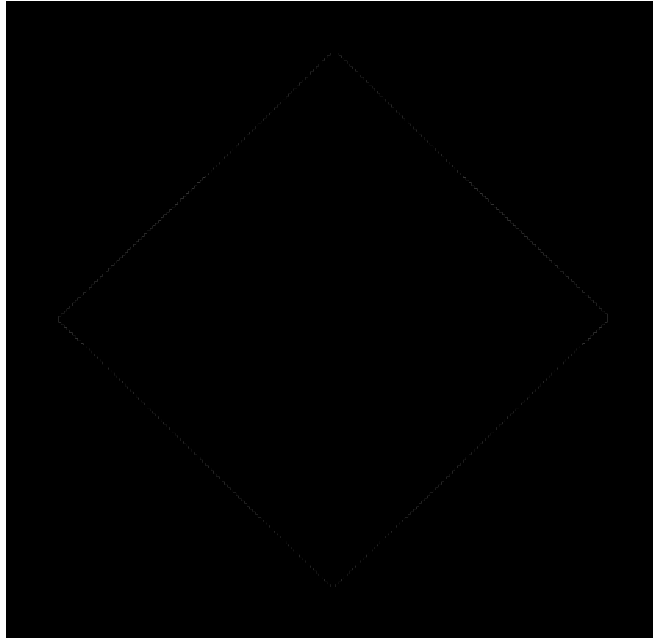


Appalachian Trail Conference

Club Presidents' Handbook



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Chapter 1—INTRODUCTION

ATC and the Trail Clubs: Where Do You Fit In?

About ATC and Its Purposes—In 1925, at the request of the Regional Planning Association, the Federated Societies on Planning and Parks convened “an Appalachian Trail conference” in Washington, D. C. The meeting was called “for the purpose of organizing a body of workers (representative of outdoor living and of the regions adjacent to the Appalachian Range)” to complete the building of the Appalachian Trail, as proposed by a Massachusetts forester and planner named Benton MacKaye in a 1921 article in the *Journal of the American Institute of Architects* and a series of meetings with New England and New York hiking clubs.

By the conclusion of the March 2–3 meeting at the Hotel Raleigh, the Appalachian Trail Conference was formed. A provisional constitution was adopted after a luncheon speech by Stephen Mather, first director of the National Park Service (NPS). That constitution, which MacKaye wrote along with a general work plan, provided for management of ATC affairs by a 15-member executive committee.

The composition of that initial executive committee underscores a key tradition of the Trail project: what some have viewed as an experiment in participatory democracy, what others call cooperative management of national resources, and what still others describe as a unique partnership between the public and private sectors. In addition to the five regional divisions of the Conference (at the beginning, a federation of club organizations without individual members), seats on the committee were specifically allocated to the U.S. Forest Service and the National Park Service. A number of state officials also were included.

Today, the Conference is a private, nonprofit, educational organization with a 2002 budget of \$4.1-million. It is composed of approximately 34,000 individual and family members (including more than 2,100 life members), 31 Trail-maintaining organizations, and more than 65 corporate members. ATC is governed by a volunteer Board of Managers, consisting of a chair, three vice chairs, a secretary, treasurer, assistant secretary, six members from each of the three administrative regions, and two members at large. Day-to-day operations are carried out by a 40-member staff in its headquarters and four regional offices, all under the direction of its executive director.

The basic purposes of ATC have remained essentially the same since its creation in 1925:

The Appalachian Trail Conference is a volunteer-based organization dedicated to the preservation and management of the natural, scenic, historic, and cultural resources associated with the Appalachian Trail in order to provide primitive outer-recreation and educational opportunities for Trail visitors.

Introduction to the Trail-Maintaining Clubs—The Trail clubs of the Appalachian Trail Conference are the envy of the national trails system. Among the 19 national scenic and historic trails, ATC’s 2001 report of more than 201,000 work hours performed by some 4,600 volunteers was more than triple the number of work hours and workers reported by the second-place finisher, the Florida Trail Association. What are the Trail clubs, and how do they inspire such devotion?

Today, 31 private, volunteer-based organizations maintain ATC-assigned sections of the Appalachian Trail from Georgia to Maine. Remarkably stable over the last 30 years, those clubs are the “institutional memory” of the Trail, able to recollect and act on long-range lessons. They are also the bedrock upon which the creation and continuing maintenance and stewardship of the Appalachian Trail has been based for more than six decades. Run by people who are dedicated to the outdoors and to the perpetuation of the Appalachian Trail as a volunteer-based enterprise, the clubs represent a built-in constituency that carries out basic construction, maintenance, and marking of the Trail and associated shelters; implements other land-management programs related to the Trail and surrounding lands and resources; and tackles critical Trail priorities or combats threats to the A.T. where they are seen and felt most acutely, at the local level. Trail-club sections are as short as the 7.2 miles maintained since 1932 by the York Hiking Club of Pennsylvania and as long as the 267-mile section maintained by the Maine Appalachian Trail Club since 1935. Other venerable maintaining clubs include the Appalachian Mountain Club, founded in 1876, and the New York-New Jersey Trail Conference, founded in 1920. Those older groups maintained trails that predated the Appalachian Trail. In fact, the N.Y.-N.J. Trail Conference opened the very first component of the A.T.—from the then-new Bear Mountain Bridge across the Hudson River to the Ramapo River south of Arden—in October 1923, while AMC provided about 120 preexisting miles of paths for the A.T.’s route through New Hampshire’s White Mountains.

During those early years before the Trail was a continuous footpath, many new Trail clubs were formed, in large part to build it—hence the “A.T.” in their names. Myron Avery, ATC chairman from 1931 to 1952 and a founder of the Potomac Appalachian Trail Club, inspired the formation and work of many of those clubs in the mid-Atlantic states, in the South, and in Maine. For providing the tireless leadership and motivation to build the Trail—initially completed on Maine’s Spaulding Mountain in 1937—Avery is known as the “architect” of the A.T.

Although many of the Trail-maintaining clubs were formed in the 1920s and 30s, a number of younger clubs received their maintenance-section assignments relatively recently. For example, the Piedmont Appalachian Trail Hikers and the Old Dominion A.T. Club began their work in 1965 and 1969, respectively, with the Tidewater A.T. Club following shortly thereafter, in 1972. The Cumberland Valley A.T. Club and the Wilmington Trail Club received their assignments in 1991 and 1994. The CVATC is an organization that was fashioned in the crucible of controversy surrounding the National Park Service’s A.T. land-acquisition program in “the Valley” in Pennsylvania. Today, it is a unique club of “farmer charmers” whose work is strongly influenced by the unusual circumstances surrounding the Trail in that area, where it passes through almost 20 miles of open farm lands bordered by fast-growing suburban communities. Its work requires regular mowing, coordination with area farmers, adept neighbor relations, and unique land-use arrangements.

The clubs represent the “vigilant citizenry” of the Trail, capable of responding dynamically to Trail needs as they arise. An excellent example of club-based stewardship occurred in October 1995 when Hurricane Opal devastated the A.T. in Tennessee, North Carolina, and Georgia. While a new backcountry ranger in the Great Smoky Mountains National Park was telling National Public Radio listeners that the A.T. and other park lands probably would be closed “until the spring of 1996,” volunteer activists in the Smoky Mountains Hiking Club were busy working alongside park rangers removing thousands of blowdowns that blocked the high-country route. The A.T. in the Smokies was opened in three weeks. In Georgia, where the Forest Service did not permit the use of chainsaws in designated wilderness areas, the Georgia A.T. Club managed to open the A.T. in less than two months with hand labor—an astonishing feat that passed almost unnoticed by the general public.

The Trail clubs also are a built-in “early warning system” that is the only effective way to monitor the narrow A.T. corridor. In 1998, an AMC day-hiker discovered loggers and bulldozers on the A.T. corridor in Dutchess County, N.Y. He went out to a phone booth and called the N.Y.-N.J. Trail Conference, which, in turn, called ever-ready monitor Jane Geisler. Armed with a segment map, Jane stood in front of the bulldozer operator to stop the devastation. Unfortunately, more than 30,000 board feet of timber had been harvested and a new road built within the corridor, but it could have been much worse. NPS investigators discovered that those overseeing the logging project “misread” the NPS segment map.

Still, the most traditional responsibilities of the Trail clubs—maintenance of the footway, including blazing and signage, and of the shelters, campsites, and sanitary systems—remain the most important. Without the performance of these critical tasks, the Trail would soon grow obscure and be lost as a physical entity.

In that sense, the clubs often are viewed as the cornerstone of the A.T. “cooperative management system,” the partnership of the three or four organizations—the club, ATC, and one or more public land-managing agencies, such as the National Park Service, the U.S. Forest Service, or state natural-resource agencies—that must be active on each section to ensure a protected and well-managed Appalachian Trail.

That system was formalized in 1984, with the delegation of management responsibilities for NPS-acquired land along the Trail from NPS to ATC, and the subdelegation from ATC to the Trail clubs (see Chapter 3). In 1985, at the first ATC-sponsored meeting specifically for A.T. maintaining-club presidents, ATC and club leaders were reminded of the significant challenges embodied in the delegation agreement. Bob Jacobsen, then superintendent of Shenandoah National Park, provided the keynote address. Noting that he had consulted with several park superintendents before appearing before the group, Jacobsen conveyed the sense of his colleagues by sharing an alarming prediction:

We fully expect that half of you, perhaps even more, will fail in your custodianship of these [delegated] properties and that the delegation agreement will need to be revoked and that other land-management alternatives will need to be sought. Indeed, it is possible that the federal government will ultimately be called upon to do many of the duties that are currently assigned to you. Such action would not please either of us, or any of us, as it would break the commitment by the Appalachian Trail Conference and Appalachian Trail community to Congress that they could and would manage the Trail properties that were purchased with public funds. It would

break the intent of Congress and of the Secretary of the Interior that the Trail would be operated and managed without a continuing need for more than a few federal employees and a few tax dollars. It would break the spirit of volunteerism that is so marvelously exemplified in the Appalachian Trail community, and it would impose the burdens of the costly workload on the various government partners and land-managing agencies along the Trail's length.

In virtually every biennial meeting of A.T. maintaining-club presidents since 1985, participants have reflected on Jacobsen's "land-management challenge" and attempted to gauge our successes and failures in meeting that challenge. With respect to many facets of Appalachian Trail management, the achievements of the past years range from "promising" to "remarkable." Still, many challenges remain. Growing public use has impacted the footpath and its facilities, such as shelters, campsites, and privies. Visitor-use issues such as vandalism, crime, and vagrancy plague some Trail sections. Hundreds of miles of exterior corridor boundaries are exposed to trespass. New development pressures for roads, utilities, communications towers, landfills, *etc.*, routinely surface. Recruiting and organizing volunteers to undertake not only the more traditional roles of Trail maintenance, but also newer roles related to corridor and natural-diversity site-monitoring, local-management planning, and Trail assessments, are perennial issues. Perhaps most importantly, sustaining effective communications and strong, well-coordinated, working relationships among a diverse and broadly distributed "family" of agencies, organizations, communities, and individuals engaged in the Trail project represents a persistent challenge. It is this last challenge that is our continuing focus.

—Bob Proudman, Director of Trail Management Programs

Chapter 2 ROLES AND RESPONSIBILITIES

The grand undertaking to build, maintain, and manage the Appalachian Trail has been a cooperative effort involving local Trail clubs, ATC, state and federal agencies, and others from the Trail's very beginning.

Appalachian Trail Conference—“*Caretaker of the Appalachian Trail.*”

When MacKaye (rhymes with “sky”) conceived the Appalachian Trail, he recognized a need for “some form of federated control” to coordinate the efforts of local groups interested in the concept. He and others formed the Appalachian Trail Conference in 1925; today, ATC is a vigorous nationwide organization dedicated to the preservation, stewardship, and management of the Appalachian Trail. With headquarters just off the A.T. in historic Harpers Ferry, West Virginia, and four regional offices, the Conference serves as the umbrella organization for 31 affiliated Trail-maintaining clubs and organizations (“Trail clubs”) from Maine to Georgia that form the volunteer foundation of the A.T. project. ATC’s role as caretaker of the Appalachian Trail is shaped by its bylaws, policies adopted by its Board of Managers, and cooperative agreements with the National Park Service, the U.S. Forest Service, states, and Trail clubs. ATC is responsible for oversight and support of its member organizations by providing the following:

- trail- and land-management programs;
- regional field staff;
- financial assistance for Trail club projects and programs;
- information and training for volunteers, members, and the general public;
- land-management services (structures removal, natural-heritage inventories, *etc.*); and
- a land trust program that identifies and protects land near the A.T. corridor.

ATC also serves in a back-up capacity to the Trail clubs to guarantee adequate maintenance and management of the Appalachian Trail and its corridor lands. The Conference’s approach to Trail clubs is supportive and respectful of each club’s volunteer traditions. ATC has numerous programs to enhance volunteer management, including grants, workshops, and organized volunteer Trail crews. Each of these programs is further described in this handbook.

ATC’s *Appalachian Trail Design, Construction, and Maintenance*, second edition, 2000 is available from ATC. Its 237 pages and numerous photographs and illustrations will provide club officers with important information on A.T. management.

Additional Information

Appalachian Trail Design, Construction, and Maintenance, Second Edition, 2000

ATC Website (Includes Annual Report, A.T. History, Program Overview, *etc.*):

<<http://www.appalachiantrail.org/about/index.html>>

NPS/ATC Delegation Agreement

Appendix E

Trail Clubs—“*Soul of the Trail*”

A Trail club (also commonly referred to as an A.T. club or a Trail-maintaining club) is responsible, at a minimum, for maintaining its section of the Trail to the standards for marking, clearing, and treadway care described in the ATC stewardship manual, *Appalachian Trail Design, Construction, and Maintenance*. Most Trail clubs also have assumed a wide variety of other responsibilities involving land management, resource inventory, and visitor use. Those responsibilities, which are similar to those performed by traditional park and forest staff, are outlined in a club’s local management plan (LMP).

ATC/Trail Club Memorandum of Understanding

The Trail clubs’ role is defined and formalized through a memorandum of understanding (MOU) signed by ATC and each Trail club. (A copy of your club’s agreement is provided as an appendix.) This agreement applies only to those activities of the Trail clubs that are related to the management of the Appalachian Trail and its corridor. The MOU outlines a Trail club’s basic responsibilities, which include:

- Trail construction and maintenance (relocation and side trail design and construction, footpath protection and hardening, route marking, *etc.*);
 - facilities construction and maintenance (shelters, privies, bridges; removing trash and illegal fire rings);
-
-

- Trail and corridor-lands management (regular revision of the LMP and Trail assessment, monitoring, regular cooperation/communication with ATC and agency partners); and
- information and education (contributing to Trail guides; hiker education; information to ATC, agencies, the public).

Additional Information

ATC/Trail Club Memorandum of Understanding

Appendix I

NPS Appalachian Trail Park Office—With the passage of the National Trails System Act in 1968, the Appalachian Trail became the Appalachian National Scenic Trail (ANST), a unit of the national park system. The Appalachian Trail Park Office (ATPO), also located in Harpers Ferry, West Virginia, is charged with carrying out the secretary of the interior's responsibility for oversight and administration of the Trail. The ATPO is the National Park Service (NPS) equivalent of a superintendent's office for a traditional national park. NPS's responsibilities are directed by a park manager. Under the unique cooperative management system for the A.T., many of the traditional park-management responsibilities have been delegated to the Appalachian Trail Conference and the Trail clubs, however. (For an explanation of the cooperative management system, see Chapter 3.)

Responsibilities not delegated by NPS and carried out by ATPO, include:

- compliance with the National Environmental Policy Act (NEPA), the National Historic Preservation Act, the Endangered Species Act, and other laws and executive orders dealing with protection of flood-plains, wetlands, and clean air;
- issuance of special-use, collection, and right-of-way permits;
- law enforcement and resource protection;
- removal of incidentally acquired structures;
- boundary survey;
- decisions on final corridor design and over-all direction to the Appalachian Trail Land Acquisition Office for completion of the land-protection program; and
- general oversight of the Appalachian Trail cooperative management system.

In addition, ATPO retains broad authority for coordinating protection and management efforts along the entire length of the A.T. ATPO further executes the secretary's authority by developing and administering cooperative agreements with ATC, other national park units, the U.S. Forest Service, other federal agencies, and state agencies within the 14 Trail states.

Ultimately, NPS remains responsible for the lands it has acquired to protect the Appalachian Trail, and the park manager is accountable for ensuring appropriate management and use of these federally owned lands and resources.

Additional Information

NPS/ATC Delegation Agreement Appendix E

U.S. Forest Service—Approximately 850 miles of the Appalachian Trail cross eight units of the national forest system managed by the U.S. Forest Service (USFS)—two in the eastern region (USFS Region 9) and five (including two forests in Virginia administratively combined into one unit) in the southern region (USFS Region 8).

Eastern Region (R9)

New Hampshire
Vermont

White Mountain National Forest
Green Mountain National Forest

Southern Region (R8)

Virginia
Tennessee
North Carolina
Georgia

George Washington/Jefferson National Forests
Cherokee National Forest
Pisgah National Forest, Nantahala National Forest
Chattahoochee-Oconee National Forest

In addition, some of those forests administer approximately 200 miles of Trail and associated corridor lands acquired by the National Park Service in central and southwest Virginia, West Virginia, New Hampshire, and Vermont. Those lands have been transferred from NPS to the Forest Service under a cooperative agreement between the two agencies and are managed as part of the national forest system.

The U.S. Forest Service is a multiple-use agency—that is, it manages land for many different uses, including timber, watershed, wildlife, range, and recreation. Management policy for different parts of a forest (and for its different uses) is developed in context of each forest’s land and resource management plan, know as the “forest plan.” The forest plan is equivalent to a local or county zoning ordinance. The forest is divided into different management zones, each with its own set of “management prescriptions” (formerly called “standards and guidelines”) for management and use.

Almost all forests traversed by the A.T. have identified an “A.T. management area” or zone devoted to protection of the remote and scenic character of the A.T. landscape and Trail-related activities. The A.T. management area is defined by the visual “foreground” zone—land that is visible from the A.T. footpath and related facilities, such as shelters and trailheads. The foreground zone extends approximately 1/2 mile from the Trail, depending on topography.

Each forest is divided into a number of geographically based districts, staffed by a district ranger and other management staff. The district office is often the primary point of contact between Trail clubs and the Forest Service. Each forest also has a supervisor’s office, which coordinates implementation of policy and programs.

Additional Information

Forest Plan

Chapter 3

LOCAL MANAGEMENT PLANNING AND THE A.T. COOPERATIVE MANAGEMENT SYSTEM

Overview

In 1938, at ATC's behest, the first Appalachian Trail cooperative agreement was signed by NPS and the U.S. Forest Service (USFS), sealing a management commitment by the two principal federal partners that continues more than sixty years later. "Appalachian Trailway" agreements also were signed between the agencies and each state, recognizing the Trail and ATC's role in maintaining it. Later in the Trail's history, the term "cooperative management system" was coined to recognize the complex relationship among the federal, state, regional, and local participants who share responsibility for managing and maintaining the Trail and its resources.

Today, the fundamental components of the cooperative management system are found in several places, further described below: federal and state law; the federal *A.T. Comprehensive Plan*; the ATC *Local Management Planning Guide*; each Trail club's local management plan; cooperative agreements with state and federal agencies; and other agreements involving Trail partners.

The National Trails System Act

In 1968, Congress passed the National Trails System Act (NTSA), which formally designated the Appalachian Trail as our nation's first national scenic trail and encouraged the partnerships that became the essence of the cooperative management system. The law gave the secretary of the interior primary responsibility for administration of the Trail and coordination of federal and state agencies involved in its protection and management. Initially, the intent of the NTSA was to encourage state governments to take a lead role in protecting the A.T. footpath. Many states adopted companion "A.T. bills," but only a handful initiated active efforts to purchase a Trail corridor. After a decade of inaction, and at the prompting of the A.T. community, Congress amended the NTSA in 1978 with the "Appalachian Trail Bill." The bill directed NPS to begin a land-acquisition program to protect the Appalachian Trail where it did not pass through state and national parks and forests. At that time, more than 600 miles of the 2,100-mile trail were on private land, and more than 200 miles were on public roads and highways. Since 1978, NPS has protected nearly all of those miles by purchasing more than 100,000 acres of land and easements to create a permanent home for the A.T. The resulting corridor averages approximately 1,000 feet in width, linking together more than 75 other public land areas from Maine to Virginia.

Cooperative management of the A.T. was clearly encouraged in section 7(h) of the NTSA, which states, in part:

...the Secretary may enter into written cooperative agreements with the states or their political subdivisions, landowners, private organizations or individuals to operate, develop, and maintain any portion of a national scenic. . . trail, within or outside a federally administered area.

Section 11 of the act encourages the use of volunteers and volunteer organizations in planning, developing, maintaining, and managing trails. (The NSTA, as amended through 11/13/00, is available on the NPS National Trails System website: <<http://www.nrc.nps.gov/programs/nts/legislation.html>>.)

Planning: The A.T. Comprehensive Plan, the Local Management Planning Guide, and Local Management Plans
A.T. Comprehensive Plan

The fundamental management principles of the "cooperative management system" identified in the NTSA are outlined in the *Comprehensive Plan for the Protection, Management, Development, and Use of the Appalachian Trail* (which is usually referred to as the *A.T. Comprehensive Plan*). This document, published in 1981 by NPS and USFS and republished in 1987, takes the place of a management plan for a traditional national park. The plan describes the underlying philosophy of the Appalachian Trail and the unique nature of volunteer involvement in the Trail project. It commits federal agencies to cooperation with ATC and Trail clubs and provides general policy direction and guidelines for land protection and Trail and land management. The first and foremost management principle for the Trail is articulated on page 5 of the *A.T. Comprehensive Plan*:

Management will be carried out through the Cooperative Management System as defined in the Comprehensive Plan.

- *The management system will preserve and strengthen the role of the volunteer, in which rests the "soul" of the Appalachian Trail.*

- *Local partnerships between trail clubs and agencies will be the basic building blocks of the system.*
- *The stewardship of private landowners and the involvement of townspeople along the Trail is an important tradition and will be reflected in the system.*
- *Among cooperating partners, management decisions will be by mutual agreement, to the extent possible.*
- *Management will be decentralized to the extent possible.*

Local Management Planning Guide

In 1988, in response to calls from the Trail clubs to assist with the local planning process required by the comprehensive plan, ATC published the first edition of a compendium of federal, state, and ATC policies and planning hints known as the *Local Management Planning Guide (LMPG)*. The *LMPG*, updated in 1997, provides a framework for Trail clubs to develop a “local management plan” (further described below) for its A.T. section. The *LMPG* offers guidelines and assistance on how to develop a local plan, what issues or policies should be addressed, and certain limitations that apply. ATC mails the guide to Trail club presidents and key officers, as well as representatives of federal and state agency partners; it is also available online (address below).

Local Management Plans

The *A.T. Comprehensive Plan* and the *Local Management Planning Guide* identify and provide the foundation for a critical component to effective Trail management—the Trail club’s local management plan, or LMP:

Crucial to the planning for the Appalachian Trail, and reflecting the decentralized partnership system for its management, are the planning efforts occurring at the local and regional levels. Each Trail club, with the participation of its agency partner(s) and, where appropriate, the local community, prepares a Local Management Plan, which documents the club’s management of its assigned section of Trail. This Plan describes the management tasks, assesses each partner’s contribution to management, assigns responsibilities and provides a standard procedure to identify site-specific actions needed and the process to be followed. (A.T. Comprehensive Plan, page 15)

Using the *LMPG* as a resource, each Trail club develops policies for its Trail section in close coordination with ATC and state and federal agency partners and documents the “local” approach to Trail management and maintenance activities. Creating the LMP requires dialogue, communication, and fine-tuning of responsibilities among partners and a recognition of the unique situations and relationships that exist within each Trail club’s A.T. section. Together with the *A.T. Comprehensive Plan* and the *LMPG*, the LMP becomes the club’s “bible” for managing its section of the Trail.

Additional Information

<i>A.T. Comprehensive Plan</i>	Appendix D
ATC <i>Local Management Planning Guide</i>	< http://www.appalachiantrail.org/protect/policies/lmpg.html >
Trail Management Policies Website	< http://www.appalachiantrail.org/protect/policies/index.html >

Local Management Plan

Cooperative Management Agreements

Since the first “Appalachian Trailway” agreements in the 1930s, many cooperative agreements have been drafted and signed by the Trail clubs, municipalities, state and federal agencies, and ATC. The relationships between cooperating partners, and respective responsibilities, are often defined and nurtured through those formal documents. They can be called by different names, depending on the participating agencies’ preferences—“cooperative agreement,” “memorandum of understanding,” *etc.*—but their intent is the same: effective, cooperative management of the A.T.

Federal Cooperative Agreements

Several federal agreements govern management of the Trail. Below is a summary of those agreements.

NPS agreements:

- **1970 Cooperative Agreement:** Following adoption of the National Trails System Act, this agreement officially authorized ATC’s traditional stewardship of the A.T. and was the foundation for subsequent cooperative efforts and delegation agreements.

- 1983 Volunteers in the Parks Agreement: Provides liability and medical protection to ATC and Trail club volunteers on all NPS, state, and private land.
- 1984/94 NPS/ATC Delegation Agreement: Delegates the management responsibility for NPS lands to ATC. USFS agreements:
- 1980 Memorandum of Understanding: Authorizes ATC efforts in support of local Trail clubs to operate and maintain the Appalachian Trail across the national forests.
- 1984 USFS/ATC Cooperative Agreement: Provides for ATC and Trail-club management of lands that have been administratively transferred from NPS to the USFS
- Agreement for Sponsored Voluntary Services: Signed by the forest supervisor or district ranger and the local Trail club, this agreement defines local Trail management needs and assigns responsibilities.

In 1984, most of the Trail- and land-management responsibilities for the 100,000+ acres acquired by NPS fell to ATC and the Trail clubs. This remarkable “delegation agreement” marked the first time NPS had entrusted a private organization with the ongoing stewardship of national park lands. The agreement, which was renewed in 1989 and 1994, names ATC as the “guarantor” that these federal lands and resources will be adequately managed. ATC subdelegates the day-to-day responsibilities for operations, development, maintenance, and monitoring of each Trail section to the Trail clubs. The subdelegation was made official in November 1984 through a letter from then-ATC Chair Ray Hunt to the presidents of each of the 27 Trail clubs with maintenance responsibilities on NPS corridor lands at that time.

While volunteers have undertaken the majority of Trail-management tasks, NPS specifically did not delegate several responsibilities, including acquiring land, surveying corridor boundaries, enforcing laws, permitting special uses of corridor lands (such as farming), ensuring compliance with the National Environmental Policy Act (NEPA), and general oversight of the cooperative management system.

The U.S. Forest Service and ATC signed a similar agreement in 1984, which applies to A.T. corridor lands that are administratively transferred by NPS to the USFS in Vermont, New Hampshire, and central and southwestern Virginia. Several other agreements with federal agencies are also in effect. For example, on national forest system lands, Trail clubs develop an “agreement for sponsored voluntary services” with the appropriate Forest Service unit (either an entire national forest or a specific district) that defines Trail-management roles and responsibilities in that area.

State Cooperative Agreements

The 100,000+ acres of federally owned A.T. corridor lands do not represent the whole Trail-protection and -management story. States have played an important role, and numerous agreements exist among Trail clubs, ATC, and local, state, and federal agencies to articulate management roles and responsibilities at the local or state level.

In 1987, delegates to the federal Appalachian National Scenic Trail Advisory Council (also known as ANSTAC) signed a Trailwide memorandum of understanding (MOU) that committed all parties (federal agencies, states, and ATC) to supporting Trail protection and management efforts. In particular, “the ANSTAC Agreement” called on states to “step up” their commitment to Trail management, visitor information and education, and support of the cooperative management system.

The ANSTAC agreement envisioned a series of state-level agreements to further define the relationships among the principal partners for that state (Trail clubs, cooperating state agencies, ATC, and NPS); recognize the legislation, existing plans, and agreements on which the state agreement is built; and commit all partners to mutual consultation on Trail issues. That process is still under development, with statewide MOUs in place in 11 of the 14 Trail states (as of June 2002):

<u>State</u>	<u>Year Executed</u>	<u>Year Expires</u>	
Massachusetts	2002*	2012	(* execution expected)
Connecticut	2000	2010	
New York	1998	2003	
New Jersey	1999	2009	
Pennsylvania	1995	2005	
Maryland	2002	2010	
Virginia	1999	2009	
West Virginia	1975	No expiration date	
Tennessee	1972	No expiration date	

North Carolina	1971	No expiration date
Georgia	1972	No expiration date

ATC-Trail Club Agreements

In 1997, then-ATC Chair Dave Field initiated a process to develop agreements between ATC and each of its Trail clubs. The agreements specifically address each club's responsibilities for maintenance and management of the Trail, associated corridor lands, and related resources. Each of the 31 Trail clubs signed an agreement with ATC, and there is no term length to those agreements.

Additional Information	
<i>A. T. Comprehensive Plan</i> , pp. 5 and 18	Appendix D
NPS/ATC Delegation Agreement	Appendix E
Subdelegation Letter from ATC's Board of Managers to Clubs	Appendix G
ATC/Trail Club MOU	Appendix F
Agreement for Sponsored Voluntary Services (sample)	Appendix H
1987 Trailwide Memorandum of Understanding	Appendix I

PARTNERS IN THE APPALACHIAN TRAIL COOPERATIVE MANAGEMENT SYSTEM

	<u>Trail Organization</u>	<u>Agency Partners</u>
National	Appalachian Trail Conference	National Park Service, Dept. of the Interior U.S. Forest Service, Department of Agriculture
State		
<i>Maine</i>	Maine A.T. Club Appalachian Mountain Club	Baxter State Park Maine Dept. of Conservation Maine Dept. of Inland Fisheries & Wildlife
<i>New Hampshire</i>	Appalachian Mountain Club Dartmouth Outing Club	N.H. Dept. of Resources & Economic Development White Mountain National Forest
<i>Vermont</i>	Dartmouth Outing Club Green Mountain Club	Vermont Agency of Natural Resources Green Mountain National Forest
<i>Massachusetts</i>	AMC-Berkshire Chapter	Mass. Dept. of Environmental Management
<i>Connecticut</i>	AMC-Connecticut Chapter	Conn. Dept. of Environmental Protection
<i>New York</i>	N.Y.-N.J. Trail Conference	N.Y. State Office of Parks, Rec., & Historic Preservation N.Y. Dept. of Environmental Conservation
<i>New Jersey</i>	N.Y.-N.J. Trail Conference	N.J. Dept. of Environmental Protection Delaware Water Gap National Recreation Area
<i>Pennsylvania</i>	Wilmington Trail Club Batona Hiking Club AMC-Delaware Valley Chapter Philadelphia Trail Club Blue Mountain Eagle Climbing Club	Pennsylvania Game Commission Pa. Dept. of Conservation and Natural Resources Pennsylvania Fish Commission
<i>Pennsylvania (continued)</i>	Allentown Hiking Club Brandywine Valley Outing Club Susquehanna A.T. Club York Hiking Club Mountain Club of Maryland	

	Cumberland Valley A.T. Club Potomac A.T. Club	
<i>Maryland</i>	Potomac A.T. Club	Maryland Department of Natural Resources C & O Canal National Historical Park
<i>Virginia/ West Virginia</i>	Potomac A.T. Club Old Dominion A.T. Club Tidewater A.T. Club Natural Bridge A.T. Club Roanoke Appalachian Trail Club Outdoor Club at Virginia Tech Piedmont A.T. Hikers Mt. Rogers A.T. Club Tennessee Eastman Hiking Club	Harpers Ferry National Historical Park Shenandoah National Park George Washington & Jefferson National Forests Blue Ridge Parkway Virginia Dept. of Conservation & Recreation Virginia Department of Forestry Virginia Dept. of Game & Inland Fisheries West Virginia Dept. of Natural Resources
<i>Tennessee/ North Carolina</i>	Tennessee Eastman Hiking Club Carolina Mountain Club Smoky Mountains Hiking Club Nantahala Hiking Club	Cherokee National Forest Tennessee Valley Authority Pisgah National Forest Nantahala National Forest Great Smoky Mountains National Park Tennessee Dept. of Environment & Conservation N.C. Dept. of Environment, & Natural Resources
<i>Georgia</i>	Georgia A.T. Club	Chattahoochee-Oconee National Forest Georgia Dept. of Natural Resources

Chapter 4 ATC TRAIL MANAGEMENT PROGRAMS

Trail Management Policies

Typically, policies governing a unit of public land are developed by the government agency charged with its management. For the Appalachian Trail, broad management direction and philosophy—including the concept of the “cooperative management system”—is set out in the *A.T. Comprehensive Plan*, which envisioned that much of the detailed policy direction would be developed by Trail clubs and their agency partners at the local level.

ATC has developed broad policy direction for the Trail, consistent with federal and state laws and regulations. Those policies, as well as other policy direction from NPS and the USFS, are contained in ATC’s *Local Management Planning Guide* and establish the parameters for appropriate Trail management. Within that policy framework, the Trail clubs and their agency partners then develop specific policy direction for their sections of Trail. In this way, the Trail continues to be managed as a single continuous footpath.

Policy Development Process

The Trail-management policy process is driven by issues that arise at the local, regional, or Trail-wide levels. An example of the former is the policy on hang-gliding, which was adopted in 1996 after a local group approached NPS to obtain a special-use permit to launch hang gliders from the A.T. corridor. The bridges and stream crossing policy, adopted in 1995, establishes a Trailwide methodology for determining when a bridge is needed and how it will be inspected and maintained. Usually policies that address Trail-management issues are developed by the Trail and Land Management Committee (TLC), made up of members of the Board of Managers and other experienced Trail-club land managers.

Here is how policies are developed and adopted as formal policy by ATC:

1. An issue is identified by one of the Trail management partners.
2. If a policy is deemed necessary, the staff develops an initial issue paper and draft policy in response to an issue. It is presented to the Trail and Land Management Committee for review and comment.
3. Following the TLC discussion (and frequently further refinement), the draft policy is sent to all Trail club presidents and agency partners, discussed at each of the three regional management-committee meetings, and published in the Trail-management newsletter, *The Register*. Comments are encouraged in each of those forums.
4. Comments are taken back to the committee for review, discussion, and revision of the draft as necessary. In some cases, the changes may be so extensive that a new draft is developed and circulated for another round of review.
5. The revised policy is presented to the Board of Managers for discussion and possible action.
6. If adopted, the final policy language is circulated to Trail clubs and agency partners and also incorporated into the periodic revisions of the *Local Management Planning Guide*.

Trail Assessment

The Trail assessment (TA) is a comprehensive inventory of features and projects within a club’s Trail section, developed by a team of representatives of the club, ATC, and the agency partner(s). This team gathers information about the Trail section, inspects the Trail (and related corridor) on the ground, and assembles data on Trail features and projects. The result is a detailed list of resources, as well as a tool for planning work in an orderly and sequential fashion. The format aids both annual and long-range planning for field projects and enables the club to prepare a list of priorities for Trail maintenance and management projects. ATC’s goal is to work with clubs individually to update more than 400 miles of TA annually, or the whole trail every five years. The periodic updates and long-range project planning are particularly important, because NPS now ties project funding to long-range capital-improvement planning. The Trail assessment also helps identify potential management issues that may lead to a new or revised club policy (see “Local Management Plans” in Chapter 3).

Additional Information

Appalachian Trail Design, Construction, and Maintenance, Second Edition, 2000

Local Management Planning Guide

<<http://www.appalachiantrail.org/protect/policies/Impg.html>>

Trail Assessment Handbook

Trail Management Policies Website

<<http://www.appalachiantrail.org/protect/policies/index.html>>

Trail Crews

Overview

The ATC Trail-crew program is designed to help clubs with projects that require special expertise or extraordinary amounts of time to complete. It is also intended to increase the skill level of volunteers in the Trail clubs. Groups of six to eight recruited volunteers spend a week or more working with an experienced leader on club-identified projects throughout the summer and early fall months. Food, lodging, tools, and training are provided. Priority is generally given to projects that relocate the treadway to public land acquired for protection of the Trail or projects that improve resource protection, improve hiker safety, or enhance the Trail experience.

Role of ATC

ATC began sponsoring seasonal trail crews in 1982 with the Konnarock crew in the southern region. The program has since expanded to include a mid-Atlantic crew, Vermont's Long Trail Patrol, the Maine Trail Crew, and, most recently, the Rocky Top Crew in the Great Smoky Mountains National Park. Funding for most of these programs is coordinated by ATC and comes from Conference operating funds, agency partners, Trail clubs, and private donations.

ATC advertises for crew leaders and crew members and provides a central recruiting and screening service. Volunteers who wish to work on these crews can pick up an application from any ATC office, write to ATC headquarters, e-mail <crews@atconf.org>, or submit an application through ATC's Web page, <www.appalachiantrail.org>. Completed applications are submitted to the regional office in Newport, Virginia, and staff members interview applicants for both volunteer crews and paid leader positions. Management and training for the Konnarock, mid-Atlantic, and Rocky Top crews is provided by ATC. The Maine Appalachian Trail Club oversees the Maine Trail Crew, and the Green Mountain Club manages the Long Trail Patrol.

Role of Trail Club

The most important role of the Trail club is to identify potential Trail-crew projects—including related logistical arrangements, such as potential spike-camp sites—and facilitate involvement and concurrence from land-owning agency partners. Another important responsibility is to recruit local volunteers to work with the crew on projects in its section.

Southern Region—Konnarock Trail Crew

If you are the president of a southern club, you will receive proposal forms annually from your regional office.

Konnarock-crew projects are planned at least two years in advance, to allow time for completion of necessary federal environmental planning documents. Requests for projects are normally due approximately 18 months before they are scheduled to begin. For example, a July 2003 project request would be submitted no later than January 2002.

Proposals are reviewed by the Konnarock steering committee, which convenes during the Southern Regional Management Committee meeting each March.

The steering committee is composed of the southern regional vice chair of the Board of Managers, southern members of the Board, several representatives of the U.S. Forest Service, and the southern regional representatives. The Forest Service provides considerable funding and management support for this crew, which is headquartered at Sugar Grove, Virginia, on the Mt. Rogers National Recreation Area. The requests for crew time usually exceed the number of crew weeks available, resulting in a number of projects that must be postponed, at least for that season. Rejected or postponed projects may be resubmitted for consideration the following year.

The Konnarock program usually operates for 12 weeks (late May through August), with two crews working at different sites. The area covered by this crew extends from Rockfish Gap, Virginia, to Springer Mountain, Georgia, excluding the Great Smoky Mountains National Park.

Great Smoky Mountains—Rocky Top Crew

The Rocky Top Crew works exclusively in the Great Smoky Mountains National Park each fall. Crew projects are selected by the Smoky Mountains Hiking Club, the regional representative for Georgia/North Carolina/Tennessee, and representatives from the park, generally more than a year in advance. Funding is provided by the park, ATC, and other sources.

Mid-Atlantic Crew

Based at the Scott Farm (a NPS-owned, ATC-operated facility in Carlisle, Pennsylvania), the mid-Atlantic crew works as far north as the New York/Connecticut state line and as far south as Rockfish Gap, Virginia. Proposal requests are distributed to mid-Atlantic Trail clubs in January of the project year and are due in mid-May. The project schedule is decided as soon as possible after the deadline; the crew begins work the week of Labor Day and continues for eight weeks. The crew schedule is determined by the regional staff in consultation with the mid-Atlantic vice chair.

New England Trail Crews—Maine Trail Crew, Volunteer Long Trail Patrol (VLTP), Berkshire Crew

The New England trail crews—Maine Trail Crew, VLTP and the Berkshire Crew—are managed respectively by the Maine Appalachian Trail Club, the Green Mountain Club and the Appalachian Mountain Club. The Maine Crew operates from mid-June through August; VLTP, from mid-July to mid-September; and Berkshire in August. ATC provides some funding for those two crews, as well as assistance in volunteer recruitment and some modest operational support.

Additional Information

ATC 2002 Seasonal Employment Guide and Application

Appendix J

Local Management Planning Guide, Section 2(J)

ATC Crews Website

<<http://www.appalachiantrail.org/protect/steward/crews.html>>

Ridgerunners and Caretakers

Overview

Ridgerunners and caretakers provide on-the-Trail education and information to hikers, serve as ambassadors for the Trail clubs and ATC, and are the “early warning system” for Trail managers. For the many Trail clubs that currently sponsor such programs—both with ATC assistance and on their own, ridgerunners and caretakers provide a wealth of information about use/abuse patterns, user attitudes, and Trail conditions

In general, a ridgerunner hikes a designated section of the Trail, while a caretaker is more likely to be stationed at a specific shelter or campsite. Ridgerunners and caretakers may either be volunteers or receive a modest stipend and reimbursement for expenses. Some Trail clubs employ a ridgerunner and supplement the program with volunteers on weekends. Areas that receive heavy hiker use or are especially sensitive environmentally usually benefit most from having ridgerunner/caretaker attention. Programs are generally seasonal, focusing on the highest use times of the year in a given area. Although they have proven valuable in several emergency situations, ridgerunners and caretakers are not law-enforcement personnel and have no law enforcement power. They help prevent emergencies by providing information and education and may assist law-enforcement or search-and-rescue agencies in the event of an emergency.

Role of ATC

Several Trail clubs have deployed ridgerunners and caretakers since the mid-1970s, and ATC formally initiated a ridgerunner program in 1986 in cooperation with the Roanoke A.T. Club. The program has expanded rapidly in response to increased Trail use and the Trail community’s growing acceptance of responsibility for Trail management and stewardship.

ATC provides a central recruiting service for applications for paid ridgerunner/caretaker positions, organizes training and orientation sessions, provides supervision and logistical support, and coordinates reporting and record-keeping. ATC supports the program and its participants with a ridgerunner/caretaker manual and has been able to obtain donated gear and equipment, such as first-aid kits, boots, backpacks, water purifiers, two-way radios, and cellular telephones. Oversight of the ridgerunner and caretaker programs is provided by the Recruiting, Development and Training (RDT) Committee of the Board of Managers.

In addition to general recruitment and training support, ATC can provide partial financial support for a Trail club’s ridgerunner/caretaker program. However, Trail clubs are strongly encouraged to take the lead in securing funding from their own budgets, through agency partners, and from other local sources. (ATC can help Trail clubs prepare funding proposals and determine potential sources of private support.) Trail clubs also are encouraged to hire seasonal staff directly and assume responsibility for their compensation and supervision; however, ATC can provide assistance in those areas when necessary, especially when programs are new.

Role of Trail Club

Trail-club participation in the ATC ridgerunner/caretaker program will vary, depending on the club and the Trail section. As noted above, some Trail clubs (such as the Appalachian Mountain Club and the Green Mountain Club) have a long history of placing seasonal caretakers and ridgerunners in high-use areas. In most cases, Trail clubs work closely with ATC and agency partners to determine the need for a new caretaker or ridgerunner and to provide support to ongoing programs. ATC has established a list of criteria for approving new programs and reevaluating older ones. For ongoing programs, ATC's continued involvement depends on the location of the program, the size, the strength and financing provided by the Trail club, agency support, funding sources, and other factors. At a minimum, Trail-club representatives should be active participants in the partnership to supervise, monitor, support, and coordinate ridgerunner and caretaker programs.

Additional Information

ATC Seasonal Employment Guide and Application	Appendix J
<i>Local Management Planning Guide</i> , Section 3(D)	
Trail Management Policies Website	< http://www.appalachiantrail.org/protect/policies/index.html >
ATC Ridgerunner Manual	
ATC Ridgerunner Website	< http://www.appalachiantrail.org/protect/steward/ridgerun.html >

ATC Training Programs

Overview

Since 1995, with financial assistance provided by the National Park Service, ATC has developed a series of training programs to improve the level of safety training, safety awareness, and skills development among Trail clubs, volunteer maintainers, Trail crews, and state and federal agencies. Those programs are part of a Trailwide recruitment, training, and recognition effort.

Role of ATC

Over the past five years, ATC has increased resources devoted to volunteer recruitment, training, and recognition. Tangible steps include developing training curricula, organizing/hosting workshops, and producing and distributing lists of training opportunities.

ATC has prepared curricula for a variety of topics (based on chapters in the ATC stewardship manual, *Appalachian Trail Design, Construction, and Maintenance*), including:

- "Basic Trail Maintenance"—a program for beginning Trail maintainers (clearing, marking, footpath width, tools, drainage maintenance, and personal and group safety);
- "Corridor Monitoring and Boundary Maintenance"—a course covering the techniques needed to manage the narrow corridor of land between Virginia and Maine purchased by the National Park Service since 1978;
- "Cable Rigging for Trail Work"—a weekend course in how to use those simple mechanical devices that enable human-powered lifting, hauling, and transporting of tons of building materials;
- "Chainsaw Safety"—a weekend course providing instruction and certification in safe chainsaw operation for anyone who qualifies for using a chainsaw on the A.T. ; and
- "Planning a Trailhead Bulletin Board"—guidance for locating and constructing informational signboards at A.T. trailheads.

Additionally, comprehensive two-day wilderness first-aid courses are now being offered in conjunction with ridgerunner training/orientation programs in the mid-Atlantic and southern regions in the spring of each year. Volunteers are welcome to participate in those courses at cost.

ATC works closely with Trail clubs and agency partners to arrange workshops and other training opportunities every year. Each of the four regional offices works with clubs and agencies to schedule workshops that meet the needs of local volunteers and staff members. To publicize those opportunities, ATC produces a list of workshops and training sessions in each region (New England, mid-Atlantic, and southern). In the fall, regional offices solicit information on training needs and offerings from Trail-management partners for the following season. This information is used to develop a "master calendar" of programs within the region, which is distributed in a regional brochure and on ATC's Web page. Updates and new offerings are added periodically to the Web page.

Role of Trail Club

Trail clubs often know best from their work on the ground what training needs arise. There are several roles clubs can play:

- Suggest “new” training opportunities for the following year in the fall or early winter;
- Identify training needs and make suggestions to the regional office for programs that are of particular interest to your Trail club;
- Offer to host a workshop on your club’s section. Identify an appropriate location on the A.T. where the workshop could take place (the regional staff can help you determine the needs for a meeting space and field site), and recruit local volunteers to help arrange the logistics and participate in the session.
- Help distribute the regional brochure, and encourage Trail-club members to participate in the offerings.

Additional Information

Appalachian Trail Design, Construction, and Maintenance, Second Edition, 2000, p. 7-15

Local Management Planning Guide, Section 2(J)

Regional Skills Brochure (Printed seasonally or available at website) <<http://www.appalachiantrail.org/protect/steward/>>

Chapter 5

ATC LAND MANAGEMENT PROGRAMS

Corridor Monitoring

Overview

Historically, the primary responsibility of ATC and Trail clubs has been routine trail maintenance—keeping the footpath open, clear, and well-marked. Since the inception of the A.T. corridor-acquisition program in 1978, that responsibility for most clubs has evolved from the fairly narrow and simple task of “Trail maintainer” to the broader and more complex job of “land manager.” A critical component of this expanded responsibility is corridor monitoring—keeping a close eye on the 100,000-acre federal estate purchased to protect the Appalachian Trail. For Trail clubs from Maine to Virginia (where NPS has acquired land to form the narrow A.T. corridor between existing state and federal parks and forests), corridor monitoring and related land-management activities have become an integral part of the club’s A.T. responsibilities. It’s a critically important task that demands—and deserves—a great deal of attention.

Drawing on a program developed by The Nature Conservancy, ATC developed a corridor-lands monitoring program in 1979 after the first NPS A.T. lands were purchased. Monitoring became an official Trail program with ATC’s endorsement of the *A.T. Comprehensive Plan* in 1981. Corridor monitoring became a *de facto* responsibility of Trail clubs when the “delegation agreement” between ATC and NPS was signed in 1984.

The corridor-monitoring program provides A.T. managers with on-the-ground information on the condition of the corridor, a highly vulnerable land base with more miles of exterior boundary (described in detail below) per acre than any other unit of the national park system. Volunteer monitors become the “eyes and ears” of state and federal landowning agencies, looking for and reporting potential problems (encroachments such as timber theft or dumping and incompatible uses such as ATVs), planning and implementing remedial actions (such as closing woods roads and posting signs), and reporting on the condition of property boundaries. Monitoring helps assure the American public that its investment is being cared for and protected.

Role of NPS

The NPS Appalachian Trail Park Office retains the ultimate responsibility for ensuring that A.T. corridor lands are adequately managed and maintained. The responsibility for monitoring those lands for abuse and illegal use has been delegated to ATC and Trail clubs. However, NPS retains the responsibility for law enforcement and other active measures to curtail illegal activities on Park Service lands discovered by club monitors and for surveying and maintaining the exterior corridor boundaries (although ATC and some clubs have taken on this task—see next section). NPS also provides copies of deeds for each parcel it acquires (known as “blue files” and generally stored at ATC regional offices), as well as maps, boundary surveys, special-use permits, and other information about the land base.

Role of USFS

A.T. corridor monitoring is often confused with the Forest Service’s obligation to “monitor” the implementation of the forest plan (how the forest is actually living up to the expectations set out in the plan for issues and programs, such as timber harvesting, trail maintenance, visitor use, water quality, and so on). The A.T. corridor monitoring program focuses on lands acquired by NPS and administratively assigned to a particular national forest. Like NPS, the Forest Service retains responsibility for enforcing laws and forest regulations. Monitoring programs on the national forest system should be closely coordinated with the respective Forest Service district ranger, rather than NPS.

Role of ATC

ATC is the over-all “guarantor” to NPS (and the USFS) that the Appalachian Trail is adequately managed. ATC provides program direction, support, materials, and training to Trail clubs to help them initiate and sustain a corridor-monitoring program, recruit and train volunteers to serve as corridor monitors, and jointly solve the variety of land-management issues that are discovered by on-the-ground monitoring. Detailed guidance on corridor monitoring is provided in the *Handbook for Corridor Monitoring and Boundary Maintenance*, currently undergoing revision.

Role of Trail Club

The corridor-monitoring program was designed to provide a framework for this important task while allowing each Trail club to customize the program to meet local needs. Most clubs with sections that contain NPS-acquired lands (from Maine to Virginia) have successfully implemented monitoring programs with the following basic elements:

1. Monitor coordinator—The “head” of the program, this individual provides oversight for the Trail club’s monitoring program, follows up on and coordinates problem resolution, and ensures that timely reports are sent to ATC.
2. Corridor monitors—These Trail club volunteers are responsible for visiting and reporting on the condition of an assigned area of corridor land within a Trail club’s section. They may be existing maintainers, overseers, or a separate group of people dedicated to this activity. Clubs should have active recruiting and training programs for these volunteers, just as they do for Trail maintainers. Volunteers interested in monitoring may be quite different from those who like trail work: good monitors often enjoy orienteering, bushwhacking, and traveling in rugged terrain. It is quite possible that an A.T. monitor could spend an entire day in the field and never step on the Appalachian Trail footpath.
3. Periodic inspections—Individual parcels of land that make up the A.T. corridor (known in NPS parlance as “tracts”) must receive regular, periodic visits from monitors to check for problems. The frequency of inspections is determined on a priority basis, depending on location, how vulnerable the land is to such problems as incompatible uses and violations, the number and type of rights reserved (if any) by the private landowner who sold the tract to NPS, and other factors. The amount of time it takes corridor monitors to “cover” their assigned sections depends on the terrain, the acreage involved, and problems encountered during the visit.
4. Reporting—Corridor monitors fill out an “A.T. Corridor Monitoring Report” after every visit to their monitoring sections. These reports are a “check-off”-style form developed by ATC and are available at <http://www.appalachiantrail.org/protect/steward/corridor.html>. Corridor monitors send the completed forms to the club’s monitor coordinator. Trail clubs provide ATC with a report every March 31 summarizing the previous year’s activities. Reports are prepared by the monitor coordinator and sent to the ATC regional field office. ATC and Trail clubs should report information on serious land-management incidents, emergencies, and law-enforcement events to the National Park Service within 24 hours of their discovery (call the A.T. Park Office at 304-535-6278, Shenandoah National Park’s 24-hour park dispatch at 1-800-732-0911, or e-mail incidents@appalachiantrail.org).
5. Follow-up—The monitor coordinator is responsible for deciding what kind of follow-up is needed for problems discovered in the field. Minor problems—such as identifying the source of trash-dumping or minor trespassing, posting signs at points of entry to the corridor, and interacting with neighboring landowners—usually can be done by individual corridor monitors or other Trail-club volunteers. Larger, more complicated problems (such as a new road or a timber trespass) may require assistance from the club’s agency partner and/or ATC. Although most follow-up is done locally, ATC, NPS, and USFS stand ready to assist Trail clubs with addressing problems at any time.
6. Record-keeping—Each Trail club is responsible for maintaining accurate and up-to-date records of corridor-monitoring activities. Trail clubs should keep a file of monitoring reports and associated documentation (maps, sketches, photographs, letters, records of telephone conversations, *etc.*) for each tract or monitoring section. This will help establish a credible history and help current and future managers come up with new solutions or approaches to old or recurring problems.

Additional Information	
<i>Handbook for Corridor Monitoring and Boundary Maintenance</i> (undergoing revision)	
<i>Field Guide to Monitoring and Boundary Maintenance</i>	
<i>Corridor Monitoring and Boundary Maintenance Training Curriculum</i>	
<i>Appalachian Trail Corridor Management Sign Catalogue</i>	Appendix K
<i>Local Management Planning Guide, Section 4(A)</i>	
ATC Corridor Monitoring Website	< http://www.appalachiantrail.org/protect/steward/corridor.html >

Exterior Corridor Boundary Survey Maintenance

Overview

Since the early 1980s, NPS has hired licensed contractors to survey the exterior corridor boundary of A.T. lands, now almost 1,400 miles, surveyed at an initial cost of more than \$6 million. The surveys—known as Exterior Corridor Boundary Surveys, or simply ECBS—legally mark the location of those federally protected lands, providing a clear identification in the woods for adjacent landowners and the general public. ECBS involves establishing axed and painted blazes, placing in-ground monuments, posting “U.S. Boundary” signs, and developing a detailed map or “survey plat” depicting all relevant survey information.

NPS retains the responsibility for maintaining survey lines and monuments. Unfortunately, NPS has had neither the funding nor the staff to meet this need. In the early 1990s, volunteers in several Trail clubs noted the age and deteriorating condition of some of these boundaries. Ax/paint blazes along the oldest surveys were in poor condition and at risk of being lost to time and the elements. Poorly marked boundaries are an invitation to illegal uses and violations, such as timber theft and adjacent landowner encroachment. Clubs and ATC are taking on boundary maintenance as part of their regular corridor-management responsibilities.

Role of NPS and USFS

NPS continues its program to complete initial surveys of Trail-corridor boundaries. Survey contracts are managed by the A.T. Land Acquisition Field Office (ATLAFO) in Martinsburg, West Virginia. ATC and Trail clubs provide NPS with input on survey priorities and needs. Although the responsibility for boundary maintenance was formally retained by NPS, the park office has supported ATC’s new role in maintaining existing boundaries. NPS provides “cyclic maintenance” funding for the program, guidance, and paint. ATLAFO staff surveyors are available to assist with particular survey issues or problems identified by ATC seasonal technicians (see below) or Trail-club volunteers.

Like NPS, the Forest Service officially retains responsibility for boundary maintenance. Each forest adds the boundaries of NPS-acquired A.T. corridor lands administratively assigned to it by NPS to its regular boundary-maintenance program. Unfortunately, that program has been underfunded. As with NPS-administered sections of the corridor, ATC and the clubs have begun to actively maintain USFS corridor boundaries (though not the boundaries of the larger national forest). Occasionally, a forest provides funding or field crews to assist with that effort.

Role of ATC

Although boundary maintenance is not a delegated responsibility, ATC has taken the lead in creating a new program to meet the ECBS maintenance need. In the late 1990s, ATC began a more formal program of boundary maintenance using small crews of seasonal “technicians” to repaint existing boundaries, replace signs, note missing monuments, and to organize boundary-maintenance workshops for interested clubs. Their work has been closely coordinated with Trail-club corridor-monitoring programs. The program initially focused on restoring deteriorating boundary lines in danger of being lost to view. Over time, the program will develop a regular cycle of maintenance, repainting boundary lines every eight to 10 years. ATC will continue to support Trail-club efforts to maintain boundaries within their sections by providing technicians to augment Trail-club efforts, training Trail-club volunteers, and assisting in other ways.

Role of Trail Club

While ECBS maintenance was not delegated to ATC and the Trail clubs, several energetic Trail-club corridor-monitoring programs have incorporated boundary maintenance into their regular routines by repainting boundaries on a rotating basis with yellow paint provided by ATC using NPS funds. A number of corridor monitors have reasoned that ECBS maintenance is a logical extension of their own monitoring activities. ATC encourages Trail clubs, where able, to undertake maintenance of boundaries within their club sections, yet ECBS maintenance remains an *optional* activity for Trail clubs. To the extent the Trail clubs decide not to take on this task, ATC will continue to deploy seasonal technicians to do the remaining work.

Additional Information

Handbook for Corridor Monitoring and Boundary Maintenance (undergoing revision)

Field Guide to Corridor Monitoring and Boundary Maintenance

Corridor Monitoring and Boundary Maintenance Training Curriculum

Exterior Corridor Boundary Maintenance Report Form (available at website below)

Corridor Monitoring Website <<http://www.appalachiantrail.org/protect/steward/corridor.html>>

Threatened and Endangered Species: Natural-Heritage Inventories and Natural-Heritage Site-Monitoring Overview

Since the late 1980s, A.T. partners have engaged in an effort to inventory natural-heritage resources on a state-by-state basis. The completed inventories identify the plants, animals, and communities in need of special attention and care. To date, 2,038 occurrences have been identified at 516 separate sites within the A.T. corridor. In addition to documenting the location and size of identified sites and communities, each inventory may also document specific threats and management recommendations. Those rare plants, animals, and communities are not ensured survival simply because they occur on federal or state lands. Preservation of rare species and communities often requires monitoring by someone who can recognize changes that may signal a threat to the species. Active management measures may be required to maintain or reestablish the conditions necessary for the species to survive.

The National Park Service identifies those special communities of plant and animal life as natural-heritage resources. Those resources include any plants (flora) and animals (fauna) that have been listed in a variety of categories by a federal or state natural-resource agency. They may also include significant natural communities found at a particular site or area.

Threatened and endangered species are provided expansive protection under the federal Endangered Species Act. Actions that take place on federal land or that require federal permits, licenses, or funds must not jeopardize or result in the destruction or modification of habitat of threatened or endangered species.

ATC and Trail clubs are involved in the natural-heritage site-monitoring program. The purpose of the program is to track the health and status of rare plants, animals, and natural communities along the Trail, which will in turn help preserve the ecological diversity of the Trail corridor. In conjunction with state agencies, ATC trains club volunteers to monitor the identified sites. Site monitors use a short form to note such information as the number of individual plants seen, the number of plants in bloom, the vigor of the species or community, and any threats to the species or community. Photographs of a species or threat may be desirable. The completed form is circulated to the club, its agency partner, and ATC.

Role of NPS and USFS

NPS and the Forest Service have two roles: to evaluate the potential impact of any action upon threatened and endangered species on their lands and to monitor the health and vitality of identified species and communities. The former obligation is fulfilled through completion of a detailed environmental review each time a "ground-disturbing" project (a new shelter or relocation, for example) is proposed, particularly in or near a known natural-heritage site. NPS staff (or a trained biologist hired by NPS or ATC) will look at the project area to see if and how natural communities would be affected. This "biological assessment" usually is completed at the same time other environmental factors are

reviewed under the National Environmental Policy Act (NEPA). The latter obligation is fulfilled by the completion of state-wide natural-heritage inventories and implementation of monitoring programs (as noted above).

Role of ATC

ATC supports and endorses efforts to maintain and enhance the continued existence of those fragile resources through natural-heritage inventories and the natural-heritage site-monitoring program. ATC seeks to ensure that its actions and the actions of Trail clubs do not destroy, modify, or adversely affect important species or their habitat.

In cooperation with agency partners, ATC is in the process of completing natural-heritage inventories in every Trail state. ATC has provided funding (to match state and federal dollars) to complete the inventories; logistical support and coordination with state natural-heritage offices, many of which provide the staff who do the fieldwork, prepare maps, and make management recommendations; and assistance to clubs setting up a site-monitoring program, including recruiting volunteers and providing materials and training. ATC also helps clubs address problems or issues identified by monitors after the inventories are completed. Finally, ATC provides information to agencies during the preparation of environmental reviews of specific projects that may affect identified sites and communities.

Role of Trail Club

Many of the recommendations from natural-heritage inventories require action by the appropriate land-managing agency (usually the National Park Service or the U.S. Forest Service), but some of the recommendations such as monitoring and careful Trail maintenance, can be performed by local volunteers. The club's role includes:

- assisting ATC in establishing a Trail club-based, natural-heritage site-monitoring program;
- encouraging Trail club members with interests in plant and animal identification (and other unaffiliated volunteers in groups such as the Audubon Society, Sierra Club, Izaak Walton League, wildflower societies, garden clubs, and similar groups) to become actively involved in the program;
- providing natural-heritage site information to affected Trail maintainers or maintenance coordinators so they can modify their maintenance practices to avoid harming the site or community;
- immediately contacting either the state natural-heritage office or the affected federal agency partner (ATPO or Forest Service) if a threat is imminent or a species is rapidly declining;
- providing a summary of site-monitoring reports to ATC (and agency partners) for each state by October 31 each year.

Additional Information

Local Management Planning Guide, Sections 5(A), 5(E)

Trail Management Policies Website

<<http://www.appalachiantrail.org/protect/policies/index.html>>

Natural Heritage Inventory (by state)

Open Areas

Overview

Open areas are treeless areas along the A.T., generally a quarter of an acre or more in size. Some open areas, such as alpine zones or rock slides, remain in their open condition naturally. Others, such as old pastures, southern grassy balds, or farmland, would return to forest without management intervention by the Trail community.

Open areas are significant for several reasons: First, they often provide unsurpassed scenic beauty. Second, they sometimes contain significant, even threatened or endangered, plant and animal communities not found in forested areas. Third, they provide a contrast to the majority of the A.T., which travels through forests, thus ensuring that the A.T. provides natural, scenic, and cultural variety—a break from the “green tunnel” along some sections of the Trail.

Role of NPS and USFS

The *A.T. Comprehensive Plan* identifies open areas as a critical component of the Appalachian Trail hiking experience. The plan states: “Open areas and vistas are a particularly pleasing element of the Appalachian Trail. Management activities needed to preserve these characteristics are encouraged, so long as they reflect a sensitivity to other Trail values.” NPS has assisted with funding and support of open-areas projects.

USFS policy is articulated in each forest's management plan. Generally, open areas are considered a valuable scenic resource to be maintained. Activities needed to preserve those areas are given a high priority. USFS also provides funding, crews, logistical support, and other resources needed to maintain those areas.

Role of ATC

ATC adopted an "open areas" policy in 1985. The policy gives open-areas maintenance and management a high priority. ATC's annual budget usually allocates significant funding to projects and programs that involve open-areas management, including mowing, clearing, farming, and other techniques. ATC staff members have developed analyses of the effectiveness of various management techniques (summarized in the April and June 1992 issues of *The Register*) and provide regular assistance and training to clubs.

Role of Trail Club

Each Trail club, working with its management partners, should have an inventory of the open areas on its Trail section (part of the club's Trail assessment). A standard inventory format is available from ATC. Clubs then decide which open areas will be maintained on a long-term basis and which will be allowed to follow natural succession (a process in which, over many years, open areas slowly change to brushy cover and eventually to a mature forest). That inventory-evaluation process is documented in the club's local management plan.

Maintenance of existing open areas can be carried out by Trail-club volunteers, work crews, or local farmers under agency-authorized special-use permits. Open areas can be maintained using a variety of techniques, including mechanical or hand mowing, grazing, burning, and farming.

Additional Information

Appalachian Trail Design, Construction, and Maintenance, Second Edition, 2000, pp. 115-122

Local Management Planning Guide, Sections 5(A), 5(B), 5(G)

The Register, April '92 and June '92

<<http://www.appalachiantrail.org/about/pubs/index.html>>

Open Areas & Vistas Website

<<http://www.appalachiantrail.org/protect/policies/5bopen.html>>

Agricultural Land Management

Overview

Agricultural landscapes are one of the many settings along the Appalachian Trail. The most prominent example of an agricultural setting is the Cumberland Valley of Pennsylvania, the longest contiguous stretch of farmland along the A.T. Other, smaller pockets of agriculture can be found in the pastures and hayfields of New England and the southern states. Those agricultural lands offer tremendous scenic and cultural value to the Trail. In addition to providing areas from which we may better observe the surrounding landscape, they provide diversity in landscape and wildlife habitat and help preserve our agricultural heritage. However, agricultural lands require intensive oversight, monitoring, and management.

Like most other aspects of Trail management, agricultural lands are administered cooperatively by the land-owning agency, ATC, the Trail club and, in this case, private individuals (farmers). Professionals from agriculture-related agencies also should be enlisted to provide support in designing farm-management plans and other technical expertise.

Role of NPS and USFS

The authority to permit and control private agricultural use of government-owned lands rests solely with the land-owning agency (NPS, the USFS, or state agency). Farming activities usually are authorized through the issuance of a special-use permit (SUP), which is essentially a contract between the land-owning agency and a private individual (permittee) that explicitly states the purpose for which the land will be used, how it will be managed, and any restrictions that apply. Special-use permits generally are granted only in cases where the activity will not derogate A.T. values. On lands acquired by NPS specifically to protect the A.T., NPS has over-all responsibility for the agricultural special use permit program. That includes management and establishment of fees; approval, issuance, renewal, cancellation, and enforcement of permits, permit conditions, and management plans; and guidance to ATC and Trail clubs on SUP policies, requirements, and authorities. Permits on Forest Service land are administered by the affected forest. Because USFS is a multiple-use

agency, its SUP guidelines can differ substantially from NPS guidelines. However, the basic premise of not harming the A.T. experience remains central to both programs.

Role of ATC

While federal and state agencies provide over-all administration of the program, ATC provides support at the field level and in the initial development of special-use permits. ATC is responsible for receiving, recommending, and reviewing SUP requests, which come either directly from interested farmers or from Trail clubs wishing to fulfill management objectives identified in their local management plans (LMP). Once it is decided that an agricultural SUP is the appropriate tool for achieving a management objective, ATC will seek competent farmers and make permittee recommendations to the appropriate agency.

After a farmer has been selected, ATC drafts the initial SUP. That includes recommending fees (based on the fair market value) and permit conditions and developing maps and farm-management plans. Once the permit is in place, ATC acts as the NPS- or USFS-designated representative, corresponding on a day-to-day basis with permittees, monitoring permitted land, and initiating permit renewals prior to their expiration.

Role of Trail Club

Trail clubs provide support to ATC and NPS at all levels of agricultural special-use-permit management, including participation and assistance in:

- field visits;
- identifying competent farmers;
- preparing field maps, farm-management plans, and fee determinations;
- developing local management plans;
- monitoring permitted lands; and
- mowing the footpath across cultivated fields

Developing local management plans and monitoring permitted lands are two of the most important functions performed by Trail clubs in the administration of agricultural SUPs. Through the development of local management plans, Trail clubs can identify areas where SUPs might be appropriate to achieve land-management objectives. Clubs also can be very effective in helping to monitor farm lands for permittee compliance with farm-management plans and permit conditions, because they are in the field on a regular basis and have active monitoring programs in place.

Additional Information

Appalachian Trail Design, Construction, and Maintenance, Second Edition, 2000, pp. 125-129

Local Management Planning Guide, Sections 5(A), 5(B), 5(G)

Chapter 6

A.T. LAND PROTECTION PROGRAMS

A.T. Corridor Acquisition Program

Overview

The National Trails System Act (NTSA) in 1968 designated the A.T. as a national scenic trail. The law directed the Interior Department to identify a permanent Trail route and publish maps and descriptions, spurring local volunteers to scout the best possible Trail location—off roads, out of subdivisions, and back to a more remote and pastoral environment. In 1971, the National Park Service published the “official” A.T. route in the *Federal Register*, which prompted the U.S. Forest Service, states, and localities along the Trail to begin to acquire the privately owned corridor lands in their jurisdictions. Unfortunately, only a few states took up the Trail-protection challenge and, by the late 1970s, more and more miles of the A.T. had been forced onto roads and other inferior locations by expanding development, changing land uses, and landowners no longer willing to have the Trail in their backyards. In response to growing concern about the lack of progress on permanent Trail protection, Congress amended the NTSA in 1978, directing NPS to purchase a permanent corridor of land for the Trail.

Both NPS and USFS purchase land with money appropriated from the federal Land and Water Conservation Fund (LWCF) through the annual federal budgeting process. A coordinated, annual effort by the Trail community resulted in congressional appropriations to the A.T. land-acquisition program totaling more than \$150 million. With those funds, federal agencies have purchased more than 3,100 parcels involving 155,000 acres of land protecting 760 miles of Trail. (State agencies have purchased an additional 20,000 acres, protecting nearly 150 miles of Trail.) A near-final installment of funding was allocated to the Trail project in 1998, however, ATC expects that one or two-years of additional appropriations will be necessary to complete the program.

Role of NPS

NPS is responsible for identifying and purchasing land and interests in land to establish a permanent A.T. corridor, averaging 1,000 feet in width, where the Trail lies outside existing public-land areas, such as federal and state parks and forests. The A.T. Park Office does the planning preceding each acquisition. Based on recommendations from ATC and Trail clubs (see below), ATPO approves a “corridor design” and refers it to the A.T. Land Acquisition Field Office (ATLAFO) in Martinsburg, West Virginia. After identifying specific parcels along the planned A.T. route, ATLAFO staff conduct all the tasks necessary to complete land transactions: deed research, parcel descriptions, mapping, title work, landowner contact and negotiations, appraisals, hazardous-waste surveys, and final purchase.

Role of the USFS

The Forest Service has a similar land-acquisition role within the national forests. The effort begins with an “optimal location review” (OLR), a collaborative process used to determine the ideal location for the Trail in a particular area. OLR participants (including representatives of the club, ATC, and the Forest Service) scour an area to identify important natural and scenic features, possible overnight sites, water supplies, and stable soil conditions to support a trail, eventually coming up with a proposed Trail route irrespective of land ownership. Once the route is identified, Forest Service staff members take on the job of contacting landowners and beginning the acquisition process in a fashion similar to NPS. Although it has no counterpart to the Martinsburg A.T. acquisition office, the Forest Service has designated an A.T. acquisition “team” based out of its Southern Region office in Atlanta, Georgia, with realty specialists located in several forests along the Trail.

Role of ATC

From the outset of the federal A.T. land-acquisition program, ATC has played a critical role in identifying lands to include in the Trail corridor, negotiating with affected landowners, advocating congressional appropriations to federal agencies for A.T. purchases, and working to protect high-profile areas. Shortly after passage of the NTSA, ATC and club members began scouting Trail routes, helping the National Park Service identify the official route to be published in the *Federal Register*. Once the NPS program began gathering momentum in 1979, ATC staff members were intimately involved in designing the Trail corridor. In several areas, ATC helped organize community advisory committees to guide the NPS program and serve as sounding boards for local residents. The staff frequently worked with NPS acquisition staff members on landowner negotiations and review adjustments to the corridor design.

Today, the corridor-planning work and initial landowner contact are nearly complete. However, the regional representative is responsible for reviewing and recommending proposed changes to the corridor, including new land to be added or existing land that could be sold or exchanged as “surplus”—that is, land acquired through the A.T. acquisition program that is far away from the footpath or does not have any relevance to the Trail experience. The regional representatives work closely with club and agency representatives to develop consensus among Trail partners on corridor plans.

For many years, regional representatives also organized informational visits to district offices of members of Congress in Trail states to support annual federal appropriations for Trail-related land purchases. Participants included Board members, club volunteers, and representatives of supportive conservation organizations. Those visits generally occurred in the spring to coincide with testimony before congressional committees in Washington.

ATC has been a prominent player in initiatives to protect the Trail in controversial places, such as near ski areas in Vermont and Maine. ATC coordinates a variety of activities to promote solid Trail protection, including building coalitions of like-minded organizations, cultivating diverse local support for a protection campaign, participating in state land-use reviews, organizing responses to environmental assessment (EA) and environmental-impact statement (EIS), and undertaking many other advocacy initiatives. In each case, ATC works closely with club representatives to formulate strong partnerships.

Role of Trail Club

As with other A.T. programs, club volunteers and staff have been central to the success of the Trail-protection program. Working side by side with ATC staff and Board members, agency personnel, and other Trail supporters, club representatives have helped scout the best route for the Trail, participated in optimal location reviews, identified land to include in the Trail corridor, negotiated with landowners, and lobbied Congress for acquisition funding. In several cases, ATC hired club representatives to assist NPS with corridor design, parcel research, and landowner negotiations, in part because club members had credibility with local residents and landowners. They were able to “demystify” the NPS acquisition process and build community support for the Trail project. Club representatives continue to provide input to ATC and agency partners on land-acquisition and -disposition decisions.

Additional Information

“How the federal government acquires A.T. lands,” *ATN*, May/June 1989

Appendix L

Appalachian Trail Conference Land Trust

Overview

In 1982, ATC established its own land trust to conserve lands along the A.T. greenway. Initially, the land trust—originally known as the Trust for Appalachian Trail Lands—helped federal agencies protect land within the A.T. corridor by acquiring and reselling key tracts, helping make up the difference between the agency’s appraised value and the landowner’s price and holding properties until agencies had enough funds to complete transactions. In recent years, the land trust has shifted its focus to protection of lands outside the federal or state A.T. corridor. The land trust (which is a program of ATC, not a separate entity) works with landowners, communities, and conservation partners to protect important resources—farmlands and historic homesteads, threatened and endangered plants and animals, sweeping vistas and unbroken forests—for future generations of hikers to enjoy by:

- working with local A.T. club volunteers to identify and conserve important lands near the Trail;
- seeking donations of land and conservation easements from cooperating landowners (which often result in significant tax benefits for donors);
- promoting compatible land-use planning within local communities, state governments, and federal agencies;
- building alliances and coalitions with other land trusts and conservation partners; and
- administering a Conservation Buyers Program, under which Trail supporters can help protect the Trail environment by purchasing important land near the A.T. (those buyers, too, can realize significant tax benefits).

During the land trust’s first 14 years, the only staff person was an administrator in the Harpers Ferry office. Occasional interns and contractors worked on special projects. In 1996, the program greatly expanded its capability by designating

coordinators in each Trail state. Those individuals cultivate conservation projects, identify and map the land trust's "zone of interest" outside the Trail corridor, work with clubs, local land trusts, agencies and others on cooperative conservation efforts, and identify and contact landowners whose lands are important to the Trail experience but outside the public corridor. Coordinators represent the "eyes and ears" of the program and the initial point of contact with club representatives.

ATC maintains a Land Acquisition Fund (LAF) to support its conservation efforts. While the preferred method of conserving land outside the corridor is through voluntary donations of land or conservation easements, in some cases, landowners are interested in conserving their land but cannot afford to donate rights to it. The LAF gives the land trust the flexibility of purchasing interests or providing matching funds for agency land-conservation programs.

Role of NPS and USFS

Part of the process of acquiring land and interests in land is deciding who will hold and manage those interests over the long term. Land-trust staff members work closely with conservation partners to make this determination, usually before the deal is done.

There are two categories of land: parcels within the designated A.T. corridor or other state or federal parks or forests and parcels outside park or forest boundaries. When it acquires a parcel of land within a park or forest, ATC usually conveys the parcel to the appropriate agency. In some cases, an agency will take ownership even if the land is outside its boundary. NPS and the USFS often provide funding to purchase interests acquired by ATC, particularly if the land is within a park or forest. In other cases, ATC will either hold the land or easement or transfer ownership to a local land trust or conservation organization.

Both federal agencies also have provided assistance with mapping, surveying, and preacquisition work, such as hazardous-waste surveys.

Role of Trail Club

As with the corridor-protection program, club volunteers and staff members are central to the success of the ATC Land Trust. Local volunteers and club members are intimately familiar with the landscape through which the Trail passes. In many instances, they are familiar with ownership patterns, local zoning regulations, community politics, and other information that is crucial to a conservation initiative. Some club volunteers (particularly those involved with the corridor-monitoring program) have established friendly, constructive relationships with adjoining landowners, some of whom may have sold land for the Trail corridor.

The ATC Land Trust relies heavily on local information and relationships in advancing its land-protection program. The club can assist the land trust by:

- designating one or more individuals to serve as the club's liaison to the land trust coordinator;
- helping identify lands outside the Trail corridor that have a tangible connection to the Trail and the hikers' experience (such as viewsheds, side trails, wildlife habitat, watersheds, and so on);
- working with ATC to determine the priorities among various conservation opportunities along the Trail; and
- assisting in other ways, depending on the interests and strengths of the club and its members.

Additional Information

Trail Lands, ATC Land Trust's semiannual newsletter

ATC Land Trust Website <<http://www.appalachiantrail.org/protect/tatl/index.html>>

Trail Lands, 10th Anniversary Issue, *ATN*, September/October 1992 Appendix M

ATC Land Trust Brochure "Your Neighbor, the Appalachian Trail" Appendix N

Chapter 7

ATC FUNDING SOURCES

Overview

As the Trail maintenance and management activities of Trail clubs and volunteers have increased over the last decade, so has the need for financial resources to pay for traditional “tools of the trade,” such as chainsaws and shelter materials. Since 1984, the responsibilities of corridor monitoring and land management that accompanied the delegation of NPS-acquired A.T. land to ATC (now more than 100,000 acres) have also added new financial challenges. And, as use (and abuse) of the Trail and associated lands continues to increase, ATC is deploying more seasonal personnel to protect sensitive resources, preserve the primitive character of the Trail, and educate Trail visitors.

The complexity of the Appalachian Trail project often extends to funding sources, leading to confusion about what money is intended for what uses, whom to talk with about available funds in any given year, and when and how to “apply” for certain sources of funding. The following pages describe five principal programs used by ATC to fund Trail projects and are intended to answer these nagging questions and help Trail-management partners with project and budget planning. For each program, advance planning by Trail clubs is crucial. For large, complex projects (such as a major bridge or new shelter), Trail clubs should begin the planning, design, and budgeting process several years before the project would actually start on the ground. The Trail assessment is a helpful tool in this process (see the Trail-assessment section in Chapter 4).

Introduction to ATC’s Grants Programs

Trail club presidents and other club leaders need to know that grant funds are available annually to help with the costs of maintenance and management of the Appalachian Trail and related club activities.

Each Trail-club president is among those receiving copies of grant-related announcements *and is the key person responsible for seeing that the Trail club knows of and takes advantage of these potential resources*. That means sharing information with others in the Trail club, encouraging proposals, and submitting applications in a thorough and timely fashion.

Two small grants programs—Grants-to-Clubs and Grants-for-Outreach—provide ATC funding to Trail clubs for individual projects and programs. Grants-to-Clubs is administered by a subcommittee of the Trail and Land Management Committee; Grants-for-Outreach is administered by a subcommittee of the Education, Information and Outreach Committee. Both are standing committees of the Board of Managers. Those committees recommend the allocation of funds for their respective programs, which are approved by the Board of Managers during its November meeting. Each program is explained in greater detail below.

Grants-To-Clubs

Overview

ATC initiated the Grants-to-Clubs program in 1978 to provide modest financial assistance to Trail clubs for A.T. projects, including expenditures for:

- improvements to the physical footpath and related facilities (such as shelters, trailheads and signs) and major footpath relocations; Trail construction tools, equipment, or safety gear; and
- Trail-related public-service or volunteer-stewardship projects.

For the past several years, this \$20,000 program has been underwritten by L.L. Bean, Inc.

Project Priorities

First priority for grants is given to projects that:

- provide start-up funds for new public-service projects;
- enhance the club’s volunteer efforts, activities, or membership;
- meet unusual, one-time financial needs for the Trail or the Trail club; or
- increase public awareness of the Appalachian Trail.

Many other types of projects may be considered on their individual merits. Examples of funded projects include materials and supplies for shelters, signs, privies, bridges, and other “capital improvements;” hand tools, chainsaws, and safety gear,

and specialized tools and equipment (such as winches) for Trail construction and maintenance; shelter notebooks; and Trail informational brochures.

Application Process

Generally, ATC mails a program announcement (including guidelines and an application) to each Trail club president each spring or early summer. Grant requests must be made in a written proposal, using the Grants-to-Clubs application form, and sent to ATC headquarters. The application deadline is September 1. The grants subcommittee meets to review proposals and select grants during the fall meeting of the Trail and Land Management Committee; the recommendation is reviewed for approval by the Board of Managers at its November meeting. Grants are awarded on a competitive basis; there is no limit on the size of the grant request.

Applicants are encouraged to discuss proposed grants with the appropriate regional staff members and/or vice chair prior to submission. Those staff members can provide helpful guidance in putting together a proposal. In addition, regional staff members are present when the subcommittee meets to explain proposals and offer appropriate comments.

Funds

These grants are awarded for the succeeding calendar year, with a check for the total grant award sent out early in the new year. All funds must be spent and a brief report about the project submitted to ATC by December 31 unless the Trail club formally requests an extension. Any unspent funds in excess of \$50 must be returned.

Additional Information

Grants-to-Clubs Application Package

Appendix O

Grants-For-Outreach

Overview

The Grants-for-Outreach program is designed to provide matching or start-up funding to projects or programs that “reach beyond” traditional Trail-user groups to youth groups (with emphasis on at-risk youth), inner-city residents, senior citizens, minorities, people with disabilities, and residents of communities along the Trail. The purpose of the program is to provide opportunities for nontraditional users to experience and enjoy the Appalachian Trail; to increase and broaden nontraditional users’ understanding, appreciation, and support of the Appalachian Trail; and to encourage increased representation of those users in the protection and management of the Appalachian Trail and the community of the Appalachian Trail Conference and its member organizations.

ATC approves grants to Trail clubs—and other nonprofit organizations sponsored or endorsed by a Trail club—for outreach activities that help people use or become aware of the Appalachian Trail.

Application Requirements

- Target population—The proposal must have a target population of individuals not typically involved in using or caring for the Trail.
- Experiencing the Trail—The proposal must emphasize opportunities for those groups to become aware of the Trail, actually experience the Trail, or understand the importance and value of the Trail as a volunteer-maintained natural and recreational resource. This should include encouraging participation by nontraditional users in the actual protection of the Trail and in Trail club membership. The program also must incorporate training in “Leave No Trace” principles of minimum impact (although this should not be the primary or sole focus of the program).
- Matching funds or volunteer or staff commitments—The request for ATC funding should focus on needs not met by other sources and should be matched by an equal or greater commitment of funds, materials, or volunteer or staff time. If the project or program is administered by an organization other than a Trail club, a Trail club member should actively participate in, or provide oversight to, the project or program if its activities occur on the Trail. Off-Trail activities need only have club endorsement to qualify for a grant.
- New programs—New programs are encouraged, and small pilot programs by Trail clubs not currently engaged in outreach activities are strongly encouraged. Also, programs that seek to establish long-term relationships are strongly encouraged.

Examples of funded projects include an A.T. crew scholarship program for urban youth; educational displays, brochures, and slide presentations for large-group users; training for youth trip leaders; modifications to make a section of the A.T. disabled-accessible or guides for disabled hikers; and overnight camping/hiking expeditions on the A.T. for inner-city youth.

Application Process

The Grants-for-Outreach application process is timed to coincide with the Grants-to-Clubs program. Generally, ATC mails announcements with accompanying materials in the spring or early summer. Requests must be made in a written proposal, using the Grants-for-Outreach application form, and sent to ATC headquarters. The application deadline is September 1. Grants are awarded on a competitive basis in amounts that generally do not exceed \$1,500.

The grants proposals are reviewed by the Education, Information and Outreach Committee; the committee's recommendation is reviewed for approval by the Board of Managers at its November meeting. Applicants are encouraged to discuss proposed grants with the appropriate regional staff members and/or vice chair prior to submission. Those staff members can provide helpful guidance in putting together a proposal. In addition, regional staff members are present when the grants subcommittee meets, to explain proposals and offer appropriate comments.

Funds

Those grants are awarded for the succeeding calendar year, with a check for the total award sent out early in the new year. All funds must be spent, and a brief report about the project submitted to ATC, by December 31 unless the Trail club formally requests an extension. A record of expenditures should be kept and a financial statement submitted as part of the short final report. Any unspent funds in excess of \$50 must be returned.

Additional Information

Grants-for-Outreach Application Package

Appendix P

Grants-for-Outreach Website

<<http://www.appalachiantrail.org/protect/education/outreach.html>>

Management Projects

Overview

In 1984, ATC established a "management projects" line item in its budget to allocate funds to cover land-management expenses associated with the formal delegation of responsibility for NPS-acquired A.T. corridor lands. Projects are selected based on their ability to meet thematic program needs, their Trail-wide priority, an ability to leverage other funds, and other factors. Detailed line-item budgets are reviewed twice a year by the Trail and Land Management Committee and approved as part of the ATC budget. Throughout the year, the ATC staff administers the funds for particular projects in consultation with Trail clubs and agency partners.

Projects are generally related to management of A.T. corridor lands and extraordinary footpath projects that address complex resource-management problems.

Examples of funded projects include water testing, sanitation improvements, major bridge and trail design/construction projects, boundary maintenance, open-areas management, Trailhead improvements, road closures, and litter/dump removals.

Process

Clubs do not apply for funding as they do in the Grants-to-Clubs or Grants-for-Outreach programs. Instead, projects are identified in the club's Trail assessment (or through another Trail-club or agency planning process). Major capital projects (such as large bridges or multiyear trail construction) may require as many as five years of lead time in order to be incorporated in agency planning.

ATC regional staffs evaluate—in close consultation with Trail-club and agency representatives—available information (particularly each club's Trail assessment) about corridor-management needs in each club's section.

The Trail and Land Management Committee reviews the management projects budget during its late-summer meeting and endorses a budget line item. The ATC budget is considered and endorsed at the November meeting of the Board of Managers. The budget often is revised during the Board's April meeting in order to incorporate later information about agency budget allocations.

Funds

Funds are dispensed to particular projects beginning in January. Depending on changing priorities throughout the year and the availability of pass-through federal funding (from NPS' "cyclic maintenance" and "repair/rehabilitation" accounts), the staff may allocate funds to different projects (in consultation with the Trail and Land Management Committee chair) as long as the "bottom line" is not exceeded.

Ridgerunners & Caretakers

Overview

During the hiking boom of the late 1960s and early 1970s, many Trail organizations established programs to manage visitor use in sensitive backcountry areas, placing caretakers and ridgerunners in the field. In the early 1990s, ATC began an effort to expand seasonal ridgerunner coverage on the A.T., particularly in the mid-Atlantic states, in cooperation with Trail clubs and agency partners (see Chapter 4). As part of this effort, ATC provides financial support to Trail clubs.

Program Criteria

ATC uses the following criteria to determine when and where to deploy a seasonal ridgerunner or caretaker:

- the amount of day and overnight use of an area;
- availability of adequate financial or in-kind support from both the Trail club and agency partner;
- the history of an area, especially unmitigated people problems that have damaged hikers' perceptions about their security on the A.T. and the A.T.'s reputation;
- the sensitivity of an area and the value of maintaining the highest caliber of management;
- and,
- public relations or political affects of A.T. in local communities.

Process

Clubs do not apply for funding as they do in the Grants-to-Clubs or Grants-for-Outreach programs. Trail clubs that seeking financial assistance from ATC should initiate a dialogue with their regional representative at least a year before the program would be initiated or expanded. In the spring, ATC may solicit information from Trail clubs on their financial needs for existing ridgerunner or caretaker programs, proposed expansions, or new programs for the *following year*. The Recruitment, Development and Training Committee reviews the program needs and funding sources, measures new or expanded programs against the above criteria, and prepares a proposed budget in early August. A final version of the budget is adopted by the Board of Managers in November. The ATC staff administers the funds in consultation with the committee, affected Trail clubs, and agency partners.

Funds

There are no preset amounts that can be expended on an individual program. In the last several years, ATC has spent in the range of \$40,000 per year on ridgerunners and caretakers excluding associated staff time. The amount varies annually depending on the scope of the program, the amount of matching funds available from Trail clubs, agency partners, and others, and other factors.

Additional Information

Ridgerunner Handbook

Trail Crews

Overview

ATC provides funding for three Conference-established crews—the Konnarock Trail crew on the southern third of the Trail, the Rocky Top crew in Great Smoky Mountains National Park, and the mid-Atlantic region crew—as well as crews specifically associated with three Trail clubs: the Maine Trail Crew of the Maine Appalachian Trail Club (MATC), the Volunteer Long Trail Patrol of the Green Mountain Club (GMC), and the Berkshire crew of the Appalachian Mountain Club (AMC). (For details on those crews, see Chapter 4.)

Program Criteria

All A.T. crew programs are committed to the mission of providing volunteers—both those affiliated with a Trail club and those with no other connection to the A.T.—with the opportunity to learn Trail construction skills; build durable, high-quality trail that will protect soil and water resources and serve as an example for other parts of the A.T. and for the larger Trail community; and provide Trail clubs with a “critical mass” of effort to help them complete particularly large, difficult, or complex Trail-construction projects.

Process

The majority of ATC crew-program funding is directed to the three ATC-sponsored programs (Konnarock, mid-Atlantic, and Rocky Top). ATC also provides modest financial support to club-based programs sponsored by MATC, GMC, and AMC. In general, clubs do not apply for funding as they do in the Grants-to-Clubs or Grants-for-Outreach programs. Rather, projects are identified in the club's Trail assessment (or through another Trail-club or agency planning process).

All projects must receive appropriate agency approvals, and the Trail club should provide volunteer workers during the scheduled projects.

Funds

There are no preset amounts that can be expended on an individual program. In the last several years, ATC has spent in the range of \$75,000 per year excluding staff time on Trail-crew programs, although the amount can vary depending on the availability of federal pass-through funding.

Chapter 8 VOLUNTEER INSURANCE COVERAGE

VIP/VIF Program

Both the National Park Service and the U.S. Forest Service provide limited insurance coverage for volunteers while working on the Appalachian Trail. This insurance coverage is provided by NPS through the Volunteers-in-Parks program (VIP) or by the U.S. Forest Service through the Volunteers-in-Forests program (VIF). VIP is administered under an agreement between ATC and the National Park Service. VIF is administered under individual agreements between each national forest or ranger district and the local Trail clubs. Each of those programs was authorized by separate federal laws intended to enhance the abilities of volunteers to work in our nation's parks and forests.

Eligibility

VIP—ATC's agreement with the National Park Service provides protection to Trail clubs and their members while working on A.T. sections owned or administered by the National Park Service, a state agency, or a private landowner. It also covers workers on the six units of the national park system crossed by the A.T. and on A.T. side trails in those units. To receive VIP protection, workers must be listed in Trail-club records as members in good standing* and must be working within the scope of ATC's agreement to "operate, develop, maintain, and monitor the Appalachian National Scenic Trail and its side trails."

VIF—The VIF program provides similar protection to those Trail clubs with maintenance assignments on lands administered by the U.S. Forest Service, except that the program is run by each individual forest. Each Trail club should have an "Agreement for Sponsored Voluntary Services" signed by the forest supervisor or appropriate district ranger(s). Also, workers must be listed in the Trail-club records as members in good standing* and must be working within the scope of this agreement.

[*Some Trail clubs have "guest memberships" to allow unaffiliated workers to sign up on a work trip as "members in good standing." This allows temporary VIP/VIF coverage. However, the Trail club must maintain good, accurate, written records of members—including "guest members"—in order to continue to receive the coverage.]

Coverage

Under those agreements, A.T. volunteers are considered federal employees for the purposes of medical compensation for work injuries or for tort claims arising out of their activities as volunteers. As such, they are legally protected by two federal laws:

Federal Tort Claims Act—While acting within the scope of their responsibilities to maintain and monitor Trail lands, VIP and VIF volunteers receive protection for personal and organizational liability from any tort claims submitted by Trail users who may have sustained personal or property injury while on the Appalachian Trail.

Federal Employees Compensation Act—For injuries resulting from work on the Appalachian Trail, VIP and VIF volunteers are entitled to reimbursement for:

- first aid and medical care (including hospital care when necessary);
- incidental transportation expenses (when travel is necessary to receive medical care); and
- burial and funeral expenses (up to \$800) if death occurs.

VIP and VIF volunteers are specifically not entitled to:

- continuation of pay (compensation for time lost from their regular job);
- reimbursement for injuries sustained during law-enforcement or fire-suppression activities;
- reimbursement for personal property loss or damage; and
- reimbursement for injuries suffered as a result of motor-vehicle accidents.
-

Medical Coverage

When a volunteer is injured, medical coverage is provided through one of two federal programs: federal workers' compensation (OWCP) or an agency-provided medical insurance program (APMC). Both require the same reporting procedures. It is the federal agency, not the volunteer, that determines which method (OWCP or APMC) is used for reimbursement of the volunteer's accident or illness expenses.

OWCP Claim—When a volunteer is injured while working on the Appalachian Trail, she or he can seek medical treatment that is paid for by the federal workers'-compensation program administered by the U.S. Department of Labor's Office of Workers' Compensation Programs (OWCP). That requires the agency to file a claim with OWCP, which then processes the claim and pays the medical facility directly. However, when using OWCP, there is often a long delay between treatment and payment; in the interim, the medical facility may request payment directly from the injured volunteer.

Agency-Provided Medical Care—Many agencies have now set up their own insurance programs, called Agency-Provided Medical Care (APMC). APMC provides for payment of a volunteer's Trail-related medical treatment directly by the agency office (such as a Forest Service district office) with no requirement for the agency to report the accident or illness to OWCP.

Trail-club and crew leaders should discuss payment procedures for APMC with their forest supervisor, the NPS A.T. Park Office, or other appropriate agency official before doing any work under the club's Agreement for Sponsored Voluntary Services.

Personal Insurance—If a volunteer has his own medical insurance and chooses not to file a claim as a VIP/VIF, he simply presents his insurance information to the doctor or hospital where treatment is sought. If a volunteer elects to use her own insurance and wishes reimbursement from the federal government, she must follow USFS or NPS procedures for filing an OWCP (workers' compensation) claim. Volunteers must be aware, however, that this process to seek reimbursement can be long and cumbersome.

Regardless of who pays for volunteers' treatment (their own insurance or the federal government), they should *always fill out an accident or illness form* and submit it to the appropriate agency. In the event that future treatment becomes necessary, those forms serve as proper documentation of the incident.

Choosing A Facility for Treatment

Some USFS units have blanket purchase agreements established with medical-care providers in their local areas for first-aid treatment. It is easiest for an injured volunteer to go to those preapproved facilities. However, APMC also allows volunteers to use the medical-care provider of their choice.

Emergency situations dictate securing medical services from the nearest available physician or facility. This does not constitute selection or choice of a physician and, should further treatment be necessary after the individual is released, he is still entitled to this selection.

In nonemergency cases, volunteers should select a physician located within 25 miles of the volunteer's station or residence. If the incident location is a long way from the station or residence, volunteers should go to the nearest practical medical facility or physician for initial medical care.

Receiving Emergency Services

If a volunteer needs immediate medical attention, he can go directly to the nearest doctor or hospital for treatment. Prior authorization is not needed for emergency treatment. The appropriate agency official should be notified as soon as possible after the volunteer's arrival at the medical facility.

The doctor or hospital should be told that the injury occurred while the patient was working as an Appalachian Trail volunteer and that the USFS or NPS will either handle payments through APMC or send the necessary forms for OWCP, if appropriate. The volunteer should be prepared to provide the name and phone number of the appropriate agency official.

If for any reason the medical facility refuses treatment because there is no written authorization (CA-16) from the agency, injured volunteers may elect to receive treatment by their own means and follow USFS or NPS procedures for reimbursement through APMC or OWCP claims, if appropriate, as soon as possible after treatment.

Reporting an Injury

ATC requires all injuries to be reported to the appropriate ATC regional office. The Trail club may also need to be notified. Club officers should be sure to familiarize themselves with their club's VIP/VIF and work-trip and incident-reporting programs. Guidelines for reporting an injury:

1. Report all injuries that have possible longer-term consequences as soon as possible (within 24 hours) after the injury occurs, *even if the volunteer doesn't go to a doctor or hospital.*
2. Contact the appropriate agency-partner official (forest supervisor, NPS A.T. Park Office, *etc.*) as soon as possible after the injury. ATC has a list of appropriate contacts for each Trail club.
3. Obtain packets containing necessary forms to give to injured volunteers. These should be made available to all Trail-club trip leaders. The packets can be obtained from a USFS forest supervisor's office, NPS A.T. Park Office, or ATC regional office. Each packet will include detailed instructions for filling out the forms.
4. The injured volunteer should fill out and return completed forms to the appropriate agency within 24 hours or no later than two working days after the accident or illness. Those forms serve as documentation of the injury and must be completed whether the injured volunteer seeks immediate medical attention or not. In the event that future treatment becomes necessary, this form serves as proper documentation of the incident.

Additional Information

Summary of Volunteer Protection Programs (VIP/VIF)

Undergoing Development

Reporting VIP and VIF Work Hours

Every year, ATC reports to the National Park Service and the U.S. Forest Service the total number of volunteers and volunteer hours spent on stewardship of the Appalachian Trail during the federal fiscal year (October 1 through September 30). This annual number-crunching enables ATC to clearly and explicitly demonstrate the extent of volunteer contribution to the Appalachian Trail project. It also makes ATC and the Trail clubs eligible for special NPS funding for volunteer recognition and training.

In September, ATC sends a letter to each Trail club requesting a report for the fiscal year ending September 30 of the total number of volunteers working on the Trail and the total number of volunteer work hours expended.

The following should be included in the club's total number of work hours:

- all field work activities, *i.e.*, maintenance and monitoring activities on the Appalachian Trail;
- travel time to and from Trail work sites; and
- meeting/telephone/writing/e-mail time for A.T.-related planning sessions and correspondence.

Do not include work on side trails within a national park or forest; those hours should be reported directly to the park or forest unit.

The report is due to ATC by the middle of October. ATC then prepares a Trailwide summary of all volunteer activity for NPS and the USFS. Although it can be time-consuming to put together, it's a time for clubs to congratulate themselves for a year of dedicated high-quality achievement on the A.T. and its associated side trails and primitive corridor lands.

Chapter 9 FEDERAL ENVIRONMENTAL REQUIREMENTS

National Environmental Policy Act (NEPA)

Overview

The National Environmental Policy Act (NEPA) is a federal law that directs all government agencies to consider the potential impacts of their actions on the natural and human environment. This includes “ground disturbing” activities along the federally owned portions of the Appalachian Trail. NEPA also applies when federal agencies evaluate other projects that use federal lands, such as powerlines, pipelines, telecommunication facilities, and highways, or when federal agencies propose their own actions, such as timber sales or construction projects. In those situations, NEPA provides an important opportunity for Trail clubs, as well as the general public, to identify potential impacts of a project on the Appalachian Trail or other important resources.

Projects that Require NEPA Compliance

Normal Trail maintenance and most other maintenance activities undertaken by ATC and the Trail clubs do not have the potential, in this sense, to affect the environment and do not require preparation of an environmental assessment. But, some Trail-club projects typically involve a substantial amount of surface disturbance, and NEPA compliance must be ensured before construction starts.

Examples of projects that require NEPA compliance include:

- construction of a new shelter;
- construction of a major bridge (more than 35 feet long or requiring significant excavation);
- construction of a parking lot with the capacity for more than 10 vehicles;
- cutting a major relocation of the footpath;
- “open areas” rehabilitation projects; and
- any other action that includes a significant amount of soils disturbance or significant removal of vegetation.

It is important that Trail clubs plan ahead for those types of projects, so the process can be completed before construction begins.

Elements of the NEPA Compliance Process

Scoping letter—When a federal agency proposes an action that has the potential to affect the environment (or someone proposes an action on federal lands that a federal agency has to approve), the agency typically starts the NEPA-compliance process by issuing a “scoping letter.” The purpose of the scoping letter is to invite the public to identify potential concerns or impacts that should be evaluated during the compliance process.

Project assessment document (EA or EIS)—Next, the federal agency conducts whatever studies may be necessary, such as review of the site by a botanist to make sure no endangered species are present or review by an archaeologist to make sure no historical artifacts are present. The proposed action and the consequences of carrying out the action are then documented in an environmental assessment (for small projects, such as a new shelter or a short relocation) or an environmental-impact statement (for projects that are big enough that they probably will have a significant effect on the environment, such as an interstate pipeline or powerline). In both cases, ATC and club representatives can provide information that will help the agencies prepare an accurate document.

Public comment—The federal agency then gives the public an opportunity to review and comment on the environmental assessment (EA) or environmental impact statement (EIS), generally 30 to 60 days. In some cases, projects can have an impact both on the Trail and on the personal interests of individual Trail-club members. The Trail club should try to separate these individual opinions from the club's specific comments so that this conflict of interest is not perceived as a problem.

Agency decision—After considering this input, the federal agency then can act on the proposal. The agency will issue a “Finding Of No Significant Impact” (FONSI) if the project is approved. Certain conditions, or “mitigating measures,” may be identified in the process to reduce identified impacts to the environment, and those measures need to be included in the project. After a FONSI is issued, work on a project can begin.

The entire process may take as little as 60 days (for a small project with no impacts on the environment) as long as several years (for a larger project).

Additional Information

Local Management Planning Guide Section 5(L)

Trail Management Policies Website

<<http://www.appalachiantrail.org/protect/policies/index.html>>

Local Vigilance—Protecting the Scenic and Recreational Environment of the A.T. from Encroaching Development (From the 1998 Club Presidents' Meeting)

Perhaps the most significant changes in the Appalachian Trail during the last 50 years are the result of advances in technology and the so-called trappings of a modern society. Natural-gas pipelines, electricity-transmission lines, roads, highways, telecommunications towers, airport hazard beacons, and residential, commercial, and industrial developments all affect the scenic and recreational environment of the Trail, and proposals for new projects seem to surface every day. The site-specific impacts to the Trail environment of any one project can be significant. But, the cumulative effect of these projects is often an even more important consideration. If development isn't carefully designed and constructed to minimize its impact on the Trail, its presence becomes ubiquitous and compromises the fundamental values for which the Trail is managed and maintained.

Who wants to spot a big transmission powerline every mile or two when they're on a wilderness walk? Who wants to listen to tractor-trailers throttling down a steep hill in low gear while they're looking out over a dramatic mountain landscape? Who wants to see the lights of homes or hear the noises from a nearby subdivision while camping at a supposedly remote site? If the Trail community isn't vigilant, the Appalachian Trail will look a whole lot different in another 50 years—even with its corridor of protected land.

Responding to development proposals is one of the most important duties of a local Trail manager, and it's a never-ending, and occasionally thankless, job. But, an active and well-informed Trail club can make a tremendous difference. Coordination between Trail-management partners is essential, too. Trail-club volunteers need to be familiar with the different organizations and entities that have review authority for different types of projects, be knowledgeable about a variety of governmental review processes, and be ready to assess and explain to others the effects that a proposed development could have on the Trail.

In some cases, NEPA (National Environmental Policy Act) is a critically important tool. NEPA requires federal agencies to prepare environmental-impact statements evaluating the effects of projects that propose to use federal lands. In those situations, NEPA provides an important opportunity for Trail clubs, as well as the general public, to identify potential impacts of a project on the Appalachian Trail or other important resources. In other cases, state or local regulatory agencies may evaluate a proposed development to ensure that it is consistent with their regulations. In still other cases, the only tool that may be available is public pressure on the proponent. Often the outcome is entirely dependent on the Trail club's willingness to roll up its sleeves and get involved.

Questions to think about...

- Does your Trail club have a committee or spokesperson responsible for detecting, reviewing, and responding to proposed developments?
- What should your Trail club do, or not do, when reviewing a proposal?
- What are the various deadlines for reviewing and responding to a proposal?
- What resources do you have to help you respond?
- What is at stake? What are the impacts? What about cumulative impacts?
- What is likely to happen when you speak up for the Trail?
- Has your Trail club thought about any potential conflicts-of-interest among members?

Additional Information

Local Management Planning Guide, 4(I)

Chapter 10 EMERGENCY MANAGEMENT

Overview

Responses to, and management of, emergencies that occur along the Appalachian Trail are fundamentally the responsibility of local, state, and federal agencies. Emergencies may be defined as law-enforcement incidents, wildfires, search-and-rescue operations, or natural disasters, such as hurricanes, floods, winter storms, and their resulting damage.

As private organizations, Trail clubs have no legal responsibility or authority to respond to emergencies. However, the Trail club plays a critical role in educating hikers, agency partners, and the public about the Trail to reduce problems caused by emergencies.

The Role of NPS and USFS

When NPS and USFS delegated management responsibility or authority for A.T. corridor lands to ATC, they specifically did not delegate the obligation to respond to emergencies. The chief ranger is the only law-enforcement official in the A.T. Park Office. The position involves establishing working relationships, conducting, coordinating, and attending training and orientations sessions, and developing cooperative agreements with a number of federal, state, and local law-enforcement agencies Trailwide. Those relationships increase the level of coordination and cooperation in Trail incidents and emergencies.

The Role of ATC

Although it has no formal responsibilities (or authority, in event of crimes) for emergency response or law enforcement, ATC often has many resources available to assist federal, state, and local agencies. ATC's regional directories contain lists of emergency contacts; seasonal ridgerunners and caretakers (often the first ones on the scene of a Trail incident) carry radios or cellular telephones; and ATC staff members try to maintain regular contact with local and regional police, as well as fire and rescue personnel.

The Role of Trail Clubs

As the on-the-ground managers, Trail clubs can assist the appropriate agencies responding to emergencies. Frequently, Trail club members know the best and/or shortest route to various locations along the Trail in their area. It takes considerable time and effort on the part of Trail clubs to establish working relationships and contacts among the various emergency management or law-enforcement agencies, but such efforts are critical in facilitating the most effective and efficient response to a Trail emergency. Unlike many of the other duties Trail clubs assume, those efforts to cultivate contacts and educate public agencies may literally mean the difference between life and death for stricken hikers. One of the most useful things a Trail club can do to develop good working relationships with emergency-response agencies is regularly (at least annually) visit their various offices. Those visits provide an opportunity for the Trail club to educate the agency about the Trail and its users. Many Trail clubs have found it helpful to have the ATPO chief ranger attend introductory meetings with emergency-response agencies, particularly law-enforcement agencies. For other Trail clubs, it is simply a matter of maintaining existing long-standing relationships.

Additional Information

Local Management Planning Guide, Section 3(A)

Report of the Hiker Security Task Force, 1984

"Responding to Incidents on the Appalachian Trail" Brochure

Appendix Q

ATC Incident Report Form and Guidelines

Appendix Q

(Form only on Website)

<<http://www.appalachiantrail.org/hike/plan/safety.html>>

Chapter 11 ATC BOARD OF MANAGERS

Overview

Twenty-eight individuals make up the governing Board of Managers: seven officers (chair, three regional vice chairs, secretary, assistant secretary, treasurer); six members from each of the three Conference regions (New England, mid-Atlantic, southern); and two at-large members. The appointed executive director is a voting member of the board. Board members are elected by ATC members at biennial meetings to a two-year term. A Board member can, if renominated and reelected, serve for a total of three consecutive two-year terms in any position. Most Board members may also be elected to another position, including, after a respite of at least one election term, a position previously held. (Regional members cannot be elected to at-large positions without an interval between positions, and *vice versa*.) Vacancies that occur between meetings of the membership are filled by the executive committee, based on recommendations by the vice chairs.

The Board meets during two long weekends a year, usually in April and November. The two-and-a-half day format includes committee meetings as well as the Board meeting. There is also a short Board meeting on the Monday afternoon following the general business meeting at the biennial conference (see next chapter). The Board accomplishes much of its work through standing and *ad hoc* committees organized for each major program area. Although the majority of committees meet during the Board weekend, some committees meet at other times during the year.

ATC Board Committees

The executive committee consists of the chair, three vice chairs, secretary, treasurer, and three other members, one from each of the three regions. The regional executive committee members are selected by caucus after the biennial conference's business meeting. The executive committee carries out policies established by the Board in the intervals between Board meetings. The executive committee generally meets twice a year, seven or eight weeks before the Board meets.

All elected Board positions are unpaid, volunteer positions. However, by resolution of the Board, members may, if they so desire, be reimbursed for expenses incurred by attendance at meetings and in connection with the performance of Conference business. Expenses incurred attending the biennial conference are not reimbursable.

Members of the Board of Managers are expected to attend the Board meetings, committee meetings, and the appropriate regional management committee meeting(s).

Additional Information

ATC Bylaws <<http://www.appalachiantrail.org/about/atc/index.html>>

Appendix R

Chapter 12

ATC BIENNIAL CONFERENCES

Overview

Every two years during the summer months, the Conference holds its official business meeting as a corporation. Accompanying the official meeting is a week-long series of events for hikers and Trail managers. Educational and informative workshops are mixed in with hikes and other outdoor recreational events, such as rafting trips and excursions to cultural and historical sites. Exhibits presented by Trail clubs and commercial vendors and evening entertainment round out a program that appeals to a wide audience. A children's program is provided to encourage family participation. The biennial conference provides a rich opportunity for strengthening the network of individuals involved in the A.T. project and is one of the largest gatherings of conservation-minded people in the world.

Since those biennial meetings offer a variety of opportunities that appeal to Trail-club members, presidents should begin to inform their membership of conference dates and activities well in advance of the meeting. (Information is published in the *Appalachian Trailway News*, but since many Trail club members are not ATC members, they may be unaware of the opportunities.) Registration materials are published in the March/April issue of the *ATN* of the year of a meeting. Additional copies of the registration packet for distribution to Trail club members are available through ATC and the Trail club(s) hosting the conference.

Voting at the Conference Business Meeting

At the heart of the biennial meeting is the official ATC business meeting. In addition to voting power vested in individual members of ATC, each Trail club is entitled to a block of votes. A Trail club has one vote each for its president, secretary, and treasurer or designated alternate representatives. In addition, each Trail club is entitled to one vote for every 10 miles (or major fraction thereof) of the Appalachian Trail assigned to it by the Conference. A list of official Trail club delegates must be submitted by the Trail club president in writing to the Conference, and the delegates must be present at the meeting in order to vote. Accepting the position of official Trail club delegate does not preclude a person's voting as an individual ATC member; an ATC member attending the meeting as a Trail club delegate is entitled to two votes. In actual practice, close votes requiring a delegate count are rare, but not unheard of.

Elections and Resolutions

Votes are cast at this meeting for election of the Board of Managers and for resolutions presented to the general membership. A slate of nominees for the Board is prepared by a nominating committee and presented to the membership in an issue of *ATN* published prior to the meeting. Other nominations can be made by a petition at least 30 days prior to the meeting signed by at least 50 Conference members. Resolutions must be submitted in writing in advance for consideration by a resolutions committee and must "relate to matters concerning the Appalachian Trail or the Appalachian Trail Conference." Any ATC member is entitled to submit a resolution. Resolutions are read to the attendees at the business meeting and must receive a motion and a second before discussion can ensue. Changes to the ATC by-laws may also be presented by members at this meeting and require a two-thirds vote of those present and voting to be put into effect.

In addition to the business meeting, an opening session is generally held, featuring a keynote speaker who provides an inspirational message for those involved in the Trail project. At this meeting, the "state of the Trail" is addressed by high-ranking officials from our agency partners and by the executive director of ATC. Coveted honorary memberships in ATC are also presented at this time. This meeting provides an excellent opportunity for Trail-club members to gain increased perspective for the Trail project on a national level.

Planning for a conference

Although the biennial conferences include the official business meeting of ATC, volunteers from Trail clubs host and organize these events, rotating among the three ATC regions. The conference was in southern Virginia in 1999. It will be held in south-central Pennsylvania in 2001 and in New England in 2003.

The conference may be hosted by a single Trail club or by a confederation of Trail clubs. Hosting a conference requires a significant commitment of time and resources by Trail club volunteers, but provides a fund-raising and membership-recruitment opportunity for the host Trail clubs. It can also provide a focus for volunteers and a sense of pride in accomplishing a huge task. It allows for a wide variety of volunteer efforts, using different talents and skills than are

required for Trail maintenance or hike leadership. Planning usually begins four years prior to the meeting. Trail clubs interested in hosting a conference should alert their ATC vice chair.

Additional Information

Manual on Biennial Conferences, by Ray Hunt

<<http://www.appalachiantrail.org/about/atc/biennial.html>>

Chapter 13

TIPS AND TECHNIQUES FROM AROUND THE TRAIL

(From the 1998 Club Presidents' Meeting)

Overview

The following suggestions have been gathered from club leaders from Maine to Georgia. They represent the full range of Trail clubs, large and small, North and South, all-volunteer and partially staffed. Your fellow club officers' wisdom and experience may help you avoid early pitfalls, sidestep burnout, and keep your club growing and vibrant.

Meetings

Have fewer meetings and more activities. We hold only two meetings per year that are attended by the general membership. We hold six board meetings per year that are attended by all officers, committee chairs, and board members. These are also open to the general membership. We have a very full hiking schedule, and offer at least two and sometimes three hikes every weekend. The Outing Committee takes care of planning each quarterly schedule, which is published in the *Virginia Hiker*.

–Bill Foot, Natural Bridge A.T. Club

Meetings must have an agenda sent out in advance. All items requiring a decision should have a background paper sent with the agenda. The president needs to allow for full discussion from all present, without getting too bogged down. This involves keeping an eye on the clock throughout the meeting and drawing a line between productive input and nonproductive discussion. Obviously, personal attacks have no place in a meeting, so the leader must foster an atmosphere of mutual respect and keep the discussion focused on the agenda.

–Paul Johnson, Maine A.T. Club

A written agenda for board meetings and a good secretary who keeps the minutes, writes them up, and distributes them afterwards are essential tools. The agenda keeps everyone on track, and the notes are necessary to keep a record later for what was decided and how the decision was made. The ability to tell people to move on to the next topic helps, too.

–Parthena Martin, Piedmont A.T. Hikers

The Tidewater Appalachian Trail Club has a monthly board of directors meeting and a monthly general membership meeting. Members' interests are kept if you adhere to a definite schedule and time period. Board meetings begin promptly at 7:00 p.m. and end promptly at 9:00 p.m. General meetings are from 7:30 p.m. until 9:00 p.m. We have business issues, a 20- to 30-minute program, presentation of upcoming hikes/activities, a 10- to 15-minute break, and a recap of hikes/activities since the last meeting. Keeping to this scheduling, we get 100–120 members at each meeting.

–Ned Kuhns, Tidewater A.T. Club

Most volunteers hate committee meetings, but unfortunately they also lengthen the meetings by letting their minds wander and discussing topics not related to the agenda. It is the chair's job to prepare members of the committee with pertinent background material and keep discussions orderly and focused. Since the minutes may record items that members have promised to do (dates of activities, errors that need correcting, *etc.*), a copy of the minutes should be distributed to all members within a week of the meeting.

–Dick Blake, Appalachian Mountain Club-Connecticut Chapter

Subcommittee chairs and others should have any reports of interim meetings or projects written down and distributed with the agenda. If this is impractical, then the reports should be brought to the meeting with copies for each member. This helps keep the minutes accurate and gives members time to think of questions or reactions and eliminates "off-the-top-of-the-head" discussions.

At major meetings, the chair should have copies of the club's local management plan, any cooperative agreements, past minutes, or other similar documents, so that "legal" questions can be settled quickly. It also helps if some committee member is given this responsibility.

–Dick Blake, AMC-CT

Board "Blue Book"—The Philadelphia Trail Club put together a "blue book" for each board member that contains all voted and approved motions by subject matter for the past 10 years. Before the creation of the book, we found ourselves

sometimes passing the same motion more than once. The book has been expanded to include other significant board events. It is difficult to get someone to keep it updated, but it has been a useful guide for new board members.

–Ed Kenna, Philadelphia Trail Club

Communications

The personal touch. Get personally acquainted with new members. Learn to think of yourself as the Trail-club ambassador. Get to be friends with the people you have to work with as agency partners. If this behavior doesn't come naturally to you (it didn't to me), then work on it. After a while, it will become natural. Getting to be personal friends helps a great deal in working out solutions to problems where the Trail club and the agency partner have differences of opinion. It also helps when you are asking Trail-club members to go that extra mile in a big project that needs to be finished.

–Parthena Martin, PATH

Board Members—Keep board members well-informed of everything that is going on, and make sure they are part of the decision-making process. If possible, include the whole Trail club as part of the decision-making process. This is where e-mail has helped us a lot—our membership is spread out over a big region, and we have whole discussions by e-mail.

–Parthena Martin, PATH

Newsletter—it is important for Trail clubs to have a good newsletter. In our newsletter, we cover timely, informative topics and give as much news about the Appalachian Trail project and about Trail-club activities as we can. Our newsletter, *Virginia Hiker*, is published quarterly.

–Bill Foot, NBATC

The Philadelphia Trail Club's newsletter runs a column dedicated to A.T. news items. The newsletter was the highest-rated way that members found out about the A.T.

–Ed Kenna, PTC

Trail Club Files—Make a set of good files, for all Trail-club documents. Newsletters, board-meeting minutes, and letters to and from the Trail club need to be filed. PATH has a three-box filing system for letters, documents, *etc.* File everything.

–Parthena Martin, PATH

Recruiting Volunteers

Lead by example. You can't ask Trail club members to put in several hundred hours of work to build a shelter (like we did this past fall) if you aren't there every weekend working, too.

Committee Job Descriptions—The Philadelphia Trail Club developed a job description for each board and committee function. It is used by the Nominating Committee when seeking new board members. How many times have you heard the expression, "Oh, there really isn't much to do?"

–Ed Kenna, PTC

Better to call or personally talk to those you feel suitable for a job. One-on-one is harder to refuse, and many people don't like to offer help when at a meeting. Explain the job carefully, don't minimize the time it will take, offer to make back-up help available (from you or someone else who previously did the job), and, although you need to check that the tasks are being done, let the person do it themselves!

–Kay Coriel, Nantahala Hiking Club

Rarely do volunteers respond to impersonal invitations to get involved with Trail work. All Trail-club leaders must constantly watch for opportunities to discuss and/or ask people directly to participate. Quite often, when people are asked how they got involved with trail work, they answer by saying they were directly asked to participate. It takes continuing effort at communicating with Trail-club members and all outside "neighbors" and involved organizations to successfully accomplish the club's goals.

–Paul Johnson, MATC

Patience—if patience doesn't come naturally, develop it. Volunteers come in all types, and they each have to be appreciated for what they can do. Some thrive on meetings, some on digging, some on designing a bridge, whatever. This is where getting to be good friends with all the Trail-club members comes in handy. Don't criticize people for not doing what you think they should do. Learn what each individual thrives on, then fit that individual to a job of his or her abilities.

–Parthena Martin, PATH

More Than Just One Person—The Connecticut Chapter Trails Committee has a firm volunteer base that includes years (more than 50) of experience. We are in the midst of reorganizing our records onto computer, which is being done by more than just one person. We try to, as much as we can, spread the workload over many people, so we don't rely on just one person. Fortunately, we have a large network of people interested in trails to contact. We realize the importance of making sure one person does not feel overwhelmed. Providing simple tasks, whether it be a phone call or two, whatever the person's depth of interest is, we try to capitalize on. This will ensure an ongoing committee that will remain as active as it is now.

–Ann Sherwood, AMC-Conn.

Maintenance Trip Campouts—We have two major maintenance weekend trips (May and October) and one mid-season maintenance trip in July. We reserve a large campsite at a federal/state park near our section of the trail and make the event a family campout. On Saturday evening, the Trail club hosts a chili dinner for the Trail maintainers. A group stays in camp to prepare the food. Members bring a variety of desserts. After supper, we have campfires and a general social gathering. This has been a very useful idea to encourage trail maintenance volunteers.

–Ned Kuhns, TATC

National Trails Day—The Smoky Mountains Hiking Club uses National Trails Day as a way to recruit volunteers for the season. We partner with the Friends of the Smokies for the event, which also helps with publicity, sponsors, and organization. We had 150 participants in 1997 and received national recognition for our event in 1998. Participants are charged \$10, and, in return, they receive a T-shirt and a hard, but rewarding, day's work.

–Phyllis Henry, Smoky Mountains Hiking Club

The Philadelphia Trail Club works on two levels for recruiting volunteers: getting new members into the Trail clubs and training maintenance workers. To recruit new volunteers, we have a brochure with a mail-in request for information. We have also given talks at health clinics and health clubs. Recently, we developed a questionnaire, which went to selected active members to determine if they understood our A.T. mission (the club was not founded solely to maintain the A.T.) and why they have not been active in the maintenance program. The response has been very good, and, at our spring maintenance session, we will conduct a special training session for new workers. NOTE: We no longer use the term "work trip."

–Ed Kenna, PTC

Volunteer Recognition

MAKE SURE VOLUNTEERS KNOW THEY ARE APPRECIATED. When we were working on the shelter, I took lots of pictures, made prints, and sent prints to everyone at Christmas, along with a note in an ATC card, thanking them for their help. People like to see their names in the newsletter, too. Use lots of names there.

–Parthena Martin, PATH

Annual Appreciation Dinner—SMHC has an annual volunteer appreciation dinner in February for all who work on the A.T. We give awards and door prizes to trail maintainers who have worked at least three days on the A.T. during the season. We had 86 in attendance this year.

–Phyllis Henry, SMHC

Hiking Spree Program—We started the Hiking Spree Program in 1990. To qualify for this award, the Trail club member must attend 10 scheduled Trail club hikes during the calendar year. The first year, the hiker earns a wooden hiking staff, with a rubber tip and a nylon sling. They also get a medallion on their stick indicating the year of participation. Every succeeding year that they complete the Hiking Spree, they earn another medallion for that year to add to their stick. In any one year that they go on 20 scheduled Trail club hikes, they earn a brass name tag to put on the stick. This has been enormously successful. At our February dinner meeting, we awarded 61 annual medallions and/or new hiking sticks.

People join the Trail club just so they can earn their hiking stick. These are nothing more than broomsticks furnished by our local Sheltered Workshop. The cost is less than \$2 each, including the medallion. Each January, a form is published in the newsletter for hikers to record their hikes and get the signature of the hike leader. By the way, all maintenance hikes also qualify for inclusion in the 10 hikes.

–Bill Foot, NBATC

Incentives—Offer incentives for lots of things. We offer the Casner Award, a beautifully carved rotating plaque, to the person who completes the most miles on Trail-club hikes during the year. The winner generally hikes more than 300 miles per year. Persons who hike all 88 miles of the A.T. maintained by NBATC earn an “88-miler Patch.” We have awarded over 80 of these in the past 10 years.

–Bill Foot, NBATC

Trail Maintenance—We have many awards for trail maintenance. For completing 25 hours of work, we award a T-shirt. This is the same design every year but in a different color and with the current year on it. For 100 hours of work, we give them a pair of leather work gloves. For 200 hours or more, we award a nice tool, such as a folding saw, a hand ax, clippers, or something substantial. This year, we just awarded eight nice folding saws. The person who turns in the most maintenance hours each year earns the coveted Henry Lanum Award. This is a plaque with an A.T. metal diamond sign. We realize it’s not just because of these awards, but we consistently turn in 4,000 to 8,000 hours per year.

–Bill Foot, NBATC

Computers

A computer e-mail distribution list, one for board members, and one for the entire Trail club, is a quick and easy way to get information out to people. Make sure all information you send this way also gets sent by another method (such as by mail or included in the club’s newsletter) to those who do not have a computer.

–Parthena Martin, PATH

Shareware—I manage a “mailing list, contact list, resource list” using software developed a few years ago that allows the user to place each person entered in any (one, a few, or many) category—up to 250 categories total. Although this is not current Windows software, it does run acceptably under Windows 95. A user can create selections for output in a variety of formats. I am using it for a more than 1,000-person database. Its advantages: fast, efficient, and FREE. I can provide copies of the software if there is any interest.

–Ron Rosen, New York-New Jersey Trail Conference

For managing Trail-club membership, one of our members wrote a program in Dbase that makes it really easy to maintain the four databases: main, new, dropped, and financial. The membership chair handles all the input and records dues paid, prints all mailing labels, produces the membership list and the telephone tree. Dues are then sent to the treasurer. Our telephone tree is used every October and February to call members to remind them of the annual meetings. We are able to turn out about 140 members for our covered-dish dinner meetings. All dinner meetings have a hiking-related speaker with a slide show or talk on a related subject.

–Bill Foot, NBATC

I have many .doc as well as .xls files relating to the Trail club and ATC. I do not have any specific standard applications, but I have developed my own formats for such things as tracking hours worked by members and keeping a running maintenance assessment.

–Ed Kenna, PTC

Publicity

TATC has three methods we find very helpful in retaining our members’ participation in activities. In late December, we publish an annual calendar for the coming year. In a hardcover, 5 1/2” x 8 1/2” pamphlet, trip leaders list the dates of their activities on a page for each month. Members bring their calendars to the meeting and log in trip details. Every other month, we publish a newsletter which includes an activities section in the middle. At each general meeting, our VP/Hikemaster prepares an updated activities schedule for the next 2–3 months, with a copy for each meeting attendee.

–Ned Kuhns, TATC

We have found our club Website to be a very valuable tool in communicating with the public. I think we obtained at least a dozen new members our very first six months on the Web. –Bill Foot, NBATC