

DRAFT - Deschutes National Forest

Sustainable Recreation Situation Assessment

Purpose of Assessment

The National Forests and Grasslands provide the greatest diversity of outdoor recreation opportunities in the world, connecting people with nature in an unmatched variety of settings, activities and traditional beliefs. The growing challenge of sustaining outdoor recreation opportunities requires a clear national vision and a bold strategy to meet the environmental, social and economic needs of present and future generations. To address this need, the Forest Service developed *A Framework for Sustainable Recreation* (final release June 25, 2010) <http://fsweb.wo.fs.fed.us/rhwr/index.shtml>.

The Framework focuses on three spheres that frame sustainability – environmental, social and economic. It establishes Guiding Principles intended to help deliver the mission/vision of the Framework, and ten Focus Areas which comprise high leverage actions that can help achieve a sustainable recreation program.

The purpose of the situation assessment is to evaluate the current situation of the recreation program and identify a strategy that will help the Deschutes meet the Forest Service mission identified in the Framework:

“To sustain the health, diversity, and productivity of the nation’s forest and grasslands to meet the needs of present and future generations.”

Utilizing the Guiding Principles and Focus Areas identified in the Framework, the situation assessment helps determine:

- Where to focus energy and leverage actions in order to move forward.

Overview of Recreation on the Deschutes

In the Pacific Northwest Region (Region 6), the national forests of Oregon and Washington are proximate to large population centers as well as small rural communities. Markets for outdoor recreation include urban populations from the Portland and Seattle metropolitan areas as well as a local and international client base. Due to the wide range of visitors, recreation and tourism is not only important on a local level, but also within a larger geographic context. Consequently, Region 6 forests are well suited to provide leadership for building partnerships and citizen stewards on a local and regional scale.



The Deschutes and Ochoco National Forests, located in central Oregon, provide a diverse setting for recreation opportunities. Of particular interest to both Forests is: restoring conditions that are more conducive to sustaining long term ecosystem processes, protecting communities from large catastrophic fires, and connecting youth to nature with the “More Kids in the Woods” initiative. Nestled along the Cascade Mountains, the Deschutes National Forest is one of the most popular recreation forests in the Pacific Northwest. As a four season vacationland, the Forest attracts 2-3* million people every year to camp, fish, hike, hunt, ski, and enjoy a multitude of outdoor activities. (*Visitation estimate based on 2002 & 2008 NVUM reports).

The Deschutes National Forest Recreation Niche (2006) identifies three primary settings, Alpine Summit, Recreation Hubs, and High Desert. The Alpine Summit and High Desert provides a range of opportunities from wilderness and unconfined recreation to OHV and snowmobile use. Hubs are essentially the communities where quality of life depends greatly on the forest. Hub economies are enhanced by nature based eco-tourism, community festivals, and events that attract local, national and international visitors. The mountains provide hiking, mountain biking, lake-side camping and fishing in the summer and skiing, snow shoeing, and snowmobiling in the winter. Both the Deschutes and Metolius rivers provide blue-ribbon fishing and the Deschutes thrills visitors with white-water boating opportunities. All of these are within easy access of Hub communities and result in year-round high use. From their Recreation Niche, the Deschutes recognizes the importance of strong interdependence, partnerships and community relationships, making the Forest an important catalyst for moving towards sustainable recreation by bridging connections among individuals, communities and the environment.

Guiding Principles

Guiding Principles from the Framework were developed to help deliver the Forest Service mission and vision for sustainable recreation. Evaluation and assessment of the Principles in the context of the current situation of the recreation program was done to identify strengths, challenges and desired outcomes that could help the Deschutes contribute to the over-all mission of the Framework. Responses to each guiding principle have been summarized from data collected via computer generated polling technology and lengthy discussions gathered at meetings held in Bend, Oregon on 11/12/2009, 01/14 2010 and 03/12/2010. The Guiding Principles include:

- Connect People with their Natural and Cultural Heritage
- Promote Healthy Lifestyles
- Interconnect Environmental, Economic and Social Sustainability
- Community Engagement
- Part of a Larger Landscape



Connect People with their Natural and Cultural Heritage

Deschutes Polling Response

The majority of the Deschutes meeting participants recognize this principle as being relevant to communities (53%), and important, but not a priority (47%). No one from the group felt it was **not** part of the Forest Service mission. Many understood the important connection that heritage plays in connecting people to the land. Others felt that the priority is to provide settings which ultimately connect people to their natural and cultural heritage.

Context and Current Situation

The Deschutes National Forest has a rich natural and cultural heritage. The great variety of volcanic and glacial landforms found on the Deschutes National Forest is unique in the United States. Large strato or composite volcanoes, many deeply eroded by glaciers, line the crest of the Cascades and hundreds of cinder cones dot the landscape. The volcanic landscape is an important component of the natural connection between people and the land.

The cultural heritage of Central Oregon also influences how people connect with the land. Events of the past provide a sense of identity for rural communities and residents. This identity facilitates common understandings, traditions, values and solidarity, all central to helping improve understanding and care for natural resources and public lands. History influences the confidence rural communities have for coming together to address specific needs and problems. The Deschutes recognizes the local commitment among residents and understands the value of such commitment. Commitment, based on culture and common identity, helps shape the path towards a sustainable future by building on citizen stewardship.

As a local, regional and international destination, the Deschutes is distinctly positioned to connect locals and long-distance visitors to the natural and cultural heritage of the area. A rich heritage ranging from early settlement by native peoples to the lumber era contribute to interpretive and educational opportunities that enhance quality natural and cultural resource based recreation opportunities. Stronger partnerships with people and communities could help the Deschutes increase awareness, education and protection of cultural and natural resources.

Strengths

- The Deschutes promotes and utilizes many partnerships and volunteer programs that help connect people to the land and promote sustained management of natural resources.
 - *Central Oregon Heritage Group (COHG)* – Provides opportunities for the public to get involved with protection and management of historic/cultural resources.
 - *High Cascades Volunteers* – Coordinates volunteer projects with a focus on wilderness and trails.



- *Backcountry Horsemen* –Provides volunteer labor and works with the FS on management issues and regulations regarding equestrian use on public lands
- *National Forest Foundation* - Emphasizes stewardship projects, restoration, and lasting connections with the lands that fulfill outdoor recreation opportunities.
- *Pacific Crest Trail Association* - Mission is to protect, preserve and promote the Pacific Crest National Scenic Trail.
- *Central Oregon Trail Alliance* - Dedicated to the stewardship of sustainable, multiple-use trails and to preserving access for mountain bikers.
- *Oregon Equestrian Trails* - Dedicated to promoting, preserving, and maintaining horse camps and trails in Oregon.
- *Central Oregon Nordic Club* - Supports youth ski programs in Bend and maintains cross-country ski trails in Central Oregon.
- *Tumalo Langlauf Nordic Club* - Promotes the sport of cross country skiing and provides teaching and social activities that celebrate the coming winter.
- *Central Oregon Motorcycle Club* - Supports safety, enjoyment and use of motorized trails.
- *Provincial Advisory Committee (PAC)* - Provides advice to federal land management agencies on topics of strategic importance in the Deschutes Basin.
 - Assigns sub-committees or charters special working groups that represent a variety of interests or specific projects.
- *National Fire Plan* – Provides community assistance programs designed to reduce wildland fire threats and enhance local economies.
- *Deschutes-Ochoco Resource Advisory Committee (RAC)* - Recommends projects related to watershed restoration, road and trail maintenance, wildlife and fish habitat improvement, forest health, and fuels treatment.
- *Wolfree* – Develops partnerships that serve people and their communities through science education, ecosystem restoration, and ecological research.

Challenges

- The Deschutes wants a better understanding of how to integrate and utilize partnerships and volunteers into the Sustainable Recreation Framework guiding principles.
- There is no clear understanding of how to integrate the multiple missions and goals of each organization or group into a “united” sustainable recreation working group as a whole.
- Within the volunteer and partnership programs, a collective vision is lacking.
- Due to a highly urban influence, it is difficult to connect people to heritage and culture. Urban culture and development often overrides interest in natural and cultural preservation.

Desired Outcomes

- The volunteer and partnership program is integrated at all levels of resource management.
 - There is Forest Leadership support and understanding.
- Conservation/Education programs and information are increased.
 - Conservation/Education is emphasized in volunteerism and partnerships.
 - Information and programs are high quality.



- Outfitter and Guides are recognized as key Conservation/Education contributors especially regarding messages connecting people to their natural and cultural heritage.
- Skills are developed to enhance working with volunteers and partners.

Promote Healthy Lifestyles

Deschutes Polling Response

The majority of the Deschutes participants felt this was important, but not a priority (76%). Some felt it was integral to being relevant to communities (18%) while some felt it is not part of the FS mission (6%).

Context and Current Situation

The Deschutes offers many outstanding recreation opportunities that contribute to a healthy lifestyle. The Forest offers year-round recreation including hiking and walking, mountain biking, lake-side camping, fishing, hunting, cross country and downhill skiing, snow shoeing, snowmobiling, white-water boating, OHV use and horse riding. Wilderness, wild and scenic rivers, high desert, alpine summits and lakes, Cascade peaks, volcanic monuments and scenic byways are some of the special places and settings that contribute to improved physical, mental and spiritual health and well-being on the Forest.

Strengths

- The varied abundance of high quality recreation opportunities combined with special settings and places on the Forest support active recreation participation.
- The Forest engages and supports restoration management especially related to fire, insects and disease and water quality.
 - Projects help restore settings for enhancement of recreation experience.
- The Deschutes is an active participant in the Kids in the Woods initiative.
 - Promotes healthy lifestyles in youth and families.

Challenges

- Growing population and increased recreation demand.
- Conflicts among users that result in disharmony and degradation of recreation settings and opportunities.
- It is especially difficult to maintain wilderness values and trails due to over-use, crowding and the “loving to death” syndrome.

Desired Outcomes

- Recreation resources, settings and special places are protected and maintained.
 - Recreation use is managed to protect high quality settings and opportunities.
 - Trails are designed and maintained utilizing sustainable measures and concepts.
 - Wilderness values and character are maintained.
- Restoration of resources and settings is emphasized.
 - Recreation is integrated in restoration project work.
- People understand how and where they can recreate.



Interconnect Environmental, Economic and Social Sustainability

Deschutes Polling Response

When asked about the three spheres of sustainability, the Deschutes responded by saying the primary focus on sustainability is the environment (50%). The other 50% of respondents recognized the importance of all three spheres, social, economic and environment as being equal.

Context and Current Situation

The Deschutes plays a significant role in the environmental sustainability of central Oregon. Environmentally, the Forest has embraced management of fire and insect epidemics (budworm) in order to improve over-all forest health. Improving forest health helps protect adjacent communities and land-owners from potentially catastrophic loss of land and property. Like many National Forests, the Deschutes recognizes environmental sustainability as foundational to natural resource management as there are many laws and directives that help influence environmental protection and sustainability (for example, Best Management Practices, Water Quality Standards, Threatened and Endangered Species Act, etc.)

The Deschutes is also a large contributor to the economic and social structure of the area. Communities benefit from Forest visitor spending and investment in the local economy. While the Deschutes recognizes the importance of economic and social sustainability, work in these arenas has been limited compared to work in the environmental field especially in terms of data collection and community engagement. Most often, communities are engaged during project specific environmental planning (EAs and EISs) rather than topics concerning sustainable recreation.

Strengths

- Strong management framework and foundational understanding of environmental sustainability.
- Recognition that the future will be driven by social needs and values.
- Strong desire to integrate and manage resources under the sustainable framework.

Challenges

- Urbanization, population growth and increased demand for recreation opportunities
- Lack of social, environmental and economic data
- Internal vs external understanding and views
- Dynamic nature of recreation – changing methods and types of recreation make it difficult to address how to sustain evolving uses and methods
- An institutional process is lacking/inadequate
- Lack of budget and staff
- Lack of integration and unified approach by all resources



Desired Outcomes

- The Deschutes is the “catalyst” that draws together communities of interest and groups in Central Oregon.
- The Deschutes contributes to community work that is already going forward.
- There is better integration of programs and resources, both internally and externally.
- Emphasis and priorities for the recreation program are established with Forest Leadership involvement.
- There is a unified community “niche” that interconnects environmental, economic, and social sustainability.
- Data needs are identified and prioritized.
 - Data is better utilized and integrated in all programs.
- There is a sufficient work force and related skills needed to implement the Sustainable Recreation Framework.

Community Engagement

Deschutes Polling Response

The majority of Deschutes respondents (59%) felt a lot more work was needed in terms of community engagement. Some felt it was working OK (35%) while (6%) felt it couldn't get any better.

Context and Current Situation

Community engagement provides structure for aligning with the Forest Service mission and Forest Plans. Since the Deschutes has not begun their forest plan revision, community engagement can help inform a recreation suitability analysis. Once completed, community engagement helps implement the plan by using collaboration to identify on-the-ground actions based on a broader context. In some cases, community engagement may create a need for change to the forest plan (forest plan amendment). Wherever a forest is at in their forest planning cycle, the community engagement process acknowledges and can build upon the decisions made in the forest plan.

For the most part, the Deschutes has engaged communities through planning efforts regarding specific projects. The recent Travel Management Planning Project is an example where the Forest has worked closely with communities on this issue. Often, the Forest Supervisor or others from the Leadership team are the primary participants related to community engagement.

Further polling showed the majority of Deschutes participants (73%) would like to adopt community engagement based on a specific issue or area. Others would like to adopt community engagement at the program level (7%) and others at the project specific level (20%). Given the current situation on the Deschutes, two specific projects were identified as candidates for community engagement prior to Forest Plan revision:

- Trails Master Plan
- Winter Recreation Plan



The TUG group has been identified as a major catalyst for the Trails Master Plan. Other groups include the Greater Sisters Area Group, the Crescent Lake Junction Working Group, Bend Parks, and the proposed PAC recreation sub-committee (see Collective Actions below). Since the meeting on 3/12/2010, work has begun on the Trails Master Plan. For the most part, the Deschutes has engaged communities through planning efforts regarding specific projects. The recent Travel Management Planning Project is an example where the Forest has worked closely with communities on this issue. Often, the Forest Supervisor or others from the Leadership team are the primary participants related to community engagement.

Strengths

- A strong desire to work more closely with communities in Central Oregon.
- Many external relationships and partners have already been forged.
- From already working with communities on many projects, the Deschutes has developed community engagement skill sets in multiple people.

Challenges

- Projected high levels of community growth.
 - How to convene multiple communities in a singular effort?
 - How large of geographic area to include?
- Getting more employees on the Forest more engaged.
 - Difficult to include employees due to work priority, lack of budget and/or staff.

Desired Outcomes

- Community engagement is an integral process for all work on the Forest.
- The Deschutes is part of the community culture.
 - People think of community engagement of something more than NEPA.
- The Deschutes is more integrated with communities.
 - There is more integration in our message and involvement in community.

Part of a Larger Landscape

Deschutes Polling Response

When asked if the Deschutes felt they were part of a larger landscape, (72%) of respondents felt they worked with other agencies or recreation providers on a limited basis. Others felt the Deschutes operated without boundaries (28%).

Context and Current Situation

Like most Forest employees, people on the Deschutes primarily work on projects that are located on the Forest. While there is recognition of the importance of sustainability, most people tend to work on efforts that help improve the immediate local environment (i.e., the Deschutes National Forest). Often, there is a lack of priority, budget and staff to increase emphasis on a larger landscape analysis. Recent efforts such as travel management



planning have resulted in involvement with communities on larger scale than most normal planning efforts. Concerns over Air and Water Quality and Climate Change also have the Deschutes and others looking at things from a larger landscape perspective.

Strengths

- Desire to work with other Forests and agencies in a combined effort to strengthen and promote sustainable recreation across a larger landscape.
- Realization that what others are doing may benefit with development of strategies that work best for everyone as a whole.
- A good central location for gatherings.
 - Provides many amenities and recreation opportunities that can enhance meeting and working together.

Challenges

- Absence of an integrated strategy for recreation sustainability.
- Lack of identification for how sustainability fits into the overall recreation and tourism needs for central Oregon.
- No clear understanding of what others provide, what is their mission or goals.
- Other provider programs are (sometimes) not compatible with Forest Service programs and directives.
 - Ultimate struggle with “mission alignment”.

Desired Outcomes

- Internal dialogue helps employees understand how working with others on a larger landscape level is important to sustainable recreation.
- The Deschutes works more closely with the City of Bend and others.
 - The City of Bend and others understand their part of a larger landscape.

Focus Areas

The Focus Areas from the Framework identify a set of high leverage actions or management strategies that help achieve a desired sustainable recreation program. At the meeting held in Bend on 03/12/2010, a rapid assessment was undertaken to determine which Focus Areas the Deschutes would emphasize in out-year work. This assessment led the group through a series of questions and dialogue related to the Framework. Participants were asked to get with a partner, choose a favored Focus Area and provide recommended strategies or tasks that would help move the Deschutes towards the Framework’s mission of environmental, social and economic sustainability. After these small group discussions and reporting back, the entire group was asked to identify the top Focus Areas they would like to spend time and energy in order to move forward. Through polling, the participants ranked each of the ten Focus Areas as follows:



Focus Area	Numerical Rank
Promote Citizen Stewardship	14
Implement "Green" Operations	24
Enhance Communities	21
Invest in Special Places	14
Forge Strategic Partnerships	57
Promote Citizen Stewardship	72
Know Our Visitors, Community Stakeholders and Other Recreation Providers	51
Deliver High-Value Information	31
Develop a Sustainable Program	14
Develop Skills	12

As a result of the polling and ranking exercise, the Top 5 Focus Areas for the Deschutes to center attention were identified as:

1. Promote Citizen Stewardship
2. Forge Strategic Partnerships
3. Know Our Visitors, Community Stakeholders and Other Recreation Providers
4. Deliver High-Value Information
5. Enhance Communities

Strategies for Implementing the Framework

The Situation Assessment identifies a list of tasks or collective actions that can help the Forest strategize and implement a sustainable recreation program now and in the future (see below). The list of actions are the result of the participants collective brainstorming of tasks related to the top 5 Focus Areas identified in the preceding section.

Collective Actions

#	Action Item
1	Formulate a new partnership program and strategy.
2	Develop agreements under the umbrella of the Sustainable Recreation Framework.
3	Expand the capacity of the Kids in the Woods initiative to deliver more programs and activities that engage and expose a greater number of kids and families to sustainable recreation.
4	Develop and enhance opportunities for training, both in Conservation/Education and partnerships and agreements.
5	Develop a list of restoration projects that integrates multiple resources.
6	Develop interim guidelines for transitioning to the Sustainable Recreation Framework.
7	Complete an inventory of all recreation providers and related opportunities on a large landscape level.
8	Develop and track a strategic, tactical model to address growing use and demand.
9	Develop a Sustainable Trail Master Plan and program using collaborative methods and



	citizen stewardship (work in progress).
10	Develop a Sustainable Winter Recreation Plan and program using collaborative methods and citizen stewardship.
11	Revise the Deschutes “niche” to help focus the recreation program on sustainability.
12	Identify and prioritize data needs.
13	Develop an Environmental, Economic and Social Sustainability Action Plan.
14	Complete integrated analyses that helps determine environmental, economic and social sustainability.
15	Develop and participate in a new recreation PAC-subcommittee advisory group.
16	Develop a stakeholder list.
17	Develop a community engagement strategy.
18	Conduct a Mission Summit to discuss other agencies’ and organizations missions.

See Appendix A for additional “Detailed Scope of Work for Action Items”.

An assessment of work priorities was discussed in order to help determine the complexity and extent of the current work load. This list was used as reference in determining where the Deschutes could focus additional time and energy related to the collective actions listed above. The following were identified as high priority tasks.

Current Out-Year Priorities and Workload (as of 03/12/2010)

- Travel Management EIS
 - Implementation.
 - Additional project specific NEPA.
 - Ochoco (1).
 - Deschutes (3).
- Recreation Facilities Analysis (RFA).
 - Implementation.
- Wilderness Fire Management Plan.
- Outfitter and Guides Needs Assessment.
- Minimum Roads System Analysis.
- Forest Plan revision
 - Scheduled to start in 2 years.
 - Starting to assess pre-needs.
- Invasive Plants EIS.
 - Complete analysis in spring
 - Start implementation.
- Winter Recreation Plan.
 - Most polarizing issue some are dealing with.
- Trails Master Plan.
- Scenic Byways
 - Tale of Two Rivers Plan
- Bike route to connect Sisters, Bend and South County.
 - Largely a community effort.
 - Deschutes County Recreation Ad hoc group.
 - Chaired by Senator Wyden.



Priority and Timeline for Collective Actions

On July 1, 2010, the Deschutes met to prioritize the list of collective actions (identified in the preceding section), establish a timeline and identify who would be responsible for implementation. At this meeting, participants divided into two small working groups. To determine priorities, each group was asked to address and rank each action item based on the following questions.

1. Does this action fall within the Deschutes top 5 focus areas?
2. From the Sustainable Path exercise, does this action fall within the Deschute's path towards sustainable recreation?
3. Does this action embrace all three spheres of sustainability – environmental, social and economic?
4. Does this action produce patterns of behavior that reveal points for change?
5. Does the Deschutes have the skill and personnel to implement this action?
6. Can the Deschutes measure success on this action (feedback)?
7. Does this Action help leverage limited resources and maximize capacity?
8. Does this Action improve recreation's contribution to the Deschutes as a whole?

Numerical ranking consisted of how each question was addressed as follows. Action items with the highest ranking received highest priority:

- 0=No
- 1=Somewhat
- 2=Yes

Priorities

#	Action Item	Who	When
1	Formulate a new partnership program and strategy.	Jean & Mike	Aug. 2010
9	Develop a Sustainable Trail Master Plan and program using collaborative methods and citizen stewardship (work in progress).	Mark, Marv, Rec Team Leads	<ul style="list-style-type: none"> • Internal first • Go out to public end of 2011 • Heavy public participation in 2010
15	Develop and participate in a new recreation PAC-subcommittee advisory group.	John Allen	<ul style="list-style-type: none"> • 2010
16	Develop a stakeholder list.	Amy, Kirk, Robert, Mark	<ul style="list-style-type: none"> • @ ranger meetings 2010
17	Develop a community engagement strategy.	Jean, Robert, Kirk, Amy	<ul style="list-style-type: none"> • fall/winter - 2010
18	Conduct a Mission Summit to discuss other agencies' and organizations missions.	Jean, Robert, Kirk, Amy	<ul style="list-style-type: none"> • after 1/1/2011

The Deschutes also recognized Action #10 - Develop a Sustainable Winter Recreation Plan and program using collaborative methods and citizen stewardship as an important priority for local communities. The Deschutes felt they could address and plan for this task as they



worked on development of the PAC subcommittee and other community engagement strategies identified in the priorities above.

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APPENDIX A

Detailed Scope of Work for Action Items

1. Formulate a new partnership program and strategy.
 - a. Define the role of the volunteer and partnership program.
 - i. Clearly define the role of the future partnership coordinator.
 - b. Develop written protocols and emphases.
 - c. Identify priorities of work.
 - d. Integrate the partnership program in Forest priorities.
 - e. Increase the involvement of Grants and Agreements personnel to forge and enhance strategic partnerships.
 - f. Pursue Outfitter & Guides, universities and others as partners and enhance their role in conservation and environmental education.
 - i. Emphasize outfitter and guides role in regard to sustainability in special use permits
 - g. Develop a list of projects that will provide more integrated opportunities for different groups to work together on a variety of single, unified projects.
 - h. Develop a marketing strategy/communication plan for promoting volunteer and partnership opportunities.
 - i. Use marketing as a strategy to help strengthen a focus on sustainability.
 - i. Develop a Citizen Stewardship Master Plan.
 - i. Establish existing and desired condition.
 - ii. Define ways to get more groups/individuals engaged.
 - iii. Outline tasks, actions and roles.
2. Develop agreements under the umbrella of the Sustainable Framework.
 - a. Develop a list of sustainability measures that can be included in agreements, special use permits and service contracts
3. Expand the capacity of the Kids in the Woods initiative to deliver more programs and activities that engage and expose a greater number of kids and families to sustainability.
 - a. Create a list of additional opportunities and programs.
4. Develop and enhance opportunities for training, both in Conservation/Education and partnerships and agreements.
 - a. Include training opportunities for partners, volunteers and Outfitter/Guides.
 - b. Increase capacity to deliver high quality conservation education programs and information
5. Develop a list of restoration projects that integrates multiple resources.
6. Develop interim guidelines for transitioning to new Sustainable Framework.
 - a. Include interim guidelines for new construction/reconstruction projects.
7. Complete an inventory of all recreation providers and related opportunities on a large landscape level.
 - a. Identify and map key areas of concern.
 - b. Identify where different uses are appropriate (for example Travel Management).
 - c. Identify where people can have a back country experience in lieu of wilderness.



- i. Utilize to help protect wilderness values and character from overcrowding and related visitor impacts.
8. Develop and track a strategic, tactical model to address growing use and demand.
 - a. Provide clarification for managing wilderness and trails given population growth and growing demand.
9. Develop a Sustainable Trail Master Plan and program using collaborative methods and citizen stewardship.
 - a. Work already in progress
10. Develop a Sustainable Winter Recreation Plan and program using collaborative methods and citizen stewardship.
 - a. Establish a working group.
 - b. Develop a Communication Plan
11. Revise the Deschutes “niche” to help focus the recreation program on sustainability.
 - a. Develop a unified “niche” that includes other agencies, communities, recreation providers, partners and volunteers.
12. Identify and prioritize data needs.
 - a. Provide avenues for groups/communities to help collect data.
 - b. Identify ways to increase high quality data collection.
 - c. Establish frequencies and protocols.
 - d. Supply, demand and recreation trends.
 - e. Other
13. Develop an Environmental, Economic and Social Sustainability Action Plan.
 - a. Integrate program management plans and processes.
 - b. Include both an internal and external emphasis.
 - i. Identify ways to increase feedback from external groups.
 - c. Develop sustainable planning and implementation protocols.
 - d. Emphasize Leadership involvement
 - e. Clearly identify priorities and program of work.
 - i. Fully integrate multiple resources to set priorities and accomplish tasks.
 - f. Develop skills
 - i. Update training plans with emphasis on sustainability.
 - g. Evaluate internal organizational capacity to develop and deliver integrated programs.
 - i. Prioritize and identify who will do the work.
 - ii. Re-define roles.
14. Complete integrated analyses that helps determine environmental, economic and social sustainability.
 - a. Value Mapping
 - b. Impact Mapping
 - c. Limits of Acceptable Change
 - d. Financial Assessment
 - e. Supply and Demand Analysis
 - f. ROS & SMS
 - g. Others (?)
15. Develop and participate in a new recreation advisory group.
 - a. A PAC-subcommittee that focuses on the Sustainable Recreation Framework.
 - b. Define the roles of the group.
 - c. Create a long-term community working group.



- d. Include other sub-committees as needed
- 16. Develop a stakeholder list.
 - a. Build a better foundation to know stakeholders and visitors.
 - b. Expand knowledge of community organizations
- 17. Develop a community engagement strategy.
 - a. Increase employee participation.
- 18. Conduct a Mission Summit to discuss other agencies' and organizations missions.
 - a. Increase dialogue and understanding of programs and policies.

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Appendix B

Assessment Team

Independent Resources:

Laurie Thorpe – Team Leader
Cat Woods – Recreation Specialist

Deschutes National Forest Participants:

Shane Jeffries	District Ranger	Bend- Fort Rock
Kirk Flannigan	RHLM	Sisters
Mike Johnson	AO/Planning	Bend/Prineville
Bob Deane	RHELM	Bend-Deschutes
Marv Lang	Wilderness & Trails	Bend-Fort Rock
Amy Tinderholt	RHLM	Bend-Fort Rock
Les Moscoso	Acting Recreation Staff	Bend
Bill Anthony	District Ranger	Sisters
John Allen	Forest Supervisor	Bend
Holly Jewkes	District Ranger	Crescent
Scotty McBride	SU Administration	Crescent/Bend/Fort Rock
Mary Farnsworth	Deputy Forest Supervisor	Bend
Jocelyn Biro	Recreation Program Manager	Portland/RO
Mark Christiansen	Recreation Program Manager	Deschutes/Ochoco
Jennifer Letz	Recreation Staff	Deschutes/Ochoco
Ray Romero	NR Staff	Deschutes/Ochoco
Lauri Turner	Wildlife Biologist	Deschutes
Sue Olsen	Public Affairs	Deschutes
Tom Mafera	Vegetation Staff	Deschutes
Jean Nelson Dean	Partnerships & Volunteers	Deschutes

