



# Program Administration Competencies + Skills

Category	Competency	Entry	Full	Expert
<b>Program and Project Budgeting</b>	<i>Determine the overall costs of trail programs and projects including tools, consumables, volunteer and staff time, contractors and consultants, equipment, materials</i>	<ul style="list-style-type: none"> <li>Demonstrate understanding of all the costs related to a trail project or program</li> </ul>	<ul style="list-style-type: none"> <li>Manage the budget including tracking progress, actuals vs projected, and reporting</li> <li>Conduct a budget analysis to provide recommendations on opportunities for cost efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Create and implement an accurate budget for the program and/or project</li> <li>Create ongoing processes to assess program efficiency compared to available resources</li> </ul>
<b>Contract Administration</b>	<i>Provide management of trail-related contracts as well as oversight of contractor activities, deliverables, deadlines, and payments</i>	<ul style="list-style-type: none"> <li>Demonstrate understanding of the elements of trail-related contracts including the scope of work, line item budget, and timeline</li> </ul>	<ul style="list-style-type: none"> <li>Implement the plan to monitor project progress including quality and quantity of work product per the contracted scope</li> <li>Pay contractors per the contract deliverables and timeline</li> </ul>	<ul style="list-style-type: none"> <li>Develop the contract solicitation documents, conveying the project scope, trail specifications, implementation schedule, cost proposals, evaluation criteria, and other required contract elements</li> <li>Evaluate the submitted documentation using the criteria to select and contract with the selected contractor</li> <li>Create and implement a plan to monitor progress in the field, invoices and payments, and reports per the contracted scope and timeline</li> </ul>



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<b>Funding and Grants</b>	<i>Identify funding sources that align with trail-related project/s; write and submit grants and grant reports; track grant fund expenditures; and communicate effectively with funders</i>	<ul style="list-style-type: none"><li>• Demonstrate understanding of the elements of a grant proposal related to a trail project</li><li>• Demonstrate understanding of the grant reporting requirements related to a trail project</li></ul>	<ul style="list-style-type: none"><li>• Identify funding sources for trail-related projects and create a submittal timeline</li><li>• Secure funding through effective grant writing</li><li>• Implement transparent and timely project reporting, financial tracking, and funding/funder communication</li></ul>	<ul style="list-style-type: none"><li>• Manage a multi-year, multi-project grants program/plan including prioritization and integration of trail-related projects</li><li>• Build relationships and communicate with multiple funders, both existing and potential</li><li>• Demonstrate understanding of sources, solicitation of, and use/reporting requirements of Governmental (federal, state, and municipal), foundation, and private philanthropic funding opportunities to support project work</li></ul>



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<b>Communications</b>	<i>Effectively communicate trail and partnership information to trail administrators, trail managers, contractors and consultants, volunteers, and the public</i>	<ul style="list-style-type: none"><li>• Communicate the goals of a trail project or program including need and benefits (physical/mental health, economic development, community quality of life, and managed use)</li><li>• Demonstrate ability to effectively and respectfully communicate with staff, volunteers, and the public at large</li></ul>	<ul style="list-style-type: none"><li>• Demonstrate ability to effectively and respectfully communicate with staff, volunteers, community leaders, contractors and consultants, partners, and the public at large</li><li>• Implement elements of the communications plan</li><li>• Communicate on multiple levels about a trail project/program from the broad vision to the technical details</li></ul>	<ul style="list-style-type: none"><li>• Create and implement a comprehensive communication plan that clearly conveys the vision and goals of a trail project or program</li><li>• Engage a broad set of stakeholders and partners through multiple communications strategies (social, email, in person, website, signage) to further community understanding and support</li><li>• Integrate strategies that embody DEI principles (Diversity, Equity and Inclusion) throughout a communications plan</li></ul>



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<b>Education and Public Outreach</b>	<i>Develop and conduct workshops, seminars and other training for employees, public and private sector partners, volunteers, and the public on trail skills, land management issues and priorities, and policy that impacts trails</i>	<ul style="list-style-type: none"> <li>Demonstrate ability to teach volunteers simple trail construction and maintenance tasks</li> </ul>	<ul style="list-style-type: none"> <li>Implement trail educational programs that builds stewardship capacity through hands-on skill building</li> <li>Conduct public education on the program or project to build community support, identify stewardship support, and ensure that the public understands the management regime</li> <li>Schedule and organize the sessions in an education program</li> <li>Integrate strategies that maximize impact with diverse learners</li> </ul>	<ul style="list-style-type: none"> <li>Create and implement a comprehensive education program</li> <li>Integrate strategies that embody DEI principles (Diversity, Equity and Inclusion) into the education program</li> <li>Train educators on teaching strategies that maximize impact with diverse learners</li> <li>Effectively communicate with the media to aid in trail management, convey educational information to the public, and manage trail related emergencies</li> </ul>
<b>Inspections/Monitoring</b>	<i>Monitor and document trail use and conditions to determine impacts on natural, social/experiential, historic, and cultural resources</i>	<ul style="list-style-type: none"> <li>Demonstrate understanding on how to collect trail use data using trail counters, trailhead assessment, and/or surveys</li> <li>Demonstrate understanding of the potential impacts that degrading trail conditions can have on user experience and natural, historic and cultural resources.</li> </ul>	<ul style="list-style-type: none"> <li>Analyze trail use data to determine trail use patterns and quantity</li> <li>Conduct and document the conditions of a trail to identify areas of concern related to user experience and natural, historic and cultural resources including permit/compliance issues</li> <li>Implement monitoring programs at a variety of scales</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with resource specialists to identify site-based monitoring needs and develop monitoring plans</li> <li>Train personnel in the data collection and analysis included per the monitoring plan</li> <li>Evaluate data collection to assess potential trail use or condition issues and identify actions to reduce or eliminate threats</li> </ul>



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<b>Visitor Use Management</b>	<i>Manage trails for a variety of uses and visitor experiences while meeting trail objectives</i>	<ul style="list-style-type: none"><li>• Demonstrate understanding of trail objectives and how they relate to visitor characteristics, expectations and demands</li></ul>	<ul style="list-style-type: none"><li>• Identify strategies for determining the characteristics, expectations and demands of trail visitors</li><li>• Implement visitor use management strategies that align with trail objectives and desired conditions</li><li>• Analyze visitor use data to recommend alternative management strategies when necessary</li></ul>	<ul style="list-style-type: none"><li>• Create and implement a plan that details long-term strategies for providing access, connecting visitors to key visitor experiences, protecting resources, and managing visitor use</li><li>• Assess the regional trail opportunities for a range of visitor experiences and recommend or decide on management approaches aligned with trail/trail system desired conditions to ensure a diversity of experiences and ability levels across the landscape</li><li>• Evaluate and adapt trail management policies and procedures to long-term use trends and changes in user behavior</li></ul>



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<b>Policy, Directives, Law</b>	<i>Apply knowledge of land management agency policies and law (including legislation, regulations, policy, planning, strategy, and management directives/guidelines) to the management of trails</i>	<ul style="list-style-type: none"><li>• Demonstrate understanding of foundational organizational policies and regulations for trails</li></ul>	<ul style="list-style-type: none"><li>• Demonstrate knowledge and understanding of all related policies and procedures as they relate to trail management</li><li>• Provide management recommendations to decision makers</li></ul>	<ul style="list-style-type: none"><li>• Apply understanding of law, regulation, and policy to recommend or make decisions related to visitor use management, trail and recreation priorities, and sustainable land management practices</li><li>• Complete an analysis, devise new procedures, and provide recommendations on complex trail development problems using technical information or resource data</li><li>• Provide legislative testimony, feedback on public land management processes, and engage law/policy makers in conversations about policy changes or new policy related to outdoor recreation and sustainable trail development</li></ul>



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<b>Partnerships + Collaboration</b>	<i>Partner and collaborate effectively with a variety of user groups and organizations to bolster stewardship capacity and community support for trail projects and programs</i>	<ul style="list-style-type: none"> <li>• Demonstrate understanding of land management specific policy/rules related to partnership management, including trail work and waiver requirements</li> <li>• Effectively and respectfully communicate with partners</li> </ul>	<ul style="list-style-type: none"> <li>• Identify, build and maintain partnerships with individuals and groups of different backgrounds, ages and abilities</li> <li>• Work collaboratively to identify partnership goals and deliverables, prioritizing opportunities to work together</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and maintain strategic partnerships with local, regional and/or national organizations that reflect diverse interests of various backgrounds, interests, and abilities</li> <li>• Develop formalized partnership agreements collaboratively with partners that includes goals, objectives and deliverables</li> <li>• Integrate strategies that embody (Diversity, Equity and Inclusion), consensus and compromise throughout partnership communications</li> </ul>
<b>Agreement Development</b>	<i>Develop cooperative agreements or memoranda of understanding with land managers and partners that address the roles and responsibilities of all parties and define cooperative relationships</i>	<ul style="list-style-type: none"> <li>• Demonstrate understanding of the typical elements of trail-related cooperative agreements or memoranda of understanding</li> <li>• Demonstrate understanding of and adhere to specific agreement requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Develop formal agreements through agency or nonprofit agreement instruments</li> <li>• Monitor and ensure adherence to specific agreement requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and manage multi-year agreements that may involve multiple partners to accomplish mid to long-term goals</li> </ul>