

FINAL ACTION PLAN – September, 2008

**Oregon Department of Forestry
Northwest Oregon Area/State Forests Program**

**Action Plan for Addressing Findings and Recommendations
in the
Recreation Management Assessment
(2nd Party Assessment Report by David Reed and Associates)**

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Preface

The action plan that follows was developed using the “concept of organization” discussed in the introduction section of this report. The project team identified seven major categories and a number of specific focal areas within each category which they believe capture the key issues raised by the findings and conclusions in the report. The team developed issue statements and background information for each category and specific action statements for each focal area. Cross references back to the key findings are provided for each of the seven categories, and for the specific actions described.

This document presents a prioritized action plan that can inform agency processes at several levels. These range from actions that may be incorporated into Board of Forestry work plans, to actions for inclusion in Program level strategic action plans and policy development processes, to other actions that may be incorporated into Area or District level operational plans. The Northwest Oregon Area Recreation Leadership Group referenced earlier in this report (see Group Charter in Appendix B) is envisioned to be a group that can oversee implementation of many of the operational action described in the plan that follows, and also serve as a key forum for reviewing and providing input on policy level action items.

The hierarchy of this plan goes like this:

Category: A general theme area or collection of related topics that the project team believed captures a key message of the findings and conclusions in the assessment report. The categories are not listed in a hierarchal or prioritized order, however, actions in some categories are dependent on actions in other categories, and sequencing is an important consideration in implementing this action plan.

Issue Statement: Conveys the project team’s observations, both from the findings in the report, and from their own experience and knowledge of the issue.

Issue Background: Necessary context to understand the issue, including historical context for particular issues.

Focal Area: Specific elements within each broader category which lend themselves to organizing actions.

Action Items: What we need to do, within each focal area

Each action item includes the following information:

- Description of action
- Priority – Actions have not been identified in this plan unless the project team believed they were important. The priorities indicated are intended to be relative measures of importance among the actions.
- Anticipated product or outcome
- Agency process recommended
- Timeframe or sequence

- Potential leader or coordinator
- Key Participants/Collaborators
- Resources needed to carry out the action
- Other considerations

The seven key categories are as follows:

1. Strategic Direction for the Recreation Program
2. Recreation Planning
3. Standards
4. Workforce Organization and Capacity
5. Business Management
6. Communications
7. Monitoring and Information Systems

CATEGORY 1: Strategic Direction for Recreation Program

Issue Statement

The State Forests Program needs a clear direction that can guide decisions both at the program and district level related to the scope and scale of recreational opportunities to be provided on state forests. This direction needs to clearly distinguish any differences in recreation program guidance between Board of Forestry and Common School Forest Lands.

Issue Background

The program has evolved from direction originally provided by the Legislature relative to the Tillamook State Forest in 1991, and through subsequent planning efforts at the forest level. The original Comprehensive Recreation Management plan for the Tillamook State Forest was adopted in 1993 by the Board of Forestry and the Parks and Recreation Commission. The 1993 plan was also reviewed and approved by the State Land Board. Since 1993, the Board of Forestry has acted on two significant policy initiatives that potentially affect the recreation plans. In 1998, the BOF adopted an administrative rule for the management of state forest lands (sometimes referred to as the “Greatest Permanent Value” rule). In 2001, the Board of Forestry and the State Land Board adopted forest management plans for state forests in northwest and southwest Oregon. There has not been a comprehensive recreation planning process for any of the state forests since the adoption of the FMPs in 2001. There has been a process to revise the Elliott State Forest Management Plan, and that process has considered the role of that forest as a provider of recreational opportunities.

Since the development and implementation of the original Tillamook plan and subsequent recreation management plans for the Clatsop and Santiam State Forests, many aspects of the recreation program on state forests have evolved and changed. Demand and level of use for most activities has increased during this time. New uses have emerged, and technologies associated with past uses have changed. Many new facilities have been constructed in the forests. The demographics of users have changed over time as additional people discover what state forests have to offer. All of these changes have resulted in a much more complex recreation management program than what existed when the original plans and program were created.

Focal Areas and Draft Action Statements

1. Board of Forestry and/or State Forests Policy on Recreation Management.

Action Item A

Conduct a strategic visioning process involving BOF and agency leadership to identify a strategic direction for the program. Consider utilizing the process described by David Reed and Associates in Appendix A of the assessment report. Develop background and context information described in step one of the process. Share this information with the BOF, and facilitate a discussion to update strategic vision, or validate current policy and direction for recreation management.

Related Findings: 3, 11

Priority: High

Anticipated Product or Outcome: Board or Agency direction relative to the role and level of contribution State Forests should provide regarding forest recreation. This could be expressed as a State Forests Recreation Policy, strategic plan, administrative rule or through other means.

Agency Process: Board of Forestry Work Plan on Adapting the Forest Management Plans or Agency policy making effort.

Timeframe & Sequencing: Develop context and background information by late 2008 for possible discussion with Board of Forestry. Move forward with Board or policy development process in 2009.

Leader or Coordinator: State Forests Division Chief and Deputy Chief lead on BOF work plan elements. Program Project Leader (Doug Decker) lead on context development efforts and subsequent policy development process.

Key Participants/Collaborators: NWOA and SOA Directors, NWOA and Western Lane District Foresters, Recreation Managers and Coordinators, User Advisory Committees, Forest Trust Land Advisory Committee, and State Forests Advisory Committee.

Resources Required: Agency staff time, Board of Forestry time, contract services to assist with development of context and background information.

Other Considerations: The Board may wish to appoint a project team or specific advisory committee to run this process.

2. State Land Board/Department of State Lands policies on recreational use and facility development of Common School Forest lands.

Action Item A

Conduct a conversation with SLB about appropriate levels of recreation use and facility development on CSL lands. This should provide context about past and current approaches.

Related Findings: 3, 11

Priority: High

Anticipated Product or Outcome: State Land Board and DSL direction or clarification about the appropriate level of recreation management and investment on Common School Forest lands.

Agency Process: Program Level Policy Development

Timeframe & Sequencing: Complete in 2009. This policy-level guidance would be helpful to inform forest-level planning efforts. Relates directly to Focal area 1 & 2 in Category 2.

Leader or Coordinator: Deputy State Forests Division Chief, assisted by Program Project Leader (Decker).

Key Participants/Collaborators: Department of State Lands Staff, NWOA and SOA Directors, NWOA and Western Lane District Foresters, Recreation Managers and Coordinators, User Advisory Committees, and State Forests Advisory Committee.

Resources Required: Agency staff time.

Other Considerations: Mechanism for expressing this direction still to be determined. Could be via MOU or amendment to management agreement with SLB/DSL.

3. State Forest Program Policies

Action Item A

Develop and adopt State Forest Program policies relating to the following facets of the recreation management program: purpose and vision; determining appropriate recreational use; standards and standard compliance; how recreation fits into planning hierarchy (including consistency with County planning ordinances); business practices; facility and infrastructure development (resource specialist involvement); threatened and endangered species management; cultural resource management; signing; interpretation and education (including curriculum standards); use of volunteers; partnerships and integrated funding; law enforcement; transportation planning integration; monitoring and data management.

Related Findings: 2, 3, 5, 6, 7, 11, 13

Priority: High/Medium

Anticipated Product or Outcome: Specific program policy statements, standards and manuals that provide guidance.

Agency Process: Program policy development process, with field participation.

Timeframe & Sequencing: Develop initial policy document based on existing legal and policy direction by early 2009. (High) Complete guidance manuals based on existing drafts by late 2009. (High) Proceed with other policy and guidance development following completion of strategic visioning process. (Medium)

Leader or Coordinator: Public Use Coordinator with assistance from State Forest Project Manager (Decker), and input and review from Northwest Oregon Area Recreation Leadership Group.

Key Participants/Collaborators: . NWOA and SOA Directors, NWOA and Western Lane District Foresters, Recreation Managers and Coordinators, User Advisory Committees, Forest Trust Land Advisory Committee, and State Forests Advisory Committee.

Resources Required: Project Manager time dedicated to lead effort on initial policy document development. Public Use Coordinator time to assist and to coordinate guidance manual completion. NW Leadership Group member time to assist with development and review of key products.

Other Considerations: Initial policy development needs to be coordinated with other context and background development work for complete BOF information package.

4. Administrative Rule Review

Action Item A

Conduct a comprehensive review of the administrative rules governing recreational use of state forests and propose amendments to the Board of Forestry. Key areas for review and updating include; fees; organized events; program mission and purpose; abandoned personal property; memorials; vendors; long term camping, target shooting. Included should be a review of how the recreation rules are administered.

Related Findings: 3, 5, 6, 8, 15

Priority: Low

Agency Process: Work group effort, followed by BOF administrative rulemaking process to amend existing OARs on recreational use of state forest lands.

Timeframe & Sequencing: Depends on the progress made on other action items, i.e. Strategic direction discussions, and development of program policy, guidance and standards. This work must follow policy development.

Anticipated Product or Outcome: Amended BOF administrative rules. OAR 629, Chapter 25, Recreational Use of State Forest Lands.

Leader or Coordinator: Deputy State Forests Division Chief, with assistance from Program Project Manager and Public Use Coordinator.

Key Participants/Collaborators: NW Recreation Leadership Group.

Resources Required: Agency staff time to prepare proposed additions/amendments rules. Possible contract with a Hearings Officer to facilitate rulemaking process.

Other Considerations: BOF may want to consider some delegation to State Forester for recreation program administrative items, i.e. setting fees, specifying permitting requirements, etc.

CATEGORY 2: Planning

Issue Statement

Existing recreation management plans for state forests are in need of updating, and plans need to be developed for several state forests.

Issue Background

Existing recreation management plans were developed in the 1990s, in response to legislative direction and increasing levels of use. While these plans were effective action plans, many of the priority action items have been accomplished and updates are needed. Updated and newly created plans need clear goals, and a stronger statement of a future vision or desired future condition for recreation management on each forest. There are some actions identified in existing plans that have not been fully implemented and continue to create management challenges. These include comprehensive trail planning, zoning to separate motorized and non-motorized uses, and target shooting in the forest.

Focal Areas

1. Forest or District Level Recreation plans

Action Item A

Initiate comprehensive recreation planning process for West Oregon District.

Related Findings: 2, 3, 4

Priority: Low (due to current budget constraints)

Anticipated Product or Outcome: District Recreation Plan.

Agency Process: To be determined in future fiscal year budgeting process.

Timeframe & Sequencing: Timeframe to be determined. Recommended sequence - Conduct initial phases of recreation planning through a contract with a consultant. Based on outcome of strategic visioning process, initiate final phase of action plan/implementation plan development.

Leader or Coordinator: West Oregon District Assistant District Forester, with support from the Program Public Use Coordinator.

Key Participants/Collaborators: NWOA Director, recreation users and organized groups from the local area.

Resources Required: Professional recreation planning support through a personal services contract, and agency staff time.

Other Considerations: Development of this comprehensive recreation management plan is called for by the NWO FMP, and is to be completed by 2011 (initial 10-year implementation period of FMP). Coordinating the first phase of planning with Western Lane District is recommended to more efficiently develop initial information for eventual recreation planning in that district.

Action Item B:

Initiate comprehensive recreation planning process for Western Lane District.

Related Findings: 2, 3, 4

Priority: Low (due to current budget constraints)

Agency Process: To be determined in future fiscal year budget year process.

Timeframe & Sequencing: Timeframe to be determined. Recommended sequence - Conduct initial phases of recreation planning through a contract with a consultant, and in coordination with a similar effort in West Oregon District. Based on outcome of strategic visioning process, initiate final phase of action plan/implementation plan development.

Anticipated Product or Outcome: District Recreation Plan or similar components for incorporation into District Implementation Plan.

Leader or Coordinator: Western Lane District Forester and State Forests Unit Forester, with support from the Program Public Use Coordinator.

Key Participants/Collaborators: SOA Area Director, local recreation user groups.

Resources Required: Agency staff time, local user committee time, contract services for planning process support.

Other Considerations: Development of this comprehensive recreation management plan is called for by the NWO FMP, and is to be completed by 2011 (initial 10-year implementation period of FMP). Coordinate first phase of planning with West Oregon District.

Action Item C

Update recreation plan for the Santiam State Forest.

Related Findings: 2, 3, 4

Priority: Low (due to current budget constraints)

Anticipated Product or Outcome: Updated District Recreation Plan.

Agency Process: To be determined in future fiscal year budget process.

Timeframe & Sequencing: Timeframe to be determined. Recommended sequence - Develop updated background and context information (Phase one of recreation planning) through a contract with a qualified consultant. Updates to comprehensive recreation plan and action/implementation plan will be dependent on outcome of strategic visioning process and Program policy development efforts.

Leader or Coordinator: North Cascades District Recreation Coordinator with support from Program Public Use Coordinator.

Key Participants/Collaborators: Santiam Citizens Advisory Committee.

Resources Required: Agency staff time and local user committee time. Contract services to do Phase One planning work.

Other Considerations: Coordinate contract work with broader service contract being administered over a six-district area.

Action Item D

Update recreation plan for the Tillamook State Forest.

Related Findings: 2, 3, 4

Priority: Low (due to current budget constraints)
Anticipated Product or Outcome: Updated Tillamook State Forest Recreation Plan.
Agency Process: To be determined in a future fiscal year budget process.
Timeframe & Sequencing: Timeframe to be determined. Recommended sequence - Develop updated background and context information (Phase one of recreation planning) through a contract with a qualified consultant. Updates to comprehensive recreation plan and action/implementation plan will be dependent on outcome of strategic visioning process and Program policy development efforts.
Leader or Coordinator: Tillamook/Forest Grove District Recreation Managers and Assistant District Foresters, with support from Public Use Coordinator.
Key Participants/Collaborators: Tillamook Forest Center staff, South Fork Camp staff, Tillamook County Sheriff's Office, Tillamook Recreation Advisory Committee, State Forests Advisory Committee, and local County Commissioners.
Resources Required: Agency staff time and advisory committee time. Contract services to do Phase One planning work.
Other Considerations: Coordinate contract work with broader service contract being administered over a six-district area.

Action Item E

Update recreation plan for the Clatsop State Forest.

Related Findings: 2, 3, 4

Priority: Low (due to current budget constraints)
Anticipated Product or Outcome: Updated Clatsop State Forest Recreation Plan.
Agency Process: To be determined in a future fiscal year budget process.
Timeframe & Sequencing: Timeframe to be determined. Recommended sequence - Develop updated background and context information (Phase one of recreation planning) through a contract with a qualified consultant. Updates to comprehensive recreation plan and action/implementation plan will be dependent on outcome of strategic visioning process and Program policy development efforts.
Leader or Coordinator: Astoria District Support Unit Forester and Assistant District Forester, with support from Public Use Coordinator.
Key Participants/Collaborators: NWOA Director, Clatsop Recreation Advisory Committee, State Forests Advisory Committee, Clatsop County Recreation Lands Planning and Advisory Committee, and local County Commissioners.
Resources Required: Agency staff time and advisory committee time. Contract services to do Phase One planning work.
Other Considerations: Coordinate contract work with broader service contract being administered over a six-district area.

2. Conduct Specific Forest-Level Planning Efforts

Action Item A:

Develop Wilson River corridor management plan that addresses dispersed site management, development of opportunities for education and interpretation sites, and a work plan for developing Wilson River Highway Scenic Byway designation.

Related Findings: 3, 8, 12, 13, 15

Priority: Medium

Anticipated Product or Outcome: Wilson River Corridor Management Plan and decision on Scenic Byway designation for the corridor.

Agency Process: tbd

Timeframe & Sequencing: Inventory work for this project has already been completed. More specific planning work on this is dependent on the outcome of strategic visioning process with BOF and Program policy development efforts.

Leader or Coordinator: Tillamook/Forest Grove District Recreation Unit Managers, with assistance from Tillamook District Recreation Planner.

Key Participants/Collaborators: Tillamook District Planning Unit, Tillamook Forest Center Director and staff, South Fork Camp Manager, NWOA Director, Public Use Coordinator, Tillamook Recreation Advisory Committee, and local county commissioners.

Resources Required: Agency staff time and advisory committee time.

Other Considerations: Portions of this work could be contracted out.

Action Item B:

Develop comprehensive trail plan for the TSF.

Related Findings: 2, 3, 7, 8, 10, 11, 12

Priority: High

Anticipated Product or Outcome: Tillamook State Forest Trail Plan

Agency Process: tbd

Timeframe & Sequencing: Would be helpful to complete this before July 2009, but need to determine proper sequencing with outcome of strategic visioning process and/or Program policy development.

Leader or Coordinator: Tillamook/Forest Grove District Recreation Unit Managers, with assistance from Tillamook District Recreation Planner.

Key Participants/Collaborators: Tillamook District Planning Unit, Tillamook and Forest Grove District Engineering, Marketing, Reforestation, and Protection Units. OPRD and other regional trail providers. Tillamook Forest Center Director and staff, NWOA Director, South Fork Camp staff, Public Use Coordinator, Tillamook Recreation Advisory Committee, trail user community, and County Planning Departments.

Resources Required: Agency staff time, user group time, possible contract assistance.

Other Considerations: Trail system plan for forest needs to be integrated into transportation planning, which is being conducted at the management basin level. Also consider the need to integrate the planning effort with other resource planning efforts. County Involvement (planning and permit issues)

Action Item B – 1 – Develop a standard GIS based trail inventory and assessment protocol.

Related Findings: 2, 3, 7, 8, 10, 11, 12

Priority: High

Anticipated Product or Outcome: Standard GIS based trail inventory and assessment procedure and format. A standard procedure and documentation format is necessary in order to efficiently and effectively gather trail system data.

Agency Process: Utilize NW Leadership Group as a review and input forum to develop this product. Task is identified in FY09 work plan for the group.

Timeframe & Sequencing: Ongoing as NW Leadership Group implements FY09 work plan. Needs to occur before beginning the trail inventory and assessment process.

Leader or Coordinator: Recreation Unit Managers (IL/FG) working with and through the NW Leadership Group, with assistance from the Tillamook District Planning Unit Recreation Planner.

Key Participants/Collaborators: Tillamook Recreation Advisory Committee, OHV Community, Recreation Unit Managers FG and Tillamook, Tillamook District Planning Unit Recreation Planner, OHV Specialists, FG Recreation Coordinator, Astoria Recreation Unit Manager, North Cascades District Recreation Coordinator, District IT Coordinators, IT Program Staff.

Resources Required: Agency staff time, user group time, possible contract assistance.

Other Considerations: This should be considered for inclusion in trail standards manual development. Also requires coordination with implementation of Category 7 action items related to standard information and data systems. May require integration with broader Recreation Plan update project.

Action Item B – 2 - Complete an inventory and assessment of the existing OHV trail system on the Tillamook State Forest.

Related Findings: 2, 3, 7, 8, 10, 11, 12

Priority: High

Anticipated Product or Outcome: Updated inventory data necessary for comprehensive trail planning effort. Trail condition assessment data necessary for trail management and trail system maintenance component of the comprehensive trail planning process.

Agency Process: tbd

Timeframe & Sequencing: Before, or at the beginning of the TSF Trail Plan effort.

Leader or Coordinator: Recreation Unit Managers (IL/FG) and/or Tillamook District Planning Unit Recreation Planner.

Key Participants/Collaborators: Tillamook Recreation Advisory Committee, OHV Community, Recreation Unit Managers and/or Tillamook District Planning Unit Recreation Planner, OHV Specialists, FG Recreation Coordinator.

Resources Required: Agency staff time, user group time, possible contract assistance.

Other Considerations: Integration with broader Recreation Plan update project.

Action Item B - 3 - Develop Regional Recreation provider partnership. Initiate discussion to provide a regional context for trail management and planning.

Related Findings: 2, 3, 7, 8, 10, 11, 12

Priority: Medium (due to current budget constraints)

Anticipated Product or Outcome: Statement of role the TSF plays as a provider of trail opportunities in the region. Strategic direction for comprehensive trail planning effort.

Agency Process: tbd

Timeframe & Sequencing: Initial work on this could occur as part of updating the “Phase One” recreation planning work. Additional direction will be dependent on the outcome of strategic visioning process and Program policy development efforts.

Leader or Coordinator: Public Use Coordinator, with support from Tillamook/Forest Grove District Recreation Unit Managers and Tillamook District Recreation Planner.

Key Participants/Collaborators: OPRD, Counties, BLM, USFS, Tillamook Forest Center staff, and Tillamook Recreation Advisory Committee.

Resources Required: Agency staff time, user group time, possible contract assistance.

Other Considerations: Integration with broader Recreation Plan update project.

Action Item B – 4 - Complete a review of existing draft trail plan. Develop an outline of the components of a Comprehensive Trail Management Plan.

Related Findings: 2, 3, 7, 8, 10, 11, 12

Priority: High

Anticipated Product or Outcome: Framework for a Comprehensive Trail Management Plan for the Tillamook State Forest.

Agency Process: tbd

Timeframe & Sequencing: Follows from the previous trail planning action items.

Leader or Coordinator: Recreation Unit Managers (TL/FG) and/or Tillamook District Planning Unit Recreation Planner, Tillamook District Planning Unit

Key Participants/Collaborators: Tillamook Recreation Advisory Committee, OHV Community, Recreation Unit Managers and/or Tillamook District Planning Unit Recreation Planner, OHV Specialists, FG Recreation Coordinator, Tillamook Forest Center staff.

Resources Required: Agency staff time, user group time.

Other Considerations: Integration with broader Recreation Plan update project. Integration with transportation planning effort.

CATEGORY 3: Standards

Issue Statement

ODF lacks specific policy directives and guidance to assure that recreation management practices and standards are consistent in similar situations on state forest lands.

Issue Background

Several action items in the original Tillamook Recreation Plan called for development of standards and guidance for recreation management elements such as trail systems, facilities and use of volunteers. The recreation plans for the Clatsop and Santiam forests also called for this type of guidance and standards. While many of these have been partially developed over the years, they have not been finalized and adopted as policy or guidance at the State Forests Program level. District level application of standards has been left largely to the discretion of local managers and their staff, resulting in inconsistent methods and practices in a variety of areas. This lack of clear standards makes project costing and budgeting inconsistent, and makes project evaluation and prioritization difficult at the Area and Program levels.

Focal Areas

1. **Standards** (campgrounds, day use areas, waysides, and other infrastructure.)

Action Item A

Complete and adopt a standards manual for trails and other facilities as Program policy.

Related Findings: 3, 7, 9, 10, 11, 12, 14

Priority: High

Anticipated Product or Outcome: Facilities Standards Manual with specific guidance on design, siting, construction and maintenance standards.

Agency Process: Work group of Program staff and field personnel.

Timeframe & Sequencing: Complete as part of FY09 work plan for NW Leadership Group.

Leader or Coordinator: Public Use Coordinator, in collaboration with NW Leadership Group.

Key Participants/Collaborators: District recreation managers/coordinators, South Fork Camp, Tillamook Forest Center, Recreation Advisory Committees, Business Services (Facilities Unit) staff, Area Offices.

Resources Required: Agency staff time.

Other Considerations: This product has been largely developed through past efforts, and needs to be updated and finalized through discussions and review by the NW Leadership Group. Any standards will be based on commonly accepted industry standards where available. Business Services staff should be consulted for compliance with State of Oregon sustainability policies.

Action Item B

Develop standards relating to the operation and maintenance of recreation facilities (including trails and infrastructure), including services provided (garbage, recycling, host programs, open and closed dates, etc.) and criteria for making decisions on when and where services are provided.

Related Findings: 3, 7, 9, 10, 11, 12, 14

Priority: High

Anticipated Product or Outcome: Facilities Operations and Maintenance Standards Manual with specific guidance on operations and maintenance standards.

Agency Process: Work group of Program staff and field personnel.

Timeframe & Sequencing: Complete as part of FY09 work plan for NW Leadership Group.

Leader or Coordinator: Public Use Coordinator, in collaboration with NW Leadership Group.

Key Participants/Collaborators: District recreation managers/coordinators, South Fork Camp, Area Offices

Resources Required: Agency staff time

Other Considerations: Same as for previous action item.

Action Item C

Update and adopt State Forest Program standards for facility and infrastructure signage.

Related Findings: 3, 7, 15

Priority: Medium

Anticipated Product or Outcome: Sign Manual that provides siting, construction, and design guidance.

Agency Process: To be determined.

Timeframe & Sequencing: To be determined.

Leader or Coordinator: Public Use Coordinator, or designated field manager or coordinator, with assistance from the NW Leadership Group.

Key Participants/Collaborators: Public Use Coordinator, district recreation staffs, South Fork Camp, Area Offices, Agency affairs staff, Business Services (Facilities Unit) staff.

Resources Required: Staff time. Much of this work could be done via contract, so funding needs to be identified.

Other Considerations: A sign design guide was completed in 1997 and could form the basis of this work, with significant updates and additions. Compile a list of current sign products and sign product designs. This action item also needs to be coordinated with communication planning and marketing action described in Category 6 of this action plan. This action item also raises the question as to whether the effort should be expanded to address an agency-wide facility signing standard, Business Services and Agency Affairs staff should be consulted on this issue as this action item is implemented.

2. Specialized Use and Written Permits

Action Item A

Develop criteria and process for considering and permitting specialized requests.
Address the question of charging fees for special use permits.

Related Findings: 3, 5, 6

Priority: Medium/Low

Anticipated Product or Outcome: Clear process, guidance and criteria for considering requests and permitting uses of state forests not addressed in current policies or rules.

Agency Process: Work group, with potential for administrative rule amendments.

Timeframe & Sequencing: This work has connections to the existing group working on special use permits and to an administrative rule review. Initial work should consist of documenting existing policy and procedures as part of Program policy development work. Further work will depend on outcome of strategic visioning process and subsequent Program policy development efforts.

Leader or Coordinator: Public Use Coordinator, with assistance from Program Project Manager (Decker) on policy development effort. NW Leadership Group can also provide input to ongoing efforts to update Special Use Permits procedures as part of their FY09 work plan.

Key Participants/Collaborators: District staff, Asset Management Unit staff, other state and federal natural resource agencies.

Resources Required: Agency staff time.

Other Considerations: Any recommended fees or changes to fees would need to be coordinated with action item on OAR revisions.

Action Item B

Develop and adopt administrative processes and criteria for considering and responding to organized event requests.

Related Findings: 9, 10, 11, 12

Priority: Medium

Anticipated Product or Outcome: Clear process standards and related forms for organized event requests.

Agency Process: Work plan element in NW Leadership Group's FY09 work plan.

Timeframe & Sequencing: Initial work should consist of NW Leadership Group assisting with the documentation of existing policy and procedures as part of Program policy development work, and developing recommendation for additional policies and/or procedures for event management. Needed changes to existing administrative rules or fees would be addressed as part of OAR review and update.

Leader or Coordinator: Tillamook and Forest Grove Recreation Managers, in collaboration with other NW Leadership Group members. Assistance from the Public Use Coordinator.

Key Participants/Collaborators: District recreation managers/coordinators, Business Services staff, forest Recreation Advisory Committees, OHV organizations, other state and federal natural resource agencies with OHV programs.

Resources Required: Agency staff and advisory committee time.

Other Considerations:

CATEGORY 4: Workforce Organization and Capacity

Issue Statement

The organizational structure for delivering the recreation program needs additional capacity to provide leadership and support for a growing, more complex, diverse management context that has developed over time. A more coordinated and programmatic approach to recreation program management is needed.

Issue Background

Recreation positions within ODF function almost entirely at the district level, without a coordinating function that connects positions under the umbrella of a “recreation program,” or aligns them within the context of the State Forests Program. This is due in part because determination of appropriate recreation staffing levels—and decisions about the classification of recreation positions—has been more opportunistic over time, than strategic. Absence of a conscious, analytical focus on identifying appropriate job classifications and staffing levels for delivery of the recreation program has resulted in inconsistent approaches to meeting of the management challenges presented by a diverse, growing and more complex recreation situation on state forests.

Focal Areas

1. Developing Program-wide and statewide leadership for recreation;

Action Item A

Incorporate language into leadership- and management-level position descriptions that identifies the roles and responsibilities of the position related to recreation management.

Related Findings: 3, 4

Priority: Medium

Anticipated Product or Outcome: Position descriptions and performance expectations for key management positions that reflect specific recreation program actions and expected outcomes.

Agency Process: Annual review and position description update processes.

Timeframe & Sequencing: The position description related portion of this action item is to be completed through a process of updating management level position descriptions that was underway at the time this report was finalized. Subsequent updates to performance expectations should be incorporated during applicable annual reviews with management personnel.

Leader or Coordinator: Human Resources Program Director on the position description portion. Northwest and Southern Oregon Area Directors, and Deputy State Forests Division Chief for the performance measure related portion.

Key Participants/Collaborators: Human Resources Program staff, District Foresters and Program Staff Managers.

Resources Required: Limited agency staff time to update position descriptions and clarify performance expectations for management positions.

Other Considerations:

Action Item B

Facilitate State Forest Program and Executive Team discussion about assessing program-level management capacity for recreation leadership with an eye toward elevating recreation leadership role to program-wide and statewide level.

Related Findings: 3, 4

Priority: Medium

Anticipated Product or Outcome: Identify and designate appropriate position(s) in mid- and upper-level agency management with specific leadership responsibility for recreation program issues.

Agency Process: Executive Team, Program Leadership and Area Staff discussion forums.

Timeframe & Sequencing: Begin discussions on options for implementing this action item concurrent with Strategic Direction and Policy development action item implementation.

Leader or Coordinator: Program Project Manager (Decker) in coordination with State Forests Division Chief and Deputy Chief.

Key Participants/Collaborators: Agency Executive Team and Leadership Team.

Resources Required: Limited agency staff time.

Other Considerations:

Action Item C

Create and establish a charter for a Northwest Oregon Area recreation management leadership group. Group members to include the recreation unit manager or coordinator from each of the five NWOA District, one manager from South Fork Camp, a representative of the Tillamook Forest Center, the State Forests Program Public Use Coordinator, and a representative of the NWOA Staff.

Related Findings: 3, 4

Priority: High

Anticipated Product or Outcome: A field-level leadership group charged with implementing specific elements of this action plan, and with establishing a communication and problem solving forum to address common issues in recreation management at the district level.

Agency Process: Charter approved by NWOA Director and agency Executive Team.

Timeframe & Sequencing: This action item was implemented concurrent with the finalization and approval of this action plan. The group charter is included as Appendix B of this report.

Leader or Coordinator: Northwest Oregon Assistant Area Director.

Key Participants/Collaborators: Agency Executive Team, NWOA District Foresters and Assistant District Foresters, South Fork Camp Manager, Tillamook Forest Center Director.

Resources Required: Limited agency staff time to create the group. Group members will need to devote time to prepare for, attend and complete assigned work in support of implementing the group's annual work plan.

Other Considerations: This group is an "evolution" of the work group that worked to develop this agency action plan. A number of specific action items in this plan have been incorporated into the FY09 work plan for this newly chartered group.

Representatives of South Fork Camp and the Tillamook Forest Center have been included in the Leadership Group to enhance communication and coordination with these work units on a variety of important issues.

2. District/Unit-Level Recreation Program Organizational Structure

Action Item A

Identify the essential tasks involved in recreation program management that translate into workloads for field personnel, and conduct an analysis to determine the adequacy of current staffing levels.

Related Findings: 3, 4

Priority: High

Anticipated Product or Outcome: The first step is to identify useful metrics for assessing recreation program workloads and staffing requirements, through identification of essential tasks and agreement on the best metrics for measuring workload related to those tasks. The second step is to apply the metrics to recreation operations in each work unit. The third step is to assess and provide information on current staffing level in each work unit relative to recreation program workload.

Agency Process: Work plan element in NW Leadership Group's FY09 work plan.

Timeframe & Sequencing: Complete in FY09.

Leader or Coordinator: Northwest Oregon Assistant Area Director.

Key Participants/Collaborators: District recreation managers/coordinators, Assistant District Foresters.

Resources Required: Agency staff time.

Other Considerations: This analysis was conducted in a limited way in 2006. There is a need for a more comprehensive analysis of workload factors and how they translate into staffing for specific functions and tasks at the field level. This analysis may lead to a future action to acquire or re-balance staffing capacity.

Action Item B

Identify the appropriate roles and responsibilities required to accomplish the essential tasks in recreation management, and conduct a review of current and projected job duties and available class specifications to identify possible reclassification and/or new position requests, or to update existing position descriptions.

Related Findings: 3, 4

Priority: Low (due to sequencing needs and current budget constraints)

Anticipated Product or Outcome: An appropriate set of job classifications in the program to accomplish the program delivery and key tasks identified.

Agency Process: Position classification review.

Timeframe & Sequencing: This needs to follow Action Items A and B above.

Leader or Coordinator: Human Resources Program Director.

Key Participants/Collaborators: District staffs, Department of Administrative Services Staff; OPRD HR staff and others.

Resources Required: Agency personnel time.

Other Considerations: This could involve either reclassifying existing positions or requesting additional positions. It may also involve redesigning or restructuring how recreation management expertise is used to support a growing program that covers five districts in NWOA, i.e. consider viability of Area-level support positions for certain functional areas. Would need to be coordinated with workload planning in ODF Human Resources Program, and with DAS work/project planning.

3. **Staff Training and qualifications**

Action Item A

Develop specific KSAs for positions in the recreation program.

Related Findings: 3, 4, 7, 10, 12, 13

Priority: Medium

Anticipated Product or Outcome: Consistent KSAs for recreation program positions to facilitate quality recruitment and training of staff.

Agency Process: Work group of Program (Human Resources) and field staff.

Timeframe & Sequencing: This action follows actions in focal area 2 above.

Leader or Coordinator: Northwest Oregon Assistant Area Director.

Key Participants/Collaborators: Public Use Coordinator, Assistant District Foresters, District Recreation Managers/Coordinators, OPRD HR.

Resources Required: Agency staff time.

Other Considerations:

Action Item B

Develop training resources for ODF recreation staff to ensure ability to meet KSAs through a three-step process: 1) identification of key training needs to meet KSAs; 2) identification of existing training resources, both internal and external available to meet needs; and, 3) development of training packages not currently available to meet specific KSAs.

Related Findings: 3, 4, 7, 10, 12, 13

Priority: Low (due to sequencing)

Anticipated Product or Outcome: Training standards for the array of field positions engaged in recreation program delivery, with key training resources identified or under development.

Agency Process: Included as an objective for NW Leadership Group, to wit... “Promote consistency in position use, recruitment and selection processes, and consistent training programs for permanent and seasonal employees to foster efficiency and consistency.”

Timeframe & Sequencing: Ongoing as part of NW Leadership Group actions.

Leader or Coordinator: Northwest Oregon Assistant Area Director, State Forests Program Training Coordinator, with assistance from Public Use Coordinator and NW Leadership Group.

Key Participants/Collaborators: Assistant District Foresters, District Recreation Unit Managers/Coordinators, Public Use Coordinator, OPRD HR staff.

Resources Required: Agency staff time.

Other Considerations: Field-level work on this action item could be an element in a future FY action plan for the NW Leadership Group.

Action Item C

Review recruitment process to assure effective methods for advertising and recruiting for recreation positions.

Related Findings: 3, 4

Priority: Medium

Anticipated Product or Outcome: Revised standards for minimum qualifications for key recreation program positions, announcement language that is specific to recreation program needs, and identification of specific recruiting methods to reach more qualified candidates.

Agency Process: Work group of Program (Human Resources) and field personnel. Also included as an objective for NW Leadership Group, to wit... “Promote consistency in position use, recruitment and selection processes, and consistent training programs for permanent and seasonal employees to foster efficiency and consistency.”

Timeframe & Sequencing: This action item is being addressed through ongoing revision of announcement procedures already underway in the Human Resources Program.

Leader or Coordinator: Human Resources Director.

Key Participants/Collaborators: Assistant District Foresters, District Recreation Managers, Public Use Coordinator, OPRD HR staff, DAS.

Resources Required: Agency staff time.

Other Considerations: NW Leadership Group could be an effective forum for assessing the effectiveness of recruitment processes and providing input to HR Program Staff periodically.

4. Law Enforcement on State Forest Land

Action Item A

Consider appropriate role for ODF staff relating to law enforcement activities, including citation authority. (Consider incorporating this specifically as a component of KSA and training analysis). Assess opportunities and pursue cooperative agreements, contracts or other mechanisms that expand program resources.

Related Findings: 3, 5, 7, 9, 10, 12, 15

Priority: Low

Anticipated Product or Outcome: A recommendation to ODF Executive Team regarding the appropriate law enforcement authority for recreation program personnel, and if necessary, identification of training and certification standards and process for certifying staff.

Agency Process: Work group of program staff and field personnel.

Timeframe & Sequencing: Initial work could be incorporated into program policy development efforts.

Leader or Coordinator: Public Use Coordinator and Program Project Manager (Decker).

Key Participants/Collaborators: NW Leadership Group, cooperating law enforcement agencies (OSP, Clatsop and Tillamook County Sheriffs), Protection Program staff, Area Directors, District Foresters, OPRD.

Resources Required: Agency staff time.

Other Considerations: May involve consultation with AG and/or legislators regarding appropriate roles for staff. Original uniform citation authority was granted with an understanding that rules would be enforced by County Sheriffs and other existing law enforcement personnel. An output could be a training program for agency personnel. Links back to Category 4, focal area 2, action items B & C.

Action Item B

Assess opportunities and pursue additional cooperative agreements, contracts or other mechanisms that expand law enforcement resources.

Related Findings: 3, 5, 7, 9, 10, 12, 15

Priority: Low

Anticipated Product or Outcome: Cooperative agreements with additional law enforcement agencies to provide services on state forest lands.

Agency Process: Individual districts work directly with local law enforcement partners.

Timeframe & Sequencing: As opportunities and needs arise.

Leader or Coordinator: District level managers.

Key Participants/Collaborators: Cooperating law enforcement agencies (OSP, County Sheriffs, USFS and/or BLM law enforcement officers).

Resources Required: Agency staff time.

Other Considerations: NW Leadership Group could serve as an effective forum for discussing opportunities for additional agreements, or for providing consultation to districts outside NWOA who are considering similar programs.

5. Volunteer Program Administration/Partnerships

Action Item A

Review, revise and update the volunteer manual.

Related Findings: 3, 5, 7, 9, 10, 12, 15

Priority: Medium

Anticipated Product or Outcome: A consistent set of guidance and standards for recruiting, training and managing volunteers working on state forest projects.

Agency Process: Work group of Program (State Forests and Human Resources) and field personnel.

Timeframe & Sequencing: To be determined. Could be an element in a future fiscal year work plan for NW Leadership Group.

Leader or Coordinator: Public Use Coordinator.

Key Participants/Collaborators: Human Resources staff, District Recreation managers/coordinators, OPRD staff.

Resources Required: Agency staff time or possibly contract resources to produce final manual.

Other Considerations: This product has been largely developed through past efforts, and needs to be updated and finalized through a work group process. An additional element to consider for inclusion in a final manual is a “vision statement” for the type and extent of volunteer program that we are seeking to create. The manual should also address the issue of agreements for the use of equipment provided by volunteers or groups.

Action Item B

Assess opportunities to augment recreation program capacity through community engagement, interaction with other agencies, grants, and the development of partnerships.

Related Findings: 3, 4, 6, 7, 12, 15

Priority: Low

Anticipated Product or Outcome: Process and guidance for pursuing partnerships, engaging the communities, developing cooperative agreements with other agencies, and pursuing non-traditional grant opportunities.

Agency Process: Included as an objective for NW Leadership Group, to wit... “Identify and promote partnerships with other agencies and organizations to leverage resources and funding for recreation program projects.”

Timeframe & Sequencing: Ongoing as part of NW Leadership Group actions.

Leader or Coordinator: Northwest Oregon Assistant Area Director.

Key Participants/Collaborators: District, Area, and Division Staff, Human Resources staff, OPRD

Resources Required: Agency staff time, possibly contract resources.

Other Considerations:

6. South Fork Capacity to Support Recreation Program

Action Item A

Facilitate a conversation with South Fork, districts, and State Forest Program to consider strategic direction for South Fork role relating to recreation management.

Related Findings: 3, 7,

Priority: Medium

Anticipated Product or Outcome: Develop a clear statement that describes South Fork priorities and roles relative to supporting the recreation program. This plan needs to be formed through an inclusive conversation process. Associated training and development needs for use of South Fork staff should also be identified and considered.

Agency Process: To be determined. South Fork representative has been included on NW Leadership Group to facilitate coordination.

Timeframe & Sequencing: Ongoing a part of NW Leadership Group actions.

Leader or Coordinator: Northwest Oregon Assistant Area Director.

Key Participants/Collaborators: South Fork Camp Manager, Human Resources Program Staff, District Recreation Managers/Coordinators, Tillamook Forest Center Director, assistant district foresters, reforestation unit foresters.

Resources Required: Agency staff time.

Other Considerations: May be an appropriate subject for Integration Coordinator working on Tillamook/Forest Grove District integration issues. Consider addressing this same topic relative to other inmate facilities (Mill Creek).

CATEGORY 5: Business Management

Issue Statement

The recreation program has some unique business elements compared to other ODF enterprises, and needs a comprehensive and coordinated set of business systems and practices.

Issue Background

The development and implementation of recreation management programs on state forests has led to a number of “new” business elements in the program over time. Fee collection systems and permitting requirements for specific events are examples. Specific business approaches have been developed on an “as needed” basis, resulting in some inconsistency between districts on specific business practices. Data and information management related to the business side of recreation management has been carried out without the benefit of standardized components and methodologies, and the resulting information is often unpredictable, and difficult to access.

Focal Areas

1. Fee Systems

Action Item A

Develop and adopt a set of standards for fee collection.

Related Findings: 3, 6,

Priority: High

Anticipated Product or Outcome: Consistent standards and guidelines for collecting, recording and depositing fees associated with recreation program facilities and services.

Agency Process: Work group of Program, Business Services, and field staff. This action may be best accomplished through the action to finalize standards for management of recreation facilities, and for organized event management and permitting processes.

These actions are currently part of the FY09 work plan for the NW Leadership Group.

Timeframe & Sequencing: Linked to timeframe for completion of the standards manuals and with Program policy development action item.

Leader or Coordinator: Public Use Coordinator in collaboration with other members of the NW Leadership Group.

Key Participants/Collaborators: District Recreation Managers/Coordinators, District Office Managers, Business Services staff, OPRD.

Resources Required: Agency staff time

Other Considerations: Processes and procedures approved by Business Services currently exist. These need to be reviewed and then incorporated into program policy and guidance as appropriate. Existing and proposed fees need to be reviewed for compliance with the requirements of Senate Bill 333.

2. Risk Management

Action Item A

Conduct an analysis of risk management and liability exposure associated with providing for recreation on state forests, including identification of any differences between fee sites and non-fee uses, and addressing the use of volunteers.

Related Findings: 3, 5

Priority: High

Anticipated Product or Outcome: AG opinion relative to agency risk exposures associated with the array of recreation management activities on state forest land.

Agency Process: Request AG opinion. Designate work group or individual to work with AG to research and frame questions. NW Leadership Group could assist with identification of key questions.

Timeframe & Sequencing: To be determined.

Leader or Coordinator: Deputy State Forests Division Chief.

Key Participants/Collaborators: Public Use Coordinator, State Forests Asset Management Unit Manager, ODF Risk Manager, Assistant Attorney General assigned to ODF, OPRD.

Resources Required: AG and ODF staff time.

Other Considerations: There may be existing opinions for OPRD that would largely apply to our situations, particularly as it relates to the use of volunteers. Further research should be done prior to properly frame a request for an opinion.

Action Item B

Develop and adopt a risk management plan to address risk management issues.

Related Findings: 3, 5

Priority: High

Anticipated Product or Outcome: A written plan that identifies strategies and actions to address the specific risks and exposures identified through an AG opinion and associated work.

Agency Process: Work group of Business Services, State Forests, and field staff. NW Leadership Group could provide field-based input into this process.

Timeframe & Sequencing: To be determined, based on issues identified in Action Item A.

Leader or Coordinator: State Forests Asset Management Unit Manager.

Key Participants/Collaborators: Public Use Coordinator, NW Leadership Group, ODF Risk Manager, Assistant Attorney General assigned to ODF, OPRD.

Resources Required: Agency staff time.

Other Considerations: Dependent on the outcome of Action Item A (above).

3. Budgeting and Expenditure Tracking

Action Item A

Establish and implement a consistent set of financial indicators to provide clear fiscal accountability.

Related Findings: 3, 6

Priority: Medium

Anticipated Product or Outcome: Develop a set of recommendations that can be implemented to create a system that monitors and reports on accomplishments and expenditures in a consistent manner. The intent is to illustrate resources invested in particular recreation program functions.

Agency Process: Agency work group to develop recommendation; Asset Management Unit and Business Services assist in implementing indicators.

Timeframe & Sequencing: To be determined. Could be linked to policy development efforts, and informed by finalizing standards manuals.

Leader or Coordinator: State Forests Asset Manager, in collaboration with Program Project Manager and NW Leadership Group.

Key Participants/Collaborators: Assistant District Foresters, District Recreation Managers/Coordinators, Business Services staff, State Forests program asset management unit, office managers.

Resources Required: Agency staff time

Other Considerations: Several other action items may contribute to accomplishment of this action item. Finalizing and adopting standards manuals related to facility design, construction, operation and maintenance will establish more consistent parameters for a number of potential indicators. Similarly, development of consistent inventory standards, and actual inventories, for trails and other improvements related to recreation will increase likelihood of consistent reporting parameters for these elements. Finally, comprehensive recreation policy development for the Program will help establish a foundation for consistency in planning, developing and reporting accomplishments in a number of key areas.

Action Item B

Establish and communicate a clear definition of Capital Improvements in relation to recreation program infrastructure, and develop and implement a consistent asset inventory and management system for recreation/public use facilities and improvements.

Related Findings: 3, 6

Priority: Medium

Anticipated Product or Outcome: Develop and communicate to field-level recreation staff a clearer set of definitions and processes for infrastructure planning, budgeting and development. This could be incorporated as an Appendix or chapter in the facilities standards manual as it is finalized.

Agency Process: Agency work group to develop recommendation; Asset Management Unit and Business Services assist in implementing indicators. Field input on this action item could be incorporated into NW Leadership Group work on finalizing the standards manuals and the comprehensive trail planning referenced in earlier action items (these actions are already identified in group's FY09 work plan).

Timeframe & Sequencing: Will be dependent on timeline associated with other action items referenced, but necessarily follows the adoption of standards and development of key Program policy elements.

Leader or Coordinator: State Forests Asset Manager, in collaboration with Program Project Manager, Public Use Coordinator and NW Leadership Group.

Key Participants/Collaborators: Assistant District Foresters, District Recreation Managers/Coordinators, Business Services facilities staff, State Forests program asset management unit, office managers.

Resources Required: Agency staff time

Other Considerations:

4. Professional Service Contracting

Action Item A

Investigate the feasibility of multi-agency price agreements for key contracted services, such as facilities maintenance, sign design and fabrication, and trail construction.

Related Findings: 3, 6

Priority: Low

Anticipated Product or Outcome: ODF access to price agreements for more timely and cost effective acquisition of services for recreation program administration.

Agency Process: To be determined.

Timeframe & Sequencing: To be determined, following policy development.

Leader or Coordinator: State Forests Asset Management Unit in collaboration with Public Use Coordinator.

Key Participants/Collaborators: DAS staff, other agency staff (OPRD), State Forests Asset Manager and Contracts Staff, Assistant District Foresters, District Recreation Managers/Coordinators, Business Services Contracting Unit, Human Resources Staff (feasibility study requirements).

Resources Required: Agency staff time.

Other Considerations: Recently participated with OPRD and others in a price agreement solicitation for non-profit youth corps organizations to do trail and facility work. Expansion of these types of agreements could make services more readily available to ODF staff with responsibility for facility and infrastructure development and maintenance.

5. E-Commerce

Action Item A

Investigate the feasibility and applicability of on-line services for certain aspects of recreation program administration, i.e. campsite reservations, OHV permit applications, and similar processes.

Related Findings:

Priority: Low

Anticipated Product or Outcome: More efficient and effective methods for administering specific fee collection or permitting systems. Enhanced public access to ODF services and programs.

Agency Process: Internal work group of field recreation and office management staff, and Business Services staff to explore options and identify appropriate systems to develop. This action item can be incorporated into the work on fee systems that is accomplished through completion of the facilities standards manual..

Timeframe & Sequencing: Dependent on the accomplishment of the action items related to fee systems and standards manual adoption.

Leader or Coordinator: State Forests Asset Management Unit in collaboration with Public Use Coordinator, and NW Leadership Group.

Key Participants/Collaborators: DAS staff, other agency staff (OPRD), State Forests Asset Manager and Contracts Staff, Assistant District Foresters, District Recreation Managers/Coordinators, Business Services Contracting Unit, Human Resources Staff (feasibility study requirements).

Resources Required: Agency staff time.

Other Considerations:

CATEGORY 6: Communications

Issue Statement

ODF needs to communicate a clearer and more coordinated public message about the type and availability of recreational resources on State Forest lands, and how those resources complement overall State Forest management.

Issue Background

While ODF energy and resources have focused on developing interpretation and education in specific areas, there has not been a coordinated, program-wide effort to develop an effective selection of communication tools to explain recreation opportunities on State Forest land. Also absent has been a consistent and coordinated effort to market State Forests to potential recreationists as a desirable venue.

Focal Areas

1. Strategic communication planning for the recreation program

Action Item A

Develop and implement a strategic communication plan that clarifies communication goals, methods, and audiences (both external and internal) related to State Forest recreation. Plan should define roles and responsibilities related to communication, and focus on key messages and products for external stakeholders (recreationists) that result in clear information and expectations about State Forest recreation. Included in this plan should be a marketing strategy and an electronic communication (web-based) strategy.

Related Findings: 3, 15

Priority: Medium

Anticipated Product or Outcome: Product: Marketing plan with specific action strategies, roles and expectations, partners, and actions for implementation. Outcome: A better informed public that understands the mission, role, opportunities, management goals, rules and regulations associated with recreation on State Forest land.

Agency Process: Project Manager to develop communication plan.

Timeframe & Sequencing: Complete by end of calendar year 2009.

Leader or Coordinator: State Forests Program Project Manager (Decker), in collaboration with Agency Affairs Program Director.

Key Participants/Collaborators: NW Leadership Group, Deputy State Forests Division Chief, district foresters, OPRD staff (link to trail-finder and camp-finder initiatives), and local County or City economic development staffs.

Resources Required: Staff time from Area, district, State Forests Program, and Agency Affairs Program staff.

Other Considerations: May be able to link with TFC marketing plan. NW Leadership Group charter includes an objective to... “Develop and provide consistent messages for communicating with external audiences on recreation program implementation issues.”

2. Statewide use of education and interpretation strategies

Action Item A

Develop and implement tools and the capacity to implement them that supports the program policy on education and interpretation.

Related Findings: 3, 15

Priority: Medium

Anticipated Product or Outcome: Provide a higher level of support for interpretation and education activities across all State Forests by coordinating, sharing, advocating and connecting partners, stakeholders and agency staff.

Agency Process: Leadership Team Education Charter

Timeframe & Sequencing: Project underway.

Leader or Coordinator: State Forests Program Project Manager (Decker) in conjunction with State Forests Division Chief and Deputy; Tillamook Forest Center Director; Agency Affairs Director.

Key Participants/Collaborators: OSU Extension, Oregon Natural Resources Education Program, Oregon Dept. of Education, OPRD.

Resources Required: Work group of Area (Tillamook Forest Center), district, State Forests Program, and Agency Affairs Program staff.

Other Considerations: This connects to a broader effort within the agency to better support education, interpretation and community outreach work across all programs.

CATEGORY 7: Monitoring and Information Systems

Issue Statement

ODF needs comprehensive and consistent information on levels of use, demographics of target users, and how existing facilities and infrastructure are meeting the needs of users while protecting other forest resources, to carry out an effective recreation management program on state forests.

Issue Background

Recreational use of state forests ranges from limited in some areas, to very high levels in other areas. Traditional uses are long-standing, and precede the current recreation management plans by many decades. Although there is general consensus that management in recent years has reduced adverse impacts, and eliminated some of the most damaging uses, there is no consistent baseline of resource information to document historic or current conditions in relation to use and impacts. This lack of consistent information makes it difficult to quantify impacts, document accomplishments, and determine trends. This has resulted in a lack of clear performance measures, and lack of a strong empirical basis for resource requests (staffing and other resources).

Focal Areas

1. Consistent Information System and Data Collection

Action Item A

Identify and establish the elements of an integrated information system necessary to support implementation of State Forest recreation management plans.

Related Findings: 3, 6, 8, 11, 12,

Priority: High

Anticipated Product or Outcome: A common information system for storing and retrieving information to support all aspects of recreation management on state forests. The system should integrate with other Program and Agency systems to support common analysis and reporting needs such as budgeting and annual report generation.

Agency Process: Significant progress on this action may occur through the Forestry Business Improvement Initiative project currently underway. Standardization in a number of areas that results from implementation of other action items will also contribute to accomplishment of this action item.

Timeframe & Sequencing: Dependent on the timing for the other processes and actions.

Leader or Coordinator: State Forests Adaptive Management Unit Manager or Public Use Coordinator.

Key Participants/Collaborators: District Recreation Managers/Coordinator and Assistant District Foresters, District IT Coordinators, IT Program staff.

Resources Required: Agency staff time. Possible contract to help develop and implement a system.

Other Considerations: Coordination with the Business Mapping Project phase of the FBII effort will be key to identifying the best way to move forward with this action item. Recommendations from this project may identify specific needs and opportunities for improved information system elements.

Action Item B

Identify and establish quantitative data collection standards and tools that support comprehensive recreation planning, project level planning, and stakeholder and periodic reporting needs (Statewide Comprehensive Outdoor Recreation Plan; annual reports; biennial budget development), and are compatible with the integrated information system structure developed for the recreation management program.

Related Findings: 3, 6, 8, 11, 12,

Priority: Medium

Anticipated Product or Outcome: Standards and guidelines that define consistent quantitative information collection and management processes for recreation program activities.

Agency Process: Work group of Program and field level personnel.

Timeframe & Sequencing: To be determined based on progress on other projects (FBII) and action items in this plan.

Leader or Coordinator: State Forests Adaptive Management Unit Manager or Public Use Coordinator.

Key Participants/Collaborators: NW Leadership Group, Assistant District Foresters, District IT Coordinators, OPRD, OSU.

Resources Required: Agency staff time. Possible contract to help develop and implement a system.

Other Considerations:

Action Item C

Identify and establish qualitative data information collection and management systems and tools that support comprehensive recreation planning and updates, and stakeholder and periodic reporting needs (Statewide Comprehensive Outdoor Recreation Plan; annual reports; biennial budget development), and are compatible with the integrated information system structure developed for the recreation management program..

Related Findings: 3, 6, 8, 11, 12,

Priority: Medium

Anticipated Product or Outcome: Consistent methods for collecting and evaluating information on forest uses and users.

Agency Process: To be determined based on progress to implement other action items in this plan.

Timeframe & Sequencing: To be determined, but necessarily follows the development and adoption of standards for planning, designing, constructing and operating a range of infrastructure elements (trails, facilities, etc.)

Leader or Coordinator: Public Use Coordinator or Adaptive Management Unit Manager.

Key Participants/Collaborators: NW Leadership Group, District IT Coordinators, OPRD staff, Resources Planning Program staff, Agency Affairs Program staff, Recreation Advisory Committees, OSU.

Resources Required: Agency staff time and contract resources to help identify information needs and develop methods for data acquisition and management.

Other Considerations:

2. Resource inventory and assessment tools

Action Item A

Develop and adopt a standard methodology for inventorying and assessing key recreation program resources, i.e. trails, dispersed campsites, and for maintaining appropriate GIS layers to make the information accessible and useable.

Related Findings: 3, 6, 8, 11, 12,

Priority: Medium

Anticipated Product or Outcome: Consistent standards and guidelines for data collection and management related to key recreation assets and infrastructure.

Agency Process: This action item is best accomplished by incorporation of inventory protocols into the standards manuals for trails and other improvements.

Timeframe & Sequencing: Linked to timeframe for finalizing the standards manuals referenced.

Leader or Coordinator: Public Use Coordinator in collaboration with other members of the NW Leadership Group.

Key Participants/Collaborators: District Recreation staff and IT Coordinators, Business Services staff (Facilities), DAS staff.

Resources Required: Agency staff time, possible contract resources to help develop system and methods.

Other Considerations: Pieces of this work have been completed and need to be pulled together. Linked to trail system planning action item. Also linked directly to several items in the FY09 work plan for the NW Leadership Group.