contact local partners to investigate and act on ways to increase meaningful and mutually beneficial projects.

³² [21st Century Conservation Service Corps](http://21csc.org/) web page available at <http://21csc.org/>.

³³ Forest Service [Job Corps](https://www.fs.usda.gov/working-with-us/opportunities-for-young-people/forest-service-job-corps) web page available at <https://www.fs.usda.gov/working-with-us/opportunities-for-young-people/forest-service-job-corps>.

Opportunities for Partners and Volunteers

Do you work with or lead a group representing underrepresented identities? Consider coordinating with your Forest Service trail or recreation manager to investigate, identify, and remove barriers to participation and ways to further engage in meaningful and mutually beneficial projects.

Partner Elements: Partner led

Element I. Shared Partner Leadership

Encourage establishing of a multi-partner group—championed by non-governmental organizations, academia, Tribes, and other agencies and entities—to contribute shared leadership in carrying out the trail strategy (Trail Strategy Action 1.5).

Description

This element invites multipartner groups to form at various geographic scales (nationally, regionally, or locally) and to reach out and work with the Forest Service on implementing the National Trail Strategy, Trail Challenge, and National Forest System Trails Stewardship Act. At a local level, multipartner groups are invited to engage in locally focused efforts that support a unit’s sustainable trail system. The role of Forest Service employees in this element is to encourage formation of, and engagement with, such groups, but they are limited in how much direction or leadership they can provide in accordance with the [Federal Advisory Committee Act](#).³⁴ Metrics for this element are anticipated in the Phase 2: Hitting Our Stride.

Focus Area: Create a Partner Coalition

- Focus 1: Establish a coalition structure and communication channels; ensure coalition members reflect underrepresented identities as well as a broad range of trail-user types.
- Focus 2: Coordinate development of agreed upon multiagency and partner trail training core competencies.
- Focus 3: Support development of professional trail certification standards.
- Focus 4: Support development of a public-facing online portal or community of practice website to share trail-related information, including standardized trail training.
- Focus 5: Coordinate and support an integrated approach to collecting and sharing trail information that better serves the public, emphasizing open data, citizen science, and other contemporary approaches.

Focus Area: Support Local Partners Working Together

- Focus 6: Explore opportunities supporting local trail partners in working together in support of sustainable trail systems.

Key Terms

- Online trail community of practice: An online platform where people who share an interest or profession in trails can access and share information and training.
- Partner coalition: A coalition of partners representing diverse trail-user group perspectives, including motorized and nonmotorized interests, as well as representing underrepresented

³⁴ Information about the [Federal Advisory Committee Act](https://www.gsa.gov/policy-regulations/policy/federal-advisory-committee-management/advice-and-guidance/the-federal-advisory-committee-act-faca-brochure) is available at <https://www.gsa.gov/policy-regulations/policy/federal-advisory-committee-management/advice-and-guidance/the-federal-advisory-committee-act-faca-brochure>.

identities, such as cultural, gender, and ability identities who work together with the Forest Service to leverage skills and resources to advance common goals.

Element J. Invite Trail Endowment

Advocate with the non-governmental organization and partner community to establish a national trail endowment, pursue nontraditional funding sources, and invite contributions to help leverage resources to carry out the trail strategy (Trail Strategy Action 4.5).

Description

This element invites partnering organizations and others to set up a national trail fund or endowment to help the agency conduct work on sustainable trails. Similar local funds, endowments, and other fundraising efforts are also encouraged. Dividends from an endowment or fund could be made available through competitive grants that increase maintenance, improvements, designs, and construction of National Forest System trails. A variety of companies and businesses, in and out of the outdoor recreation industry, could be instrumental in helping set up, grow, and maintain the endowment or fund. The role of Forest Service employees in this element is to encourage partner groups to work together and with others to establish and lead the effort. The agency cannot solicit participation or funds in accordance with the [Hatch Act](#).³⁵ For more information about how to collaborate and partner with the Forest Service, refer to the online Partnerships Resource Center or the National Forest Foundation. Metrics for this element are anticipated in the Phase 2: Hitting Our Stride.

Focus Area: Support Trails Through Innovative and Nontraditional Funding Sources

- Focus 7: Explore innovative, nontraditional sources for national-level funding to support National Forest System trails.

Key Terms

Nontraditional funding sources: Any funding source outside of regularly appropriated dollars, such as grants, agreements, endowments, or other sources.

³⁵ More information about the [Hatch Act](#) is available on the USDA Office of Ethics page available at <https://www.ethics.usda.gov/index.htm>.

Appendix A—Frequently Asked Questions

Version 2021.2 (2/1/2021)

Not finding an answer to your question? Please contact your regional trail program lead with your questions or email the [Forest Service trail management program](mailto:wo_trail_program@usda.gov) (wo_trail_program@usda.gov).

General Questions and Answers

- **What is a “sustainable trail”?**

A trail is sustainable when it is in a state of being economically viable, socially relevant and supported, and having little to no negative impact on the environment over time.

- **What is a “sustainable trail system”?**

A sustainable trail system is a local network of trails that are ecologically and economically sustainable and that meet the needs of current users without compromising the ability of future generations to meet their needs. Trail systems could cross unit and jurisdictional boundaries, such as with other Forest Service units, other agencies, Tribes and Tribal organizations, and municipalities.

- **When does the Trail Challenge start?**

The Chief launched the Trail Challenge in 2020. Units, together with partners and volunteers, will continue implementing Trail Challenge elements through 2030.

- **What is the purpose of the Trail Challenge and who developed it?**

The purpose of the Trail Challenge is to focus the collective efforts and resources of employees, partners, and volunteers on actions that will make the most difference in helping to increase the agency’s capacity to manage and maintain trails and move towards a more sustainable trails system.

The Trail Challenge implements portions of the national trail strategy and the Trails Stewardship Act of 2016, both of which direct the agency to increase its collective capacity to maintain trails and increase on-the-ground results toward achieving a sustainable trail system. Learn more about these two efforts on the [national trail web page](#).

Hundreds of Forest Service employees from all levels of the organization, partners, and volunteers contributed to developing of the Trail Challenge by taking part in many listening and working sessions, online webinars, and document reviews.

- **How are equity, diversity, and inclusion principles integrated into the Trail Challenge?**

These important principles are a lens through which the Trail Challenge was developed and is being implemented. They connect to the Forest Service’s core values of service, conservation, interdependence, diversity, and safety. These principles influence hiring practices and outreach to partners and volunteers, how we collaborate with people and communities, and how we provide high-quality trail experiences to the public.

Units, together with existing and new partners and volunteers, are encouraged to innovate and find opportunities to incorporate these principles into every element of the Trail Challenge. For example, under Element G. Increase Outreach and User Ethics, a unit could focus on helping all people feel welcome so they can realize the physical, spiritual, mental, emotional, and economic

benefits provided by National Forest System trails. Several helpful reference documents about communicating and putting into action equity, diversity, and inclusion principles are being developed and will be posted in the Trail Challenge online toolbox.

- **Who is participating in the Trail Challenge?**

The main participants in the Trail Challenge are Forest Service staff with trails responsibilities and partners and volunteers who help with trail maintenance activities. Others who share in supporting and benefiting from National Forest System trails are also invited to participate. These include Forest Service employees from all program areas; other partners and volunteers; other Federal agencies, Tribal organizations, States, communities, academia, organizations engaging people of color, youth, veterans, and organizations of traditionally underrepresented identities; and businesses that benefit from trails and outdoor recreation.

Participating forest/grassland units are featured on the Trail Challenge online [dashboard](#). Elements I and J are being tracked by national trail partners, and progress will also be shared on the dashboard.

- **Where is the Trail Challenge being carried out?**

All National Forest System trails are included in the Trail Challenge. Units are encouraged to collaborate with neighboring jurisdictions who manage adjoining trails systems, such as other Forest Service units, and Federal, State, and county entities.

- **How are national and regional agency leaders supporting the Trail Challenge?**

Forest Service executive and regional leaders understand the importance of trails in connecting people with public lands and in engaging the next generation of public land stewards. They also recognize trails as tools in supporting other agency priorities, such as fire, timber, and watershed restoration objectives. In February 2020, Chief Vicky Christiansen expressed the agency's commitment to implementing the Trail Challenge across landscapes "in order to achieve a trail system nation-wide that contributes to ecologic resiliency, meets the needs of current and new users and communities, and that is stewarded by adequate resources."

- **How does the Trail Challenge support other priorities such as implementing the Great American Outdoors Act of 2020 and the National Forest System Trails Stewardship Act of 2016?**

Trail Challenge implementation will help units maximize the benefits of the [Great American Outdoors Act](#). Units, together with partners, volunteers, and communities, will determine the locally desired sustainable trail system and be better prepared to prioritize deferred maintenance needs and leverage shared resources to attain that system. Implementing the Trail Challenge is also maximizing benefits of the [Trails Stewardship Act](#), such as studying fire program involvement in trail maintenance, developing unit-level trail stewardship plans, and leading units to double trail maintenance accomplishments by partners and volunteers.

- **How is success of the Trail Challenge being measured?**

Unit progress toward achieving element outcomes is tracked through quantifiable metrics and some narratives. Metrics are gathered mostly through regular upward reporting. A few metrics require additional reporting by units (see appendix B for a summary of element outcomes and metrics).

- **Where is progress reported and displayed?**

During the Launch & Learn phase, employees can view unit and regional progress on an online dashboard. Regional trail program leads, forest and grassland data stewards, and the primary Trail Challenge data steward can enter accomplishment data through a Survey 123 application.

The dashboard is anticipated to be available for viewing by partners, volunteers, and the public in later phases of the Trail Challenge.

- **Is extra funding available?**

In past fiscal years, priority allocations supporting the Trail Challenge have been distributed to regions in addition to appropriated funds. Partner and volunteer grants have also been available for increasing trail maintenance and reducing deferred maintenance on National Forest System trails through the [National Forest System Trail Stewardship Partner Funding Program](#) and an agreement with the National Wilderness Stewardship Alliance.³⁶ Leveraging the Great American Outdoors Act is another way to make progress. Pursuing additional funding for Trail Challenge implementation will continue, although specific annual appropriated funding is not guaranteed.

- **How do I account for related work that I'm already doing or have done?**

The Trail Challenge is intended to build on the work units are already doing to increase capacity and on-the-ground results supporting trails. For example, units who select to work on Element C. Achieve Sustainable Trail Systems and who are already conducting trail sustainability or trail system sustainability assessments, are not asked to re-create the assessment; they only need to ensure their assessment meets the minimum requirements. The minimum requirements will be posted in the online Trail Challenge toolbox when available.

- **What trainings and resources are available to help units implement Trail Challenge elements?**

This Trail Challenge technical guidebook is the primary resource for understanding the elements. Each element is described in the guidebook, including ideas about how to get started, how partners can be involved, and definitions of important terms. Existing and additional resources supporting each element, such as standardized trail and workforce assessment processes and tools will be made available in the toolbox.

Involving Partners and Volunteers

- **How were the partner-led elements developed?**

The same group of Forest Service employees, partners, and volunteers who contributed to the other element outcomes also informed the partner focus areas. National trail partners representing a range of trail users and advocacy organizations, such as the [Trails Move People Coalition](#), took the lead in developing the associated focus areas and are supporting implementation.³⁷

³⁶ Information about the National Forest System trail stewardship [partner funding program](#) is available on the National Wilderness Stewardship Alliance web page available at https://www.wildernessalliance.org/trail_funding.

³⁷ More information about the [Trails Move People Coalition](#) is available on the American Trails web page at <https://www.americantrails.org/trails-move-people>.

- **I am interested in helping as a trail partner or volunteer. Who do I contact?**

Contacting a regional or local Forest Service [office](#)³⁸ for partner and volunteer opportunities is the best place to start. Also visit the [“Working with Us” web page](#)³⁹ for more information about jobs, partnering, and volunteering opportunities.

Challenge Framework

- **How does the Trail Challenge work?**

The Trail Challenge is being implemented in three phases from 2020 to 2030. Unit employees in close collaboration with partners and volunteers will take action in each phase. The requirements and expectations in each phase will become more standardized as we learn from each other.

- **What is the difference between national, unit, and partner elements?**

Elements are divided into categories based on who is taking the lead in accomplishing them and by their implementation scale (or at what level of the agency they are being accomplished). Regions are leading implementation of national elements with direct support from the Washington Office. Forest Service units in collaboration with local partners and volunteers are leading unit elements. Partners are leading implementation of partner elements.

- **What should I do in Phase 1: Launch & Learn (2020-2023)?**

A main focus during the Launch & Learn phase is engaging with partners, volunteers, and communities to select and implement trail maintenance projects that leverage Great American Outdoors Act funding. The two elements required in this phase are Element A. Establish Trails Advisory Group and Element E. Meet Data Standards. Units are also encouraged to begin working on elements B, C, and D, as those will be required in phase 2.

- **What should I do in Phase 2: Hitting Our Stride (2024-2027)?**

In the second phase, or the “Hitting Our Stride” phase, focus will be on standardizing processes, learning from others, and increasing capacity to successfully implement Trail Challenge elements. In this phase, units will be required to implement all national and unit elements (elements A–E).

- **What should I do in Phase 3: Peak Performance (2028~2030)?**

In the third phase, or the “Peak Performance” phase, focus will be on continuing to make progress on national and unit elements, including additional unit elements F–H.

Selecting Elements to Work On

- **How do I select elements to work on?**

Units should select elements by communicating with their regional trail program lead about their choices by November 15 each year. Units, working together with regional offices, are encouraged to annually revisit their priorities and update their selection if necessary. During the Launch & Learn phase, regions and units are encouraged to begin working on Element B. Evaluate the Trail Program Workforce, Element C. Achieve Sustainable Trail Systems, and Element D. Promote Cross-

³⁸ [Contact information](#) for Forest Service regional and unit offices available at <https://www.fs.usda.gov/organization>.

³⁹ [“Working with Us” web page](#) available at <https://www.fs.usda.gov/working-with-us>.

Program Integration, as these will be required elements during the next phase starting around 2024.

Metrics that are tracked through regular agency reporting requirements will be displayed on the Trail Challenge [dashboard](#), even if the forest or grassland unit doesn't select to work on the element.

- **If I select an element in any phase, am I locked in to working on that element for the remainder of the Trail Challenge?**

Continued progress on national and most unit elements is important to make a system-wide impact. Units can, however, change their selection of unit elements F–H from year to year.

Reporting Progress and Accountability

- **Is the Challenge supported by performance measures?**

Executive, regional, and forest leaders are committed to supporting units in fully implementing the Trail Challenge with the help of partners and volunteers. At this time, no formal performance measures are associated with the Trail Challenge. Specific performance measures being pursued to promote cross-program integration as part of Element D. Promote Cross-Program Integration.

- **How much time does reporting take?**

Reporting accomplishments for some metrics takes little time, such as when entering a value. Other metrics will require more time, such as when providing a narrative. Every effort has been made to make reporting as simple and meaningful as possible to reduce the impact on field units and to show progress toward increasing capacity and achieving sustainable trail systems. Total reporting time is estimated to take 10 minutes.

- **How is progress being reported and by when?**

Units should meet all regularly scheduled upward reporting deadlines, such as annual data entry into the Infra trails module, the [Volunteer Services reporting database](#) (VS Reports Database) and the [NatureWatch, Interpretation, and Conservation Education database](#).

Districts and forests/grassland units are responsible for reporting progress on 6 new metrics. These metrics are in addition to annual reporting requirements for trails. Trail Challenge accomplishment reporting for districts, forest and grasslands, and regions will be through a Survey 123 application. Districts will work with forests/grassland units to designate one person per district to enter Trail Challenge accomplishments into the [dashboard](#) using a Survey 123 application. See appendix C for details about reporting in the Launch & Learn phase.

Between October 1 and November 30 of each year, units should report progress on Trail Challenge metrics that require data entry.

By January 1 of each year, the Washington Office trail program will develop and share an annual progress report summarizing unit, regional, and partner progress on Trail Challenge elements.

- **How are Trail Challenge data being used?**

Data trends will help demonstrate progress made towards achieving Trail Challenge goals. Progress will also help inform and refine each phase of the Trail Challenge. In addition, the national trail

program, regions, and units will use the data to find opportunities to reward success and understand and help improve performance.

Appendix B—Element Outcomes and Metrics Summary

Element	Outcomes	Annual Metrics	How to Report	Where to Report
A. Establish Trails Advisory Group	The Trails Advisory Group is made up of field-going representatives from each region.	Metric 1: Name of the selected regional Trails Advisory Group member.	Units respond to regional requests for nominations every 2–4 years.	Regions communicate selection to the National Trail Board
		Metric 2: Number of employees per unit with trails skills represented in the Trail Community Map .	Any employee with AGOL access can populate and annually update the Trail Community Map with employee trail skills.	Trail Community Map Entry Form Information can be entered any time. A snapshot will be taken annually on November 30.
B. Evaluate Trails Program Workforce	Unit trail workforces are evaluated at least twice to understand the current workforce and determine minimum staffing levels needed for a sustainable trail system.	Metric 3: Number of unit-level trail programs evaluated at the regional level.	Units participate in regionally led evaluations. Regions report the status of completed trail program evaluations for each forest/grassland unit.	Regional survey
		Metric 4: Number of units with one or more trail managers.	Units participate at least twice in a regionally led evaluation. Regions report the number of trail managers on each forest/grassland unit.	Regional survey

Element	Outcomes	Annual Metrics	How to Report	Where to Report
C. Achieve Sustainable Trail Systems	All National Forest System trails are assessed at least twice to determine current sustainability and identify tasks needed to increase sustainability.	Metric 5: Number of units having completed sustainability assessments on National Forest System trails (the process will be posted in the Trail Challenge toolbox as soon as it is available).	Units report status of sustainability assessments.	District and forest/grassland unit survey
		Metric 6: Number of sustainable National Forest System trail miles.	Districts report number of sustainable National Forest System trail miles on the district.	District and forest/grassland unit survey
	Partners and volunteers increase their support of the trail program.	Metric 7: Number of National Forest System trail miles maintained by partners and volunteers. This metric includes NFS trail miles maintained by Outfitters & Guides.	Units report in Infra as part of regular annual reporting.	Infra trails module
		Metric 8: Number of National Forest System trail miles improved by partners and volunteers. This metric includes NFS trail miles improved by Outfitters & Guides.	Units report in Infra as part of regular annual reporting.	Infra trails module
		Metric 9: Number of volunteer hours spent conducting trail-related activities.	Units report in Volunteers & Reporting Database VS Reports database	VS Reports database

Element	Outcomes	Annual Metrics	How to Report	Where to Report
	Units develop, use, and update their trail stewardship plans.	Metric 10: Number of units with completed trail stewardship plans.	Units document and share completed trail stewardship plans.	District and forest/grassland unit survey
D. Promote Cross Program Integration	Units increase their capacity to steward trails by identifying strategies and taking action on methods to increase cross-program integration.	Metric 11: Number of National Forest System trail miles maintained by other program areas, such as fire, wildlife, or timber programs.	Units report in Infra as part of regular annual reporting.	Infra trails module
		Metric 12: Number of National Forest System trail miles improved by other program areas, such as fire, wildlife, or timber programs.	Units report in Infra as part of regular annual reporting.	Infra trails module
		Metric 13: Number of units who are experiencing increased capacity to the trail program through cross-program integration.	Districts use a checklist and narrative to describe how line officers and other program areas are activity increasing capacity to the trail program. Units review and summarize the number of district responses.	District and forest/grassland unit survey

Element	Outcomes	Annual Metrics	How to Report	Where to Report
E. Meet Trail Data Standards	All units have fully populated and accurate data for National Forest System trails.	Metric 14: Number of units having published trail data to “management-level”	Units work with Geographic Information System (GIS) managers to publish trail data to management-level.	Infra trails module and the Enterprise Data Warehouse
F. Support Outdoor Recreation Economy	Local recreation economies increasingly benefit from National Forest System trail use.	Metric 15: Value of trail visitor spending on each unit.	Units participate in normally scheduled National Visitor Use Monitoring (NVUM) protocol.	No reporting necessary during the Launch & Learn phase
G. Expand Outreach and User Ethics	More visitors to national forests receive trail-related outreach and user ethics messages.	Metric 16: Number of people taking part in Forest Service interpretive programs related to outdoor and user ethics (any “outdoor recreation subject area” in the NatureWatch Interpretation, and Conservation Education database).	Units report program attendance as part of regular annual reporting.	NatureWatch, Interpretation, and Conservation Education database
	All people feel welcome to realize the physical, spiritual, mental, emotional, and economic benefits provided by National Forest System trails.	Metric 17: Number of units using equity, diversity, and inclusion principles in how they work with individuals and communities.	Districts select or describe, using examples, how equity, diversity, and inclusion principles are being incorporated. Units review and summarize the number of district responses.	District and forest/ grassland unit survey

Element	Outcomes	Annual Metrics	How to Report	Where to Report
H. Expand Use of Service and Job Corps	More National Forest System trail miles are stewarded with the assistance of Service and Job Corps-type partners.	Metric 18: Number of National Forest System trail miles maintained by Service and Job Corps-type partners.	No reporting necessary during the Launch & Learn phase	N/A
		Metric 19: Number of National Forest System trail miles improved by Service and Job Corps-type partners.	No reporting necessary during the Launch & Learn phase	N/A

Element	Focus Area	Focus
I. Invite Shared Partner Leadership	Create a Partner Coalition	Focus 1: Establish a coalition structure and communication channels; ensure coalition members reflect underrepresented identities as well as a broad range of trail-user types.
		Focus 2: Coordinate development of agreed upon multi-agency and partner trail training core competencies.
		Focus 3: Support development of professional trail certification standards.
		Focus 4: Support development of a public-facing online portal or community of practice website to share trail-related information, including standardized trail training.
		Focus 5: Coordinate and support an integrated approach to collecting and sharing trail information that better serves the public, emphasizing open data, citizen science, and other contemporary approaches.

Element	Focus Area	Focus
	Support Local Partners Working Together	Focus 6: Explore opportunities to support local trail partners in working together for sustainable trail systems.
J. Invite Trail Endowment	Support Trails Through Innovative and Nontraditional Funding Sources	Focus 7: Explore innovative nontraditional sources for national-level funding to support National Forest System trails.

Appendix C—Reporting Summary for Launch & Learn Phase

Summary

Element	What is Reported	Who Reports	Where & When to Report
Element A. Establish Trails Advisory Group	Metric 1: Name of the selected regional Trails Advisory Group member.	Units respond to regional requests for nominations every 2–4 years.	Regions communicate selection to the National Trail Board.
Element B. Evaluate Trails Program Workforce	Metric 2: Number of employees per unit with trails skills represented in the Trail Community Map .	Any employee with AGOL access can populate and annually update the Trail Community Map with employee trail skills.	Trail Community Map Entry Form Information can be entered any time. A snapshot will be taken annually on November 30.
Element B. Evaluate Trails Program Workforce	Metric 13: Number of units who are experiencing increased capacity to the trail program through cross-program integration.	Districts use a checklist and narrative to describe how line officers and other program areas are activity increasing capacity to the trail program. Units review and summarize the number of district responses.	District and forest/ grassland unit survey
Element E. Meet Trail Data Standards	Metric 14: Number of units having published trail data to management-level .	Units work with Geographic Information System (GIS) managers to publish trail data to management-level.	Infra trails module and the Enterprise Data Warehouse
Element G. Increase Outreach and User Ethics	Metric 17: Number of units using equity, diversity, and inclusion principles in how they work with individuals and communities.	Districts select or describe, using examples, how equity, diversity, and inclusion principles are being incorporated. Units review and summarize the number of district responses.	District and forest/ grassland unit survey

Instruction for reporting in the Launch & Learn phase

District Data Entry into the ArcGIS Online Survey 123 application

1. Launch the Trail Challenge [district and forest/grassland web application](#).
2. Read the splash screen to learn how to use the filter tool in the web map. Click "OK" at the bottom right to dismiss the window.
3. Use the filter tool, or manually zoom to the desired forest/grassland boundary and click on the polygon to view the popup.
4. Click the "District Survey" hyperlink to launch the Survey123 application.
5. Read the help text in red at the top of the form before beginning the survey.
6. Click on the "Choose your District" drop-down list and pick the ranger district.
7. Fill out the survey.
8. If you wish to fill out the survey for another district on the same forest/grassland before submitting, click the plus (+) icon at the bottom of the page to load another form.
9. Click "Submit" to save your results.
10. Close the Survey123 tab once the data has been submitted.
11. In the webapp, click on the forest/grassland polygon again to see which ranger districts have been recorded.
12. Click the "District Survey" hyperlink again and verify results to ensure the data inputs are saved.

Note that some questions are read only. Answering them is not necessary in the Launch & Learn phase.

Forest/Grassland Data Entry into the ArcGIS Online Survey 123 application

1. Launch the Trail Challenge [district and forest/grassland web application](#).
2. Read the splash screen to learn how to use the filter tool in the web map. Click "OK" at the bottom right to dismiss the window.
3. Use the filter tool, or manually zoom to the desired forest/grassland boundary and click on the polygon to view the popup.
4. Click the "Forest/Grassland Survey" hyperlink to launch the Survey123 application.
5. Review the ranger district responses.
6. Inside the "Forest/Grassland Entry" section at the bottom of the page, click the plus icon(+) to generate a new forest entry form.
7. Fill out the survey (some questions ask you to summarize the district responses).
8. Click "Submit" to save your results.
9. Close the Survey123 tab once your data has been submitted.
10. Click the "Forest/Grassland Survey" hyperlink again and verify results to ensure the data inputs are saved.

Note that some questions are read only. Answering them is not necessary in the Launch & Learn phase.

Appendix D—Glossary

Capacity: Ability to accomplish something. May be limited by time, staffing, funding, and/or the availability of other resources.

Community of practice: A group of people who share an interest, such as a craft or a profession. The group can be supported through shared stories and examples, such as those shared through a website.

Cross-program integration: A practice to join personnel and funding resources from various programs and specialties to implement certain activities, strategies, and efforts, particularly where there are mutual benefits.

Dashboard: The Trail Challenge [dashboard](#) tracks and displays accomplishments of each element by Forest Service unit. The data is sourced in several ways, including reports from the Infra trail module, Volunteer & Services Reporting database, NatureWatch, Interpretation, and Conservation Education database, and through direct entry by Forest Service district and forest/grassland, and regional Trail Challenge data stewards. Direct entry to the dashboard is through a Survey 123 application. Contact the [Forest Service trail management program](#) for more information about the dashboard (mailto:wo_trail_program@usda.gov).

Data standards for trails: Identified annual requirements for National Forest System trail inventory, maintenance, and management reporting, as well as annual accessibility accomplishment reporting. These standards may change slightly from year to year and are shared annually with employees in an information management letter. Annual minimum data standards for the current fiscal year are posted on the [Recreation, Heritage, and Volunteer Resources Integrated Business Systems web page](#) available at (internal link) <http://fsweb.wo.fs.fed.us/rhwr/ibsc/tr-cost-mi.shtml>.

Data steward: Each district and forest or grassland unit will designate one Trail Challenge data steward to enter district and unit accomplishments respectively into the Trail Challenge dashboard via a survey 123 application. One national data steward is also designated by the Forest Service national trail program who gathers and enters unit-level data from existing reporting sources into the Trail Challenge dashboard.

Deferred maintenance: Maintenance that was not performed when it should have been or when it was scheduled and was put off or delayed for a future period. Deferred trail maintenance includes repair, replacement, and decommissioning.

[Great American Outdoors Act of 2020:](#) Enacted legislation that enables the agency to aggressively address deferred maintenance and other infrastructure projects on administrative units.

[Infra trails database:](#) The agency's official database about National Forest System trail infrastructure inventory and management.

Line officers: Forest Service employees who have designated decision-making authority, such as the Chief, regional foresters, forest supervisors, and district rangers.

[National Forest System Trails Stewardship Act of 2016:](#) Enacted legislation that focuses the agency's efforts in increasing the role of partners and volunteers in trail maintenance.

National leaders (Forest Service): Washington Office leadership includes the executive leadership of the Chief and his or her staff, as well as the Recreation, Heritage, and Volunteer Resources directorate area.

National Strategy for a Sustainable Trail System: The agency's strategic plan about trails published in 2017 about trails. The plan describes 26 actions for the agency to take with partners and volunteers to achieve a more sustainable trail system.

National Trail Board: Full-time membership includes the national trails program lead, national trail information coordinator (typically the assistant national trail program lead), regional recreation director liaison, national OHV program lead, regional trail program leads (trail managers from each of the nine agency regions), a national scenic and historic trail administrator's representative, and a Trails Advisory Group representative.

National Visitor Use Monitoring Program: An agency program with two concurrent goals: (1) estimating the volume of recreation visitation to national forests, grasslands, and other administrative units, and (2) producing descriptive information about that visitation, including activity participation, demographics, visit duration, measures of satisfaction, and trip spending connected to the visit. Normal program protocol calls for visitors to national forests and grasslands to be surveyed every 5 years.

NatureWatch, Interpretation, and Conservation Education database: The agency's official database about outreach and education activities and attendance.

New trails: Newly constructed National Forest System routes or adopted portions of unauthorized or user-created routes.

Nontraditional funding sources: Any funding source outside regularly appropriated dollars, such as grants, agreements, endowments, or other funds.

Outdoor recreation economy: Businesses and organizations who financially benefit from the wealth and resources resulting from the consumption of outdoor recreation related goods and services.

Outreach and user-ethics programs: Nationally, the terms refer to a suite of existing programs supported by the Forest Service, such as [Leave No Trace](#), [Tread Lightly!](#), and youth and veteran programs. Locally, the terms refer to strategies used to attract employees and volunteers and to influence the behavior of trail users about responsible land use. Strategies to influence desired trail user behavior could include the use interpretive signs and posters.

Partner: Typically refers to groups or organizations with a formal relationship with the Forest Service, for example through a challenge cost share agreement.

Performance measures: Identified actions and projects documented in the Forest Service Performance Accountability System that measure how annual outputs accomplish the desired outcomes.

Regional leaders (Forest Service): Includes regional foresters and staff, including regional recreation directors, and the nine regional trail program leads.

Reporting: Entering accomplishment data into various official databases about annual activities.

Service- and Job Corp-type programs: Organizations that engage and employ youth, veterans, and young people. Examples of these programs are the 21st Century Conservation Service Corps and Job Corps programs.

Shared leadership coalition: A national partner group representing diverse trail-user group perspectives, including motorized and nonmotorized interests, as well as representing cultural, gender, and ability diversity.

Shared stewardship: A management model where the Forest Service shifts to be an integrated part of a community of stewards who are supporting and receiving shared benefits from trails.

Stakeholder: A person or group with an interest or stake in trails.

Sustainable trail: A trail that is in a state of being economically viable, socially relevant and supported, and having limited negative impact on the environment over time.

Sustainable trail system: A local network of trails that are ecologically and economically sustainable and that meet the needs of current users without compromising the ability of future generations to meet their needs. Trail systems could cross unit and jurisdictional boundaries, such as with other Forest Service units, other agencies, Tribes and Tribal organizations, and municipalities.

Toolbox: An online toolbox of helpful resources such as templates, documents, and communication material that support implementation of the Trail Challenge. The toolbox can be accessed from the National Trail Program SharePoint [site](#), available at (*internal link*) <https://usdagcc.sharepoint.com/sites/fs-nfs-ntprg>.

Trail (National Forest System trail): A trail identified in the Forest Service official database of record (Infra), that is wholly or partly within or adjacent to and serving the National Forest System, and that the Forest Service determines is necessary for the protection, administration, and utilization of National Forest System lands and the use and development of its resources.

Trail community: The general group of agency employees, partners, and volunteers who give to or receive benefits from trails. These include: Forest Service employees, partners and volunteers; other Federal agencies, Tribal organizations, States, communities, academia and organizations engaging people of color, youth, and veterans; and businesses who benefit from trails and outdoor recreation.

Trail Community Map (TCM): An online networking tool for trail professionals designed to help the Forest Service and the greater trail community to leverage capacity, share resources, and better serve the public. Employees and the public can use the map to find and contact local trail professionals and others with trail-related skills and experience. At this time, data entry is open only to Forest Service employees. The TCM is available as a link from the [Trail Management Tools webpage](#), available at <https://www.fs.usda.gov/managing-land/trails/trail-management-tools>.

Trail data publishing: The process of entering tabular and spatial data into the Forest Service's Enterprise Data Warehouse database. This database populates the agency's websites pertaining to National Forest System trails. Trail information within the database is categorized by the level or specificity of data recorded:

- Centerline: Trail name, number, centerline location and length.
- Basic: "Centerline" attributes, plus general descriptive information (e.g., accessibility status, trail class, and typical trail surface).
- Management: "Centerline" and "basic" attributes, plus how the trail is managed, as well as allowable and prohibited trail uses (e.g., mountain bikes, horses, and off-highway vehicle use).

Trails Advisory Group: A chartered national advisory group made up of nine Forest Service trail professionals and technicians and a liaison from the national trail program. Members serve as communication conduits within and between regions, the Washington Office, and the broader trail community about emerging trail issues, recommendations, and trends.

Trails Move People Coalition: Trails Move People is a coalition of trail-related organizations that represent diverse trail interests, including motorized and nonmotorized trail groups and users.

Unauthorized trail or route: An unauthorized and unplanned linear route that is not documented as an established route in the national forest trail system and that has been created by the consistent use of trail users (also known as a “social trail”).

Unit: Centers of management of the physical land managed by the Forest Service. In this guidebook, the term “unit” refers to the administratively defined boundary of a forest, grassland, or special management area. There are currently 154 forests and 20 national grasslands that are subdivided into 559 districts in the United States, including Puerto Rico. There are also several special management units, such as national recreation areas.

Volunteer: Individuals and groups with varying levels of skills and abilities. They contribute by conducting maintenance and construction activities and helping to plan and coordinate activities.

Volunteers and Service Reporting (VS Reports) database: The agency’s official database about volunteer and partner hours and activities.

Appendix E—Crosswalk of National Trail Strategy Actions

The 13 trail strategy actions italicized in the list below are included in the Trail Challenge as elements to act on. All 26 actions described in the [national trail strategy](#) are also important and are being included in the agency's program of work over the next decade. Units and regions are invited to engage in any of the trail strategy actions that support their progress in the Trail Challenge and that support the overall needs of the local trail program.

Leader Intent:

Inspire Intent and Commitment (1.1)
 Implement 10-Year Trail Challenge (1.2)
 Apply Leader Intent Incentives (1.3)
Establish Trails Advisory Group (1.4)
Encourage Shared Partner Leadership (1.5)

Organization and Talent:

Sustain and Maximize Talent (2.1)
Evaluate and Reorganize Trail Program (2.2)
 Identify Essential Skills (2.3)
 Champion Integrated Training (2.4)

Relevancy:

Identify and Communicate Benefits (3.1)
 Foster Cultural Relevance (3.2)
Support Outdoor Recreation Economy (3.3)
Build Upon User Ethics Program (3.4)
Expand Use of Service and Job Corps (3.5)

Sustainable Systems:

Create Shared Understanding (4.1)
Identify Sustainable Trail Systems (4.2)
Implement 10-Year Stewardship Plans (4.3)
Assess Proposed Trails (4.4)
Invite Trail Endowment (4.5)

Agency Processes and Culture:

Remove Barriers (5.1)
Provide Efficiency Tools (5.2)
Apply Cross-Program Integration (5.3)
Establish Community of Practice (5.4)

Information:

Integrate Shared Data Collection and Use (6.1)
 Improve Data Tools (6.2)
Meet Data Standards (6.3)

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