

**Washington Department of Natural Resources (DNR)
Outdoor Access and Responsible Recreation (OARR) Strategic Plan
Statewide Partners Workshop
March 12 - 13, 2024**

Final Summary Report v. 6/11/24

Attendees

Andree Hurley, *Washington Water Trails Association*

Betsy Roblee, *Mountaineers*

Denice Rochelle, *The Bronze Chapter*

Eric Brown, *Whatcom Mountain Bike Coalition*

Erin Keeley, *Erin Keeley Consulting*

Hanne Beener, *TREAD*

James King Jr., *Hollis King Company / Outdoor Afro*

Jeff Kish, *Pacific Northwest Trail Association*

Jen Gradisher, *Washington Trails Association*

Jesse Cunningham, *Evergreen Mountain Bike Alliance*

John Vandergrift, *Pacific Northwest Four-Wheel Drive Association*

Kurt Hellmann, *Conservation Northwest*

Kathy Young, *Backcountry Horsemen of Washington*

Libby Nelson, *Tulalip Tribe*

Mathew Lyons, *TREAD*

Michael DeCramer, *Washington Trails Association*

Michael McLane, *Evergreen Mountain Bike Alliance*

Mike Moe, *State of Washington Tourism*

Marc Toenyan, *Northwest Motorcycle Association*

Nichol Phillips, *PNW Four-Wheel Drive Association*

Nicky Pasi, *Mountains to Sound Greenway Trust*

Peter Herzog, *Washington State Parks*

Patti Gobin, *Tulalip Tribes*

Ted Jackson, *Washington ATV Association*

TJ Broom, *US Forest Service*

Tom Vogel, *Mountaineers*

DNR

Andrea Martin

Brody Coval

Ben Cooksey

Kristen Ohlson-Kiehn

Ben Mayberry

Chris Marcolin

Hyden Mckown

Kyle Pomrankey

Pete Allen

Stacey Fuchs

Facilitators

Thomas Christan, *Triangle Associates*

Alex Sweetser, *Triangle Associates*

Madeline Brooks, *Triangle Associates*

Will Henderson, *Maul Foster Alongi*

Workshop Day 1: March 12, 2024, 10:00am – 4:00pm

Welcome and Introductions

Andrea Martin introduced herself as DNR's Statewide Recreation Manager and Brody Coval introduced himself as DNR's Recreation Policy Manager. Additionally, the workshop facilitator introduced the facilitation team from Triangle Associates (Triangle) and Maul Foster & Alongi (MFA). Then, Andrea Martin, DNR's Statewide Recreation Manager, provided opening remarks. She noted this meeting is the last step in the engagement process to inform initial development of the OARR Strategic Plan. Input from this workshop will be used by DNR to inform its decision-making regarding strategies and both

near and long-term actions to include in a draft OARR Strategic Plan. After a plan is drafted, DNR will engage the public for review and comment.

Andrea led introductions for the DNR team. The facilitator asked participants to introduce themselves and share their affiliation.

The facilitator reviewed the meeting materials and the agenda for the first day of the workshop. The objectives of the meeting were for participants to:

- Receive an update and discuss the purpose for the OARR Strategic Plan.
- Provide input on desired outcomes for a set of six draft goals and associated strategies/actions to achieve these goals.
- Workshop DNR's questions about potential strategies suggested to DNR during public meetings.

Update and Overview of DNR OARR Process and Timeline

Andrea presented an overview of the OARR Strategic Plan and the needs it will address, an overview of DNR-managed lands and the current recreation management approach, and a review of the timeline for engagement and drafting the plan.

What is the OARR Strategic Plan?

Andrea explained the OARR Strategic Plan is DNR's first statewide plan for managing recreation and public access. It is being developed in response to an increased need for recreation management at the agency. The statewide strategies in the Plan will be used to guide future planning and management in addition to guiding agency priorities and work with Tribes and partners over the next decade. Additionally, it will be used as a tool to support legislative and budget requests. The Plan is not a prescription for specific management actions nor is it an implementation plan.

Overview of DNR-managed Lands and Recreational Activities

Andrea explained that DNR manages 5.6 million acres of land, including trust lands, state-owned aquatic lands, and conservation lands.

- **Trust Lands:** DNR manages approximately 3 million acres of trust lands with a fiduciary responsibility to generate revenue for K-12 schools, counties, public universities, and other trust beneficiaries. Revenue-generating activities on trust lands, such as timber harvest, agriculture clean energy leases, and real estate management, contribute to funding essential services throughout the state. Most recreational activities that occur on DNR-managed lands occur on trust lands.
 - Trust land management involves balancing multiple objectives, including revenue generation for specific trust beneficiaries and providing public access. DNR operates with a Multiple-Use Concept (RCW 79.10.120), which, by statute, requires that DNR offer a diverse range of access to its lands, including recreational activities, while ensuring that these activities do not compromise other management objectives or revenue obligations to trust beneficiaries.
- **State-Owned Aquatic Lands (SOAL):** DNR manages approximately 2.6 million acres of SOAL, including tidelands, shorelands, harbor areas, and the beds of navigable waters. SOAL are managed as a public trust, with the goal of benefiting all citizens of the state. DNR allows recreational access to these aquatic lands, providing opportunities for activities such as fishing, boating, and shellfish harvesting.

- **Conservation Lands:** DNR manages approximately 167,000 acres of conservation lands, which are dedicated to protecting rare and sensitive species and ecosystems. These lands include two categories: Natural Resource Conservation Areas and Natural Area Preserves (see RCW 79.70 and RCW 79.71). Public access is limited or excluded on some Natural Area Preserves to minimize human impact, but many conservation lands offer low-impact recreational opportunities, such as hiking trails.

DNR also recognized that it upholds management responsibilities to the 29 federally recognized Tribes in Washington State and two federally recognized Tribes outside of Washington who exercise Treaty Rights within Washington State boundaries. Tribal leaders have expressed concerns about the impacts of outdoor recreation on state-managed lands, particularly impacts to wildlife habitat and ecosystems critical to Tribal communities and Tribal rights. DNR is committed to engaging with Tribes on a government-to-government basis to address these concerns and incorporating Tribal perspectives into the OARR Strategic Plan and ongoing recreation and public access management. This includes recognizing Tribal rights and interests, as well as collaborating with Tribes to develop strategies for managing outdoor recreation in a sustainable and culturally sensitive manner.

DNR's Need for the OARR Strategic Plan:

Andrea explained that with the steady growth in outdoor recreation visitation, especially during the COVID-19 pandemic, DNR recognizes the need for a strategic plan to guide its recreation and public access management. DNR does not currently have a strategic plan or set of strategies that guides recreation and public access management across the state.

- **Increased Use:** A study commissioned by DNR, Washington State Parks and Recreation Commission (Parks), Washington Department of Fish and Wildlife (WDFW), the Recreation and Conservation Office (RCO), and completed by Earth Economics revealed a 12% increase in visitation across all state-managed lands from 2019-2021, with a 21% increase specifically on DNR-managed lands. While data beyond 2020 is not yet available, ongoing observations indicate that visitation remains higher than pre-pandemic levels. Increased usage brings challenges, including the use and creation of unsanctioned trails and instances of public abuse, such as trash dumping, resource damage, encampments, and vandalism.
- **Equity:** Data shows that participation in outdoor recreation skews towards wealthier and whiter populations nationwide, and participation in recreation on DNR lands is no exception. Strategies are needed to improve equitable access to DNR lands.
- **Limited and Unreliable Funding:** Funding for DNR's Recreation Program, totaling over \$25 million for the current biennium, does not meet the current need. Sources include state general fund, gas tax revenue, competitive grants, Discover Pass revenue, and a very small portion of trust land management accounts. Per statute, DNR receives 8% of the total revenue generated by Discover Pass sales, which makes up less than 20% of the program's total budget. In addition to being dependent on unreliable funding sources like grants, DNR estimates that the recreation program has a minimum \$9 million funding shortfall, just to maintain current operations. The OARR Strategic Plan is a tool to guide and secure future funding.

Q&A from Partners

Following the presentation, DNR provided the following responses to questions from partners:

- When asked to clarify how the \$34 million estimated need was calculated, DNR clarified this estimate includes recreation staff and wardens, but not existing law enforcement officers (LEOs). It was noted that this is a conservative estimate based on cost categories.

- When asked about revenue from hunting and fishing licenses as well as watercraft licensing, DNR clarified that by statute, all revenue from hunting and fishing licenses goes to WDFW. Most funds from off-road vehicle tabs go into a competitive grant program managed by the RCO, which DNR can apply for along with other agencies and partners. DNR's aquatic resources division receives \$2 from each watercraft license fee for its program which removes derelict vessels from state-owned aquatic lands.
- In response to a question about why DNR started work on the OARR Strategic Plan, DNR shared that Commissioner of Public Lands Hilary Franz, has made this a priority for the agency over her tenure, particularly to address the concerns of Tribes about impacts to reserved rights. Work was able to begin when funding was obtained internally and was able to continue when DNR received funds from the Washington legislature in 2023 to develop the Plan.
- When asked about coordination between DNR's Olympia Recreation Program and region recreation staff, DNR shared that the relationship between DNR and the regions have improved, and coordination is ongoing.
- When asked about the economic benefits for the state from outdoor recreation on DNR-managed lands, DNR shared that the Earth Economics Report¹ estimated a direct contribution of \$735 million from visitation to DNR-managed lands and \$1.2 billion in indirect and incidental economic benefits from 2019 to 2020.
- When asked about the metric used to determine the staff hours used in the \$25 million recreation budget allocation, DNR explained that between full-time and part time employees, DNR's recreation program has a cumulative total of about 75 FTEs for this allocation. DNR's estimated funding need is based on a business-as-usual situation and the \$34 million is what is needed for DNR to meet current operation level needs. This includes current levels of volunteers.
- When asked if the \$34 million estimated need includes deferred maintenance and remediation, DNR clarified this figure represents the need to maintain current management and use, it does not reflect what would be needed for increased management or expanded use. It includes additional staff and a fleet of vehicles where needed but does not include remediation.
- When asked when partners can review the draft OARR Strategic Plan, DNR clarified partners can review the Plan and provide comments as part of the public review period. Tribes will have an opportunity to review the Plan first.
- When asked about the proposed structure of the OARR Strategic Plan, DNR explained the Plan will likely consist of the purpose statement, goals, and tables with strategies and near-term/long-term actions.
- When asked about DNR's plan to achieve sustainable program funding (Goal 5), DNR shared the intent is to use strategies in the OARR Strategic Plan to make the case that DNR requires additional funds for managing recreation, improving access, and maintaining facilities. DNR has been a part of many conversations and workgroup that have considered options for sustainable recreation funding. One example of a discussed funding mechanism is the "backpack tax," which is an additional tax on sporting goods to support recreation management. DNR hopes to collect input on additional potential solutions from partners as part of this workshop.

Following the presentation, partners provided the following comments and suggestions:

- Quantify what percentage of youth are engaged in sports programs now that they have restarted post-pandemic to see if this has resulted in reduced recreation demand.

¹ [Economic Analysis of Outdoor Recreation in Washington State, 2020 Update](#)

- Consider modeling a waste management program after an initiative in Alaska to install garbage stations along state highways to reduce illegal dumping on DNR-managed lands. DNR noted House bill 2207 as passed by the 2024 Washington Legislature is an attempt to address illegal dumping, but it is unclear how effective it will be given the reduced scope of the final bill.
- Look into businesses as a source of illegal dumping on state-managed lands and look for examples of initiatives from other states to address this problem.
- Assess the ratio of funding allocations and visitors per acre of lands managed by DNR compared to other state agencies.
- Washington's gas tax should be replaced and suggested exploring a road use tax that supports recreation. DNR explained the transportation committees in the legislature have been exploring replacing the gas tax with a road usage charge based on the miles driven by vehicles.
- The OARR Strategic Plan should include a timeline for implementation and should be set up in a way that does not place constraints on future actions. DNR noted the document will not be an implementation plan and that structuring the document as a strategic plan should help avoid this issue. DNR anticipates legislative actions will be required to implement some strategies in the plan and the Board of Natural Resources and other decision-makers may use the plan to consider policy changes.

Visioning Exercise

Participants engaged in a visioning exercise to consider and share what success of the OARR Strategic Plan looks like and what outcomes the plan needs to achieve. Attendees were instructed to share their responses to the following questions through a Mentimeter, a website for virtual polling and word cloud development:

- What is your vision for responsible and sustainable recreation, in 10 years from now?
- What are three words that define success?

Responses were presented anonymously in real time and are documented in Appendix A.

Overview of DNR Draft Purpose Statement and Goals and Development Process

OARR Planning Process

Andrea gave an overview of the engagement timeline and development process for the OARR Strategic Plan. The process officially began in 2023 at the DNR annual Tribal Summit; a meeting between the Commissioner of Public Lands and leadership from the 29 federally recognized Tribes in Washington State and two federally recognized Tribes from Oregon and Idaho who exercise treaty rights within Washington State boundaries.

Following the Tribal Summit, DNR organized a workshop for statewide partners and provided multiple updates to the Board of Natural Resources. Based on feedback from Tribes at the Tribal Summit, DNR updated the engagement process and in the fall of 2023 held a series of four hybrid (in-person and virtual) Tribal forums across the state for DNR and Tribes to jointly shape the Plan's draft purpose statement and goals. DNR will continue to engage and co-develop the plan with Tribes in 2024.

In winter 2024, DNR met with State Trust beneficiaries to discuss how to manage the growing demand for access and recreation while meeting responsibilities to trust-beneficiaries as well as to get their input on how to achieve the draft goals. Additionally, DNR held five in-person and virtual planning meetings with the public to review updated goals and collect input on actions needed to achieve the draft goals.

Following these public meetings, DNR held this workshop with statewide recreation partners.

DNR's goal is to publish the final OARR Strategic Plan by the end of 2024. Prior to its release, Tribes and then the public will have opportunities to review and provide input on draft versions. Future meetings for public review are expected.

A timeline detailing anticipated milestones of the OARR Strategic Plan engagement and plan writing process is included in Appendix B.

What DNR Heard from Tribes

Andrea shared that during the Tribal forums, Tribes identified two primary expected outcomes from the OARR Strategic Plan:

1. Wildlife and habitat protections
2. Exercising Tribal rights on state lands

Participating Tribes suggested the following priority strategies to include in the OARR Strategic Plan:

- Additional enforcement for resource protection
- Tracking impacts to natural and cultural resources and providing landscape planning tools/frameworks
- Enhanced education for the public about Tribal rights and the public's recreation impacts on DNR-managed lands
- Improved statewide coordination between state and federal agencies

Draft Purpose Statement and Draft Goals

Andrea Martin shared the draft purpose statement for the OARR Strategic Plan which includes feedback provided by Tribes. Then, she walked through each of the six draft goals for the OARR Strategic Plan.

Draft Goals:

1. Conserve and Enhance the Natural Environment and Cultural Resources
2. Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement
3. Improve Equitable Access
4. Respect All Rights and Involve All User Groups in Future Planning
5. Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship
6. Mitigate Climate Impacts and Build Resilience

See Appendix C for the Purpose Statement and full draft goals.

World Café: Brainstorming How to Achieve Goals

The facilitator provided instructions for the world café activity. Meeting attendees were divided into three groups of approximately 10 people, which rotated around six tables based on the six draft goals for the OARR Strategic Plan.

Each group was asked to provide responses on sticky notes to the following questions for each goal:

- **Future:** In 10 years, what does success look like for this goal?
- **Now:** What current challenges or issues need to be addressed as part of this goal?
- **Opportunities:** What is currently happening that needs to be supported to achieve success?

- **Looking Forward:** What are actions that could be taken to achieve the goal?

Following the exercise, attendees were provided dot stickers and instructed to put a sticker on the top ideas they felt DNR should focus on. A transcription of input provided by Partners is documented in Appendix D.

After attendees were dismissed from the first day of the workshop, DNR reviewed the input provided by partners and developed 10 additional strategy questions for the second day of the workshop. Recommendations and actions provided by partners are documented in the “Discuss Strategy Questions Based on Input Provided Earlier in the OARR Process” section of the summary (pg. 8).

Overview and Update on Interagency-Tribal Recreation Impacts Program

Peter Herzog, Interagency Liaison for Washington State Parks, presented on the Governor’s Office of Indian Affairs (GOIA) convened **Managing Recreation Impacts on State Lands and Protected Tribal Rights process**, which is made up of the 29 federally recognized Tribes in Washington, GOIA, Washington State Parks, WDFW, RCO and DNR. Interagency-Tribal workgroups have been formed to develop technical tools, improve information exchanges between Tribes and agencies, and to develop policy and budget proposals to the legislature.

Q&A from Partners

- When asked about decision-making, Peter explained that some decisions require consensus where others fall to specific groups, such as a state agency. The group strives for consensus but works under the principle of general agreement (i.e., agreement by majority) so that small dissents do not halt progress. The goal is to make binding, long-lasting, durable decisions.
- When asked if there are public facing summaries, Peter explained that there will be for the legislative workgroup, but a document sharing platform has not been created yet.
- When asked if there are lessons learned that can be shared with Federal partners, Peter explained there is a secondary process at the federal level and letters about the workgroups are sent to all federal agencies. Additionally, there is overlap between ongoing federal processes like the Puget Sound Task Force facilitated by the Ruckelshaus Center. There is collaboration between these groups and some overlap around monitoring and technical work.

Day One Wrap-Up and Look Ahead at Day Two

DNR shared the plan for the next day of the workshop, including discussion on questions developed from feedback during the public meetings and input from the world café exercise. The facilitator closed the meeting and noted the next session would start at 9:00am the next day.

Workshop Day 2: March 13, 2024, 9:00am – 3:00pm

Welcome and Introductions

DNR staff and the facilitator opened the second day of the workshop and walked through the agenda. The focus of the second day of the workshop was for partners to respond to specific strategy questions

developed by DNR from input received earlier in the planning process, and questions developed DNR based on the world café brainstorm during day one.

Discuss Strategy Questions Based on Input Provided Earlier in the OARR Process

DNR developed a list of questions to discuss with partners based on suggestions DNR heard during earlier rounds of engagement with Tribes, trust-beneficiaries, and the public (including representatives from some recreation partner organizations).

Attendees were divided into groups and led through a think-pair-share activity where they were given time to think about each of the questions individually, discuss it with their group, and then report back to the entire group.

Following are the questions as posed and a thematic summary of responses from the report out.

1. Implementation Planning Tools: *One of the challenges DNR faces is an increase in recreational use and, in some places, resulting impacts to natural and cultural resources. DNR is considering strategies to focus recreation and public access in some geographic areas while discouraging recreation and access in sensitive areas to protect resources. If this were done:*

- *What planning information (e.g., metrics) or tools would be needed?*
- *What methods should DNR consider for assessing the level of impact of specific recreation activities?*
- *Are there other strategies DNR should consider for minimizing recreation impacts to sensitive resources?*

Responses from partners to these questions included the following themes:

- **Tracking Recreation Impacts:** Create a geographic information systems (GIS) database that categorizes sensitive areas and identifies high-impact sites through Ecological Integrity Assessments. Use cellphone data, crowdsourced apps, trail counters, trailhead ambassadors, and geofencing to track users on DNR-managed lands, especially around these areas. Use this data to determine which impacts are caused by recreation, illegal activities, and other activities on DNR lands.
- **Partnerships for Tracking Use:** Partner with local organizations to help measure recreation use on DNR-managed lands and for visitor outreach.
- **Access Tracking and Limits:** Use self-reporting, trip reports, or reservation systems to track access and consider limits or timed-entry access.
- **Management Targets:** Define acceptable levels of impacts and sustainable levels of recreation as management targets for recreation planning. Proactively implement recreation plans to get in front of impacts and make it easier to manage high impact areas. Recognize that increased use may have non-linear impacts to DNR-managed lands and resources (e.g. a 10-fold increase in use may not result in a 10-fold increase in impact).
- **Adaptive Management:** Use adaptive management by identifying metrics for at risk sites, monitoring conditions, and using a precautionary approach to enact targeted closures. For example, use camera traps or other cheap equipment to monitor wildlife on DNR-managed lands. Identify visitor use and resource baselines and current conditions for adaptive management.

- **Signage:** Work with Tribes and user groups when developing interpretive signage and distributing this information. Include QR codes to maps as well as information about sensitive sites, resources, and proper use of the area.
- **Group Partnerships:** Partner with user groups and organizations that can help guide use on DNR-managed lands and address issues through peer enforcement. Use these partnerships to disperse recreation from high-impact areas. Create opportunities for these groups to participate in restoration activities or foster stewardship.
- **Cross-Jurisdictional Communication:** Establish common communication pathways across jurisdictions to coordinate and address impacts across agency lands. Partner with other agencies, Tribes, and universities to distribute information.
- **Trail Design:** Address illegal trails and develop new trails that avoid sensitive sites and wildlife areas while dispersing recreation. Conduct suitability assessments to determine which areas are compatible with recreation.
- **Communication with Users:** Improve DNR's capacity for communication through partnerships and hiring new staff. Use communication channels to educate about proper uses.
- **Social Science:** Use social science to influence cultural norms and behavior in partnership with non-profits, other agencies, Tribes, user groups, and the recreation industry.
- **Data Sharing and Compatibility:** Design a data architecture in a way that can be integrated into different applications and is compatible with systems used by other groups and agencies. Leverage partner organizations to update the data.
- **Communication Capacity:** Improve agency capacity for communication by hiring additional staff. Communicate with the public about the reasoning behind targeted closures.

2. Implementation Planning and Engagement: *DNR has heard it should lead more consistent and predictable regional and statewide planning processes for outdoor access and recreation management.*

- *Who would DNR need to engage with at these scales (regional and statewide)?*
- *How should DNR engage with these groups?*
- *What types of forums should be set up, maintained, and/or should DNR engage with?*

Responses from partners to these questions included the following themes:

- **Diverse Engagement and Partnerships:** Partner, engage, and build trusting relationships between DNR and Tribes, user groups, other agencies, adjacent landowners, non-profits, and the private sector as well as state, county, and city planning efforts. Conduct initial outreach to identify key parties, including the legislature, counties, and chambers of commerce and make sure these groups are engaged at the onset of planning efforts.
- **Internal Coordination and Staffing Consistency:** Improve coordination and communication internally within DNR to align external messaging and ensure all engagement opportunities are shared externally. Retain staff at DNR to improve relationships with partners and regional groups and ensure continuity. Address staffing turnover by accelerating and emphasizing external communications when onboarding new staff. Fully support education wardens and reestablish outreach coordinator positions at DNR as separate FTE positions.
- **New or Existing Forums:** Create, support, and/or regularly attend existing recreation advisory councils or regional collaboratives (such as the East Cascade Recreation Partnership, monthly meetings offered by the Snoqualmie National Forest, or the Teanaway Community Forest planning process). Work with these groups to facilitate important conversations, plan

engagement activities, and leverage engagement resources. Provide resources to help maintain these groups, participate in meetings, and present planning efforts for their input.

- **Communication Channels:** Hold stakeholder/partner meetings to present planning efforts and build trust between the agency and user groups. Develop and distribute newsletters about site closures and current projects.
- **External Facilitation:** Hire facilitation contractors or provide funds to partners to aid with facilitation of meetings and planning forums.

3. Partner Support: How could DNR support or effectively leverage existing partner volunteer and/or professional programs (e.g., paid trail crews) to promote responsible recreation and a conservation ethic?

Responses from partners to these questions included the following themes:

- **Information Sharing:** Share information directly with partners so they can help with outreach and to ensure consistent messaging shared from DNR and partners. Provide guest DNR columns in partner organizations' newsletters. Establish outreach coordinator positions at DNR to lead information sharing.
- **Youth Programs:** Use DNR's youth education and outreach program (YEOP) to connect high school students with volunteer and stewardship opportunities. Engage with partners to identify additional opportunities.
- **Cooperative Agreements:** Standardize work order based statewide cooperative agreements for project workplans and maintenance done by partner organizations. Obtain and provide more funding for maintenance contracts. Establish long-term, flexible work orders and cost-share agreements with partners to improve stability.
- **Collaboration and Partnerships:** Participate in outdoor collaboratives. Improve communications and outreach with existing partners. Develop local stewardship programs. Leverage the specific strengths and skills of partners to address DNR's gaps and provide funding for these services.
- **Partner Engagement:** Recognize that many partners are experts in volunteer management and coordinating among their communities/constituencies. Have DNR land managers leverage partners' stewardship programs, and established user groups to provide educational support, especially through the trailhead ambassador program. Identify new partners to engage with.
- **Volunteer Opportunities:** DNR staff should visit volunteer work sites that are led by partners as volunteer groups are an important audience for DNR's stewardship messages. Connect planners with volunteers to guide their work.
- **Washington State Tourism:** Partner with Washington State Tourism to provide messaging about recreation opportunities and outdoor etiquette to visitors, especially those from out of state.
- **Social Media:** Leverage DNR's social media and partners' channels to share education and awareness messaging.
- **Public Transit:** Connect with transit providers and leverage connections with partners to expand access to DNR-managed lands and communicate messages.
- **Funding Message:** Advocate for increased funding from RCO, highlighting the benefits of combined volunteer maintenance and education programs.
- **Multilingual Communications:** Have translation services available for languages other than English.

4. Partner Support and Equitable Access: *How could DNR build on and leverage existing external/partner/Tribal programs to help achieve education and equity goals?*

- *What methods have partners found that work well in building and maintaining long-term relationships with underrepresented communities regarding outdoor access?*
- *What are lessons learned?*
- *What have you heard are the largest barriers to accessing DNR-managed lands for these communities?*

Responses from partners to these questions included the following themes:

- **DNR Internal Equity Work:** DNR should look at its programs and staffing from a DEI perspective first, to ensure it has done the internal work to advance equity within the agency and is prepared to engage with communities externally.
- **Staffing:** Address staffing gaps and retention issues while providing staff with living wages. Diversify DNR staff so the agency is better suited to engage with all user groups and communities who have traditionally been underrepresented. Expand postings of entry-level and field-based positions while providing opportunities for promotions and long-term positions. Provide staff training to identify their personal biases and to provide physically and emotionally safe spaces for external parties (for example, trainings for Washington Trails Association (WTA)'s crew leaders).
- **Building Diverse Relationships:** Better understand the different norms, uses, and communication styles of diverse communities, user groups, and individuals that use DNR-managed lands as the first step in relationship building. Connect with user groups and communities where they are and partner with community leaders to identify engagement opportunities. Include underrepresented communities as part of the planning process. Understand that relationship building takes time and DNR should ensure it is set up internally to do this work.
- **Safety and Proper Use:** Inform users about responsible recreation, proper access points, and the cultural impacts of improper use. Partner with organizations that provide safe spaces for users to build skills and learn about the culture of recreation on DNR-managed lands.
- **Exclusionary Incident Tracking:** Develop a mechanism for users to report unwelcoming and exclusionary incidents so DNR can address these problems. Leverage partners to share/identify issues.
- **Americans with Disabilities Act (ADA) Access:** Ensure there is access compliant with the ADA and enable opportunities for other power-driven mobility devices (OPDMDs). Provide planning staff resources to incorporate ADA access when planning trails. Clear trails to make them more ADA accessible as a part of maintenance.
- **Engagement Opportunities:** Engage with partners and volunteers to provide opportunities for trail clearing and maintenance. Model education and outreach programs based on those offered by partner organizations. Partner with and learn from partner organizations that are leaders in advancing equity in the outdoors.
- **Youth Groups:** Identify youth groups to partner with. Provide equipment for youth groups and partner with staff to dedicate time to teaching them how to use the equipment.
- **Tribal Access:** Ensure Tribes have access to DNR-managed lands for their cultural practices. Coordinate lands access with Tribal harvest and cultural practices (for example, close areas to accommodate Tribal uses).

- **Internal Operations:** Align communication internally within DNR so that the agency can better work with and communicate with user groups and organizations across programs. Have a strong, fully funded maintenance program.
- **Expanded Communication:** Have multilingual signage and include universal symbols on pictures. Develop communication materials inclusive of different cultures, norms, and languages.
- **Access Barriers:** Address barriers to access such as transportation and gear costs (for example, WTA's gear libraries). Leverage partner groups to provide equipment and maintain coordination with these partners through DNR outreach coordinators.
- **Storytelling:** Listen to and elevate untold stories to expand DNR and user's knowledge about diverse uses of and barriers to accessing DNR-managed lands, opportunities for engagement and expanded access, and their desired outcomes for recreation management. Ensure this is inclusive and avoids harm across different racial groups and cultures. Hold listening sessions to identify issues, opportunities, barriers, and desired outcomes to create quality recreation experiences for all.

5. Public Safety: *Increased recreational use can mean an increase in user safety concerns on DNR-managed lands. Currently, there is no draft goal specifically focused on public safety. How should DNR be incorporating safety into this Plan? Which of the six draft goals have a clear intersection with safety issues/concerns/planning?*

Responses from partners to these questions included the following themes:

- **Infrastructure:** Maintain infrastructure on DNR lands to ensure it is accessible, operational, and safe. Ensure DNR's operational budget is fully funded.
- **Signage:** Place signage and informational kiosks throughout trail systems. Include the risks on signage specific to the area. Communicate to users about which emergency services may not be available in certain areas.
- **Search and Rescue:** Support and engage with local search and rescue. Develop formal agreements with local search and rescue. Implement a search and rescue or emergency medical service checkpoint system to improve coverage and response times.
- **Reporting:** Develop or improve systems for reporting unsafe person-to-person incidents. Expand wildlife reporting and use it as a means of education.
- **Fire Safety:** Provide more fire safety education to prevent human-caused fires (for example, when to use camping stoves or when burn bans are in effect).
- **Trail Design:** Design trails for multiuse and utilize directional trails.
- **Climate Safety:** Educate users about extreme weather events and risks due to climate change.
- **LEO Tension:** Address tensions and negative perceptions of LEOs amongst user groups to ensure users experience feels safe and welcoming. Improve support of recreation wardens and utilize them for enforcement through education.

7. Funding: *(1) How could the demand for recreation be leveraged to create consistent program funding while also maintaining trust revenue streams (e.g., revenue from timber harvest, leasing, or other sources for trust beneficiaries)? (2) DNR has shared that several of their program funding sources are unreliable and/or likely to become smaller over time. Significantly increasing program funding would likely require legislative action. What ideas/options should DNR consider for identifying funding options to pursue? What partners are needed in those efforts?*

Responses from partners to these questions included the following themes:

- **Commercial Recreation and Timber Revenue Generation:** Create a commercial recreation program. Leverage timber sales for trail development (road to trail conversions). Explore using carbon capture as a means for revenue generation that would support recreation management.
- **Campgrounds:** Develop an in-house system for campground reservations.
- **Advocacy Groups:** Share information about DNR's finances with advocacy groups who can advocate for funding requests to the Legislature.
- **Funding for state land managers and partners:** Ensure state land management agencies receive enough funds from tax revenue or a state funding package to meet their recreation operating budgets. Increase the revenue DNR receives from the Gas Tax. Ensure there are funding opportunities available to partners who support DNR's operations. Model recreation funding off other states such as Colorado or Utah.
- **Commercial Gear Sales:** Establish a tax for recreation equipment sales to fund DNR operations. Develop sponsorship opportunities or advertisement fees with recreation equipment suppliers.
- **Discover Pass:** Increase the price of the Discover Pass.
- **Data:** Gather and communicate data about increased recreation on DNR-managed lands to demonstrate the need for more funding.
- **Recreation Benefits:** Communicate the direct and indirect public health and economic benefits of recreation on DNR-management lands.
- **Permitting:** Increase the areas permits are required to access DNR-managed lands. Develop special permits required for recreation from out-of-state tourists.
- **Volunteers:** Ensure there is enough funding and staffing capacity from DNR to expand voluntary stewardship programs.

Follow-up from Day 1 Brainstorm

DNR developed a list of ten additional strategy questions based on input during the Day 1 world café Brainstorm.

The questions were written on large flip chart pages and posted onto the wall in the meeting space. Partners were provided time to write suggested actions for achieving these ideas on sticky notes. Then, partners were provided three sticker dots per person across all questions and asked to use them to identify which additional strategy questions and suggested actions were most important to them. Sticky dots added to each suggestion are documented in parentheses.

Partners provided the following recommendations to the questions listed below:

1a) Funding: Partners have expressed interest in more visibility and transparency in DNR's recreation budget. What information should DNR prioritize sharing to meet this interest? What information is nice to have vs. need to have?

- Show how DNR spends new maintenance and operations funding. Partners can help make the case for more funding. (3)
- Increased transparency about how and why certain trail projects get prioritized for funding and why some receive more than others. Partners could use this to leverage funding for areas and projects that have less funds. (2)
- Explain how state trust lands work. Clarify where revenue goes to within counties and what statewide entities are funded by trust revenue. (1)

- Provide more information on DNR and state funding sources and if DNR is getting an equal share of the funds.

1b) Funding: How can DNR and partners address the competition over existing recreation funds (e.g., State agencies, partners, and federal agencies applying for the same grants)?

- Make more funding available to all to reduce competition (i.e. “Grow the pie”). (7)
- Use corporate sustainability to fund an endowment. (3)
- Collaborate on common interests/goals with other agencies. (1)
- Stop subsidizing federal projects, including operations, with RCO-managed state funding. (1)
- Collaborate between partners to fill opportunities and ensure long-term employment to reduce turnover.
- Clarify where state funding for land agencies was relocated to after 2008.
- Block grants for Maintenance and Operations (M&O).
- Explore conservation financing across jurisdictional boundaries.

2a) Education: How can partners support work with DNR’s Youth Education and Outreach Program and Recreation Program to better engage unaffiliated users and provide K-12 programming? (1)

- Connect and work with partners that have youth programs in place to learn from their best practices and coordinate on efforts. (3)
- Provide youth with opportunities to engage in all types of recreation where they can also learn proper etiquette and be a part of user group education along with appropriate advocacy and stewardship. (1)
- Engage and focus on families. (1)
- Interview beneficiaries of the No Child Left Inside grant program.
- Connect to gear libraries and training opportunities to lead others outside.
- Identify common goals between DNR and its partners and then promote them through DNR channels.

3a) Planning: How can DNR and Partners do integrated planning for projects with multiple DNR resource objectives (e.g., projects with recreation and resource benefits)? (1)

- DNR staff outside of the recreation program should also consider how their project may positively or negatively impact recreation opportunities. (1)
- Timber sales can provide an opportunity for new trails. Partners can help plan, develop, and maintain those new trails. (1)
- Balance the needs of public access with resource management objectives.

3b) Planning: If in future planning processes, recreation access limits are identified as a need for a specific area, what communications and/or engagement work is needed to help user groups understand why?

- Provide education on DNR’s relationship and commitments to Tribes and their rights. (6)
- Provide the data and science behind the identification of access limits and be transparent about unknowns. Communication and outreach will be needed to highlight successes (for example, resource restoration). (4)
- Use every engagement channel available (mailing within counties, website notices, user group outreach with partners, signage) and provide plenty of lead time through notifications at kiosks before acting. (2)

- Communicate with the leadership and representatives of partner organizations for input and guidance.
- Targeted outreach to underrepresented community groups or those tangentially impacted.

4a) Equitable Access: What are the steps DNR can take to support adaptive recreation access? Who should DNR engage to learn more? (1)

- Hire adaptive access consultants. (2)
- Engage those already involved in adaptive outdoor recreation. (1)
- Start with accessibility audits.
- Use Michigan DNR as an example for acquiring and promoting track wheelchairs in parks.

4b) Equitable Access: How can equitable planning be embedded throughout the planning and implementation process? (1)

- Understand needs upfront and use these to drive planning. (1)
- Make sure diverse voices are at the table and involved at a high-level. (1)
- Keep under-represented groups involved long-term.
- Build time in planning timelines to pause work, assess the process, and course correct.

4c) Equitable Access: What does accessible communication of DNR's recreation information (e.g., websites, newsletters, social media) look like?

- Provide multilingual documents. (2)
- Elevate voices and life stories from within communities DNR needs to connect with.
- Provide documents that use braille, audio, large-print, and simple graphics instead of words where possible. Make these documents editable.
- Focus on multicultural and international communications.

5a) Climate Resilience: What does "proactive planning for the extension of outdoor recreation seasons" entail?

- Sustained DNR staffing for recreation when staff and resources are diverted to fires. (2)
- Plan for impacts and delayed project timelines due to smoke, wildfire, and other climate impacts. (1)
- Human impact surveys based on expected use for user groups as well as education of appropriate usage during seasons and based on user type. (1)
- Extended use of sites previously or historically under snow for portion of the year due to low snow counts.
- Use low snow winters to better understand how use trends change under possible future conditions.
- Protecting wildlife and other resource needs amid shortened "shoulder seasons." Identify and protect areas used by wildlife to ensure animals have time and space free from human disturbances.

5b) Climate Resilience: How can DNR combine recreation management action with restoration actions?

- Identify restoration plans and manage recreation in alignment with the plans' goals and objectives of affected areas. (1)
- Use conservation finance. (1)

- Continue to build new trail systems while working on landscape scale conservation in a way that aligns trail development with restoration. (1)
- Tribal voices are vital here. Determine if new trails are the answer everywhere or limit trail development to revitalize existing use areas.
- Engage partners and user organizations to discuss restoration needs to give them a sense of ownership in the planning and implementation of projects.
- Identify the cause of issues for resources targeted for conservation efforts. Then, improve the design of and management of new recreation opportunities in a way that mitigates the issues.
- Intentionally increase or redirect recreation to areas with lower impacts as opposed to opening space for recreation as it becomes available.

Wrap Up and Next Steps

DNR noted that this workshop is the last step of engagement before DNR develops the draft OARR Strategic Plan during the spring and summer. Following the workshop, DNR will post the meeting slides and recording on the DNR OARR webpage.

DNR invited partners to host or facilitate introductions with community-based-organizations for one-on-one and “go-to-you” meetings, in which DNR would attend previously scheduled gatherings hosted by community-based-organizations. The intent of this invitation is to build relationships between communities or groups who may not have not participated fully in the OARR Strategic Plan development process or to reach and gather input from communities traditionally underrepresented in natural resource management planning.

DNR thanked attendees for their time and the input they provided throughout the two-day workshop. Any questions or follow-up input can be sent to the following email address: OARRPlan@dnr.wa.gov.

Appendix A – Visioning Exercise Mentimeter

Question 1 (Open Answer): What is your vision for responsible and sustainable recreation in 10 years from now?





What is your vision for responsible and sustainable recreation in 10 years from now?

Access. Not having access restricted in a fashion that feels capricious. PR to encourage responsible behavior while recreating. (EG: no littering or damaging resources.)	Funding and land management practices better supports recreational access and priorities, tribal rights, and protecting natural resources, specifically maintaining forests for climate resilience.	Recreationists are educated on responsible, respectful practices; natural landscapes are healthy and thriving and support the exercising of treaty rights; management is robustly funded by legislature	Securing constant funding to maintain and complete new y start trail systems and their facility.
Accessible recreation for all who seek it removing barriers for underserved and underrepresented groups, while giving all users groups equal representation	Equitable recreational access based on users' needs coupled with scientific practices on environmental sustainability and social sustainability.	More people are educated on impacts, cultural & natural responsibility, and how to access to these WELCOMING DNR spaces to those with various backgrounds, and abilities.	High quality recreation development and management that provides easy access to local communities, creates stewardship and also works effectively with timber managers.

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Question 2 (Word cloud): What are three words that define success?

Word clouds emphasize words or phrases entered repeatedly by a group.



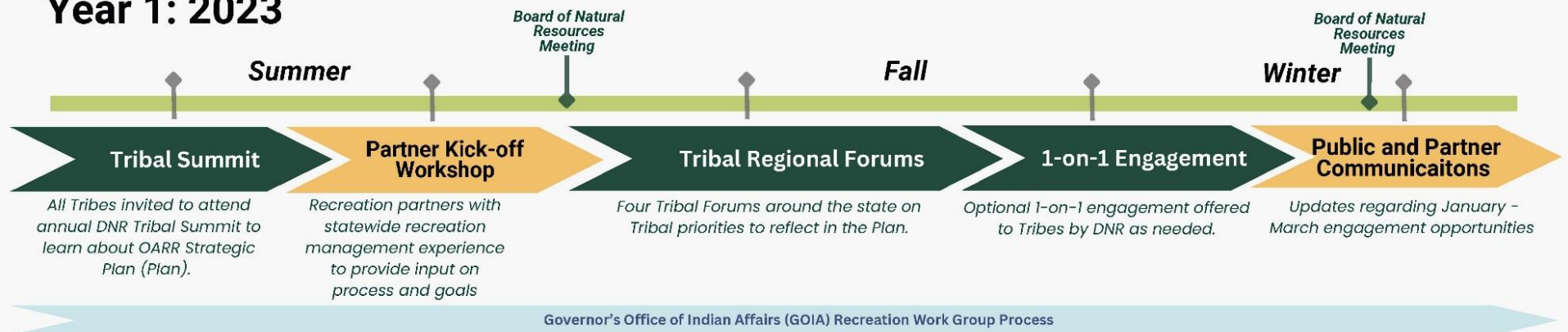
Appendix B – OARR Engagement Timeline and Milestones



DNR OARR Draft Plan Engagement Timeline - Plan A

Draft Document
Subject to Change
(v.11.27.23)

Year 1: 2023



DNR participating in GOIA process and creating link with OARR Planning

Year 2: 2024



Appendix C – OARR Strategic Plan: Commissioner’s Purpose Statement and DNR DRAFT Goals

Commissioner of Public Lands’ Purpose Statement for the OARR Strategic Plan:

“Develop a shared vision for outdoor access to and responsible recreation on all DNR-managed lands, that protects natural and cultural resources, so that Tribes may exercise their rights, including Tribal cultural and spiritual practices, while also providing sustainable, diverse, and high-quality recreational opportunities that fosters engagement from all communities, promotes a strong sense of environmental stewardship, and enriches the quality of life in Washington, consistent with the Multiple Use Act and DNR’s legal and management framework.”

The DNR DRAFT Goals for Outdoor Access and Recreation:

1. **Conserve and Enhance the Natural Environment and Cultural Resources**
Actively address outdoor access and recreation activities that impact natural and cultural resources and Tribal rights on DNR-managed lands, including the health of fish, wildlife, and habitat.
2. **Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement**
Improve user awareness of recreation’s impacts on natural and cultural resources and their understanding of appropriate etiquette in different landscapes, knowledge of rights and interests of all groups, and how to engage in activities safely.
3. **Improve Equitable Access**
Reduce barriers that disproportionately impact overburdened and vulnerable communities, including Tribes, to access DNR-managed lands.
4. **Respect All Rights and Involve All User Groups in Future Planning**
Tribes, partners, and stakeholders are proactively involved in the recreation and outdoor access planning process. DNR staff have the tools, resources, and expertise to foster meaningful participation.
5. **Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship**
Identify current and future funding needs and achieve a sustainable operating model that supports other program goals. Leverage existing investments in outdoor access and recreation to achieve sustainable program funding to meet current and future needs, protect the environment and benefit the economy.
6. **Mitigate Climate Impacts and Build Resilience**
Prepare for extreme climate-related events, implement climate-resilient infrastructure design and maintenance, and integrate management and operations techniques that improve resilience and human safety, in alignment with DNR’s Plan for Climate Resilience.

Appendix D – World Café Input from Partners

The following tables are direct transcriptions of feedback provided by attendees with minor copy edits for clarity. After attendees completed developing responses to the questions, they were provided circular stickers (dots) to put on their priority recommendations. Each “*” indicates a sticker someone put next to that specific recommendation.

Goal 1. Conserve and Enhance the Natural Environment and Cultural Resources			
In 10 years, what does success look like for this goal?	What current challenges or issues need to be addressed?	What is currently happening that needs continued support?	What are actions to take to achieve the goal?
<ul style="list-style-type: none"> • Illegal activities on DNR lands are eliminated (*) • Plans are in place to address unsanctioned trails • Excellent public outreach & education (****) • Standing partner relationships with Tribes • Access is increased because abuse has decreased • Agencies, NGOS, other entities are cooperating across physical space & organization • Trail designs and infrastructure uses material sourced locally (*) • Preserve existing scenery, vegetation, and experience (*) • Highlighted cultural relevance through information signage (*) • Framework for cultural easements held by Tribes on DNR lands • Diversified voices are at the table (*) • Thriving wildlife populations that coexist with recreation use • Build sustainable trails that minimize the need for repeated maintenance (**) • More hosted campgrounds (*) <ul style="list-style-type: none"> ○ Or at least hosts at existing campgrounds • Cooperative state and Tribal recreation management processes are successful, implementation is robustly funded and well received by users 	<ul style="list-style-type: none"> • Lack of funding and cooperation • Lack of public education on responsible use (*) • Lack of common understanding among land managers about user group needs and dynamics • Improve how cultural resources are assessed/considered and make sure there are clear guidelines • Public abuse is rampant • Lack of ownership/taking responsibility to implement and monitor strategies, lots of cooks in the kitchen • Lack of knowledge about recreation impacts on natural resources • Detailed understanding of recreations impact on Tribal rights is not documented well enough (*) • Proper management of areas that have traditionally been primarily dispersed recreation (*) • Design trail networks in a manner that mitigates unnecessary damage and stays away from sensitive areas • Lack of clear and consistent public messaging from DNR about issues • Lack of waste management involved in public lands/non community areas <ul style="list-style-type: none"> ○ Can there be legislative action incentivizing or requiring local waste management services to pick up at campgrounds and trailheads? • DNR LEO's are under resourced (*) 	<ul style="list-style-type: none"> • User education/outreach • Additional staff for maintenance, outreach, and education • Increased recreation staff and focus on recreation needs to manage recreation more effectively • Designation of expanded natural area boundaries • Master cooperative agreements that span multiple years (**) • Trust land transfer (**) • Recreation often increases the value of lands so it can better compete with other land uses (For example, trust land transfer) • Continue and broaden the selection of user groups in planning • Signs to interpret landscapes/resources • Recreation needs to be considered in landscape-scale management planning (more planning/engagement processes like OARR) (**) 	<ul style="list-style-type: none"> • ‘Find it, Fix it’ type app for illegal activities- dumping, tree poaching, etc. • Increase Tribal/DNR collaboration and communication • Define how DNR should communicate Tribal priorities to the public • Better define the value of recreation, consistent with other uses (e.g. agriculture, forestry, etc.) • Increase communication between recreation/conservation and trust lands • Partner with Tribes (*) <ul style="list-style-type: none"> ○ Partners with staff ○ Partner to learn from Tribes • Establish a vehicle to create relationships with other organizations and Tribes, etc. • Protect known critical habitat and wildlife corridors <ul style="list-style-type: none"> ○ Flexible and adaptive management (i.e. seasonal closures) • Ensure Tribal rights are upheld • Get habitat and wildlife scientists at the table from across agencies (*) • Integrated planning <ul style="list-style-type: none"> ○ Resource and recreation benefit ○ Investments that don't pit important goals against each other • Camas lands (and similarly important Tribal lands) are transferred to Tribal ownership or have cultural easements • More education of users will help create more ‘eyes in the woods’ to deter/interrupt bad actions (peer enforcement)

Goal 1. Conserve and Enhance the Natural Environment and Cultural Resources			
<ul style="list-style-type: none"> Well planned and routed new trails to avoid potentially jeopardized resources Sufficient sanitation services Third party mapping apps encourage responsible use -> remove unsanctioned trails from databases (**) Signage in place to point out valuable and unique features of nature (*) Equal milage of trails per user group All user groups and stakeholders feel represented equally Increase storytelling about <ul style="list-style-type: none"> Tribal voices Past land uses What and why of restoration Future visioning 	<ul style="list-style-type: none"> Guided tours need to be more involved in trail building, maintenance, or pay a fee to access 		<ul style="list-style-type: none"> Increase Tribal capacity to provide education (*) Sustained funding for different user/partner groups to lead stewardship events

Goal 2. Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement			
In 10 years, what does success look like for this goal?	What current challenges or issues need to be addressed?	What is currently happening that needs continued support?	What are actions to take to achieve the goal?
<ul style="list-style-type: none"> DNR has formal education strategy Sanctioned and managed recreation in all six regions Sustainable and scalable funding for recreation Developing continued partners (*) Coordination between DNR recreation and education departments Diverse user groups (social, economic) Users participating in maintenance of resources Organized and coordinated stewardship/maintenance projects Strong partnerships with permitted, facilitated outdoor recreation activities; trained leaders that can educate new recreationists on responsible and respectful recreation 	<ul style="list-style-type: none"> Without proper funding for recreation planning, staff, and LEOs, trails are built by the public in unsuitable locations Aggregate volunteer and user participation (**) Lack of aggregate funding (**) Lack of coordination of efforts (**) Lack of training opportunities for volunteers (**) Lack of continued funding and legislative priorities Partners not recognized as high quality contributors Inconsistent working relationships Inconsistent processes Dumping of garbage, vehicles, etc. is overwhelming resources 	<ul style="list-style-type: none"> Forest Watch (existing DNR program) Those with mobility issues are being dis-included from motorized recreation (gates are not management) (*) Volunteer work coordinated with land managers Engagement of volunteer builds ownership/investment Interpretive programming (*) WA State Recreate Responsibly Coalition Multi-year contracts/agreements with partners Work with partners who have larger capacity for leading stewardship Career pipeline programs Continuation of state M&D funding, increased if possible Partnerships with all user groups 	<ul style="list-style-type: none"> Specific funding secured for outreach and education (***) Develop and provide funding for youth targeted programs that can help achieve educational outcomes (e.g., expand NCIL funding and incorporate curriculum into programs) (*) School programs Partner with Tribes Develop multi-modal and temporal education to deliver effective messaging at the right time (before, during, after) Make it easy to schedule and coordinate events for maintenance and improvement Provide better signage and social media support for positive behavior (TREAD Lightly)

Goal 2. Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement

<ul style="list-style-type: none"> • Funding that meets needs to deliver sustainable recreation (*) • Shared understanding between recreation partners and user groups of what responsible recreation means • Recreation users are practicing great outdoor etiquette • Community education of backcountry ethics of behavior (e.g. TREAD lightly) • Strong coordination between DNR, Tribes, and stakeholders conveying consistent messaging to users • Widespread opportunities for stewardship activities across partners and user groups • Consistent trailhead ambassador programming (****) • Continually growing volunteer groups/friend groups engaged in active stewardship on DNR lands/resources • Educational materials are provided in multiple languages and formats (Audio, braille, large print, simplified text, etc.) • Increased Tribal stewardship and management of DNR lands • All stakeholders' needs are understood and met, and all have the opportunity for recreation increased commensurately with the need • Public users have a deeper understanding of their personal responsibility to help uphold Tribal rights (*) • Educational programs are implemented in schools • Users can identify which agency manages the lands they are recreating on and what the rules are • Developed curriculum • Recreation etiquette and responsible practices are peer enforced 	<ul style="list-style-type: none"> • Recreation planning and execution/implementation moving too slow for the current demand • Not enough emphasis on enforcement • Enforcement resources redirected to trail work • Siloed user groups (*) • Housing crisis = fewer job applicants in rural areas • Funding of recreation staffing at DNR regions is often grant dependent; needs stability. • Volunteer versus professional crew output, costs, funding mechanisms for stewardship • Under resourced, uncoordinated commercial use program (HB2165 will help) • Recreation happens with or without management (*) • Recreation equipment business and storefronts should be provided with materials and recreation opportunities and policies to be provided to customers • Rules are not easily found such as "permits" for events • Education of Leave-No-Trace and TREAD Lightly should be done in schools • Lack of sustained, long term funding mechanisms for supporting stewardship activities and staffing • Lack of public understanding of Tribal treaty rights • Lack of shared trainings across partners (*****) • Policy and funding not growing at speed of population growth • Recruiting and supporting volunteers and volunteer training 	<ul style="list-style-type: none"> • Continue to utilize NGO partners as an asset and build upon those relationships • DNR education curriculum and integration • NGO growth in trail maintenance contributions • Statewide agreements with statewide NGOs • In-person education and outreach about respectful recreation and stewardship • Engaging volunteers in legislative advocacy • Need more sustainable funding for maintenance and E&E staff • More hosted campgrounds (**) • Make sure diversified voices are at the table 	<ul style="list-style-type: none"> • Hire DNR partnership/outreach coordinators specifically for historically underrepresented groups • Create a state-driven education program to promote stewardship and Leave-No-Trace principles • Develop cooperative agreements with NGO partners that are efficient for NGOs to implement (*) • Direct legislative funds for Tribal capacity to develop signage and education resources/programs (*) • Engage private industry funding to support education efforts • Prioritize recreation as a source of tourist revenue • Direct recreation goods portion of taxes to recreation with focus on E&E and more leverage of NGOs work • Increase funding for youth programming • Thoughtful implementation of HB2165 to encourage use of facilitated outdoor recreation providers • Improve the event permit fee system • Engage youth in stewardship activities (*) • Use best available science to influence positive recreation behaviors • Create a directed educational curriculum for use in public schools (*****) • Implement high school outreach and volunteer projects • Increase interpretative programs; Hire and train staff to give trailhead or campground talks • Users can identify which agency manages the lands they are recreating on and what the rules are • Create a WA state funded grant pool for NGOs to deliver responsible recreation
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Goal 2. Cultivate a Stewardship and Responsibility Ethic through User Education and Engagement			
<ul style="list-style-type: none"> Education is offered in multiple languages QR codes to websites with TREAD lightly principles 	<ul style="list-style-type: none"> Lack of DNR staff presence on the landscape – Education & Enforcement (E&E), LEO, programs, rangers, etc. Users have improper garbage habits (e.g., Leave-No-Trace) 		<p>programs (e.g. adult education outdoor classes/clinics)</p> <ul style="list-style-type: none"> Create more interpretive trails and facilities to educate on multiple subjects (*) All DNR recreation staff are funded with sustainable hard funding Build on Parks Rx programs to increase education and awareness for trail users; include populations with lower health literacy; Provide direct education to healthcare providers Improve interagency collaboration and synergy on education Collaborate with Tribes Users are knowledgeable about Tribal rights, respectful, recreation, the impact they have on the landscape (*) Provide Tribal developed signage about Tribal rights, native place names, respectful recreation, etc.

Goal 3. Improve Equitable Access			
In 10 years, what does success look like for this goal?	What current challenges or issues need to be addressed?	What is currently happening that needs continued support?	What are actions to take to achieve the goal?
<ul style="list-style-type: none"> Review measurables in year five (learn from the first three years); Year seven see how close we are to year 10 Different uses with greater knowledge of how other people recreate; Respect for those differences (**) More hosted campgrounds Increased access to outdoor recreation opportunities, people that want access Increased number of sites for transit Suitable recreation opportunities identified on all DNR managed lands (*****) Cultural easements for traditional Tribal uses exist 	<ul style="list-style-type: none"> Lack of parking Lack of resources/capacity for managing impacts Insufficient platforms for outreach and education Lack of consistent communication Lack of adequate funding and staffing (**) No shared strategy around engaging with the needs of underrepresented communities Lack of Tribal capacity to engage and advocate for specific access and easements 	<ul style="list-style-type: none"> Interactive map (Go-map), include languages and user tools Dialogue with NGOs on funding sources (*) Locally responsive communication Volunteer agreements and master contracts (**) King County Trailhead Direct (**) DNR Tribal engagement should continue and expand in specific areas of overlap where needed Funding for more Architectural Barriers Act trails and facilities (*) Discover Pass library check out program (***) 	<ul style="list-style-type: none"> Reach underserved communities to invite outside; Perhaps have more busing to hard-to-reach areas Increase access to funding for Architectural Barriers Act projects (*) Implement Baker to Bellingham Recreation Plan (*) Develop career-based programming, next generation workforce planning <ul style="list-style-type: none"> Role of outreach care and management of public lands Increase partnership/outreach staff to coordinate with BIPOC community groups (****)

Goal 3. Improve Equitable Access

<ul style="list-style-type: none"> • 500% increase in motorized single track available over current inventory • Increased intergenerational, multicultural usage (*) • Public transit options for access to recreation areas, supported by public funding • More hosted sites • Everyone feels welcomed and a sense of belonging on DNR lands (*) • Easier to use reservation system • Education on usage of the reservation system • Anyone anywhere can access a trail with limited effort/burden/money • Broader partnerships with nontraditional or underrepresented user groups/NGOs • Those with mobility issues are sometimes limited to where they can recreate due to DNR gates, i.e. Sumas Mountain • Front country maintenance schedule is funded and reliable (****) • Adaptive bike trails where possible (*) • Only putting gates where absolutely necessary (*) • Abundant opportunities for public transportation to DNR lands • BIPOC people in advertising of backcountry activities • Standardized geo reference / PDF trail and facility maps • Trailheads and networks closer to rural communities, “front country” where possible (*) • Funding for public transit to and from trailheads • More gates open because abuse has decreased 	<ul style="list-style-type: none"> • Reservation system is currently confusing and complicated • Poor management and process and lack of coordination for commercial use • Lack of funding for transit • Physical accessibility issues • Lack of understanding/knowing barriers • Safety concerns • Trail assessments do not identify improvements and needs to make a trail more ADA accessible and other methods of accessibility (e.g., signage) • Address safety by increasing maintenance, lighting, ADA access, etc. • Badly overcrowded trailheads and camp areas • Lack of understanding regarding Tribal sovereignty and treaty rights leads to conflict • Wheelchair filters are limited • Soft ADA modifications of some facilities (e.g. pit toilets) for better access for physically challenged people • Lack of maintenance funding and/or reliable volunteer maintenance work programs • Removing gates allows for better monitoring of garbage dumping (*) • Language and translation gaps (*) • American with Disability Act/ Architectural Barriers Act are bare minimums, so much more can be done to improve accessibility (***) • Underfunded maintenance budgets trailheads, bathrooms, etc. • Financial barriers to accessing remote areas • Over-engineering with external materials, existing design put trails in “bad” places 	<ul style="list-style-type: none"> • Staff development around volunteer programming or partnerships with NGOs to provide them • Should recreation cost money? • Increase funding and access to educational programs, increase confidence to experience outdoors safely and responsibly • Public transport to popular trailheads • Implement equitable access fee structure for economically disadvantaged people • Gear libraries (***) • Organizations such as Outdoors for All promoting adaptive recreation • More parking • More staff 	<ul style="list-style-type: none"> • Improve the reservation system (Campgrounds/ Water Trails) • Leverage NGO capacity to design, build, and support/maintain trails • Cultivate authentic, non-transactional relationships • Sponsors for Discover Passes to provide to low-income users • Increase staff capacity for equity work • Increase support and messaging for Trailhead Direct • Provide info in multiple languages and formats (audio, braille, large print, simplified text, etc.) (***) • Conduct database mapping of recreational opportunities (***) • More voices communicating • Recreation planning addresses Tribal requests for privacy to practice cultural/spiritual practices • Develop more interpretive signage to share Tribal history and educate the public on respect for Tribal communities • Include accessibility and inclusivity specialists during planning and implementation • Thoughtful implementation of H2165 to ensure BIPOC led groups can access permits to take groups on DNR lands • Implement a cultural easement program with Tribes and DNR • If permit systems are considered, coordinate with other land managers to ensure they are non- duplicative, easy to access, in multiple languages, etc. • Signage in multiple languages • Increase partnerships to develop active transportation routes to access points • Expand public transit in rural regions • Future recreation infrastructure expansion and development on areas
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Goal 3. Improve Equitable Access			
<ul style="list-style-type: none"> • Protect and guarantee Tribal access to cultural and spiritual resources (ex. huckleberry, culturally modified trees) • DNR LEO's and E&E officers receive cultural sensitivity training 	<ul style="list-style-type: none"> • Absence of site-species analyses about how recreation use poses threats to local resources 		<p>closer to urban areas and population centers</p> <ul style="list-style-type: none"> • Increase education about recreating safely and respectfully in wildlife habitat • In addition to addressing physical barriers, also consider cognitive, sensory, financial, education, social, etc. • Include translation services/diverse hiring initiatives

Goal 4. Respect All Rights and Involve All User Groups in Future Planning			
In 10 years, what does success look like for this goal?	What current challenges or issues need to be addressed?	What is currently happening that needs continued support?	What are actions to take to achieve the goal?
<ul style="list-style-type: none"> • More public knowledge of Tribal treaty rights and sovereignty (****) • Continual DNR staff training on Tribal rights and consultation (*) • Diverse voices are at the table • Planning that leads to execution/implementation • Staff has sufficient training and cultural competency to exceed statutory requirements for public participation and Tribal consultation (*) • More space exists in leadership for underrepresented communities (**) • Integration of idea that healthy lands may mean fewer new trails, especially in backcountry areas • Increased intergenerational multicultural usage (*) • User groups acknowledge that access may need to be restricted in the future (****) • Robust DNR planning staff capability and capacity 	<ul style="list-style-type: none"> • Knowledge of the diverse ways people like to recreate on DNR-managed lands • Tribal staff resources are stretched very thin • Language gaps in public process • Lack of outreach • Lack of staff capacity for adequate outreach • Many DNR staff have no direct knowledge of issues that are important to Tribes, increase staff education • Constant upward growth model of recreation access and infrastructure • Insufficient public information at recreation sites regarding Tribal rights and obligations of DNR to protect them • Lack of funding for data collection and monitoring as well as opportunities to implement pilot programs to test management actions (for example, outcomes from the Interagency Tribal Workgroup) • User types are very siloed and have an us versus them mentality 	<ul style="list-style-type: none"> • Seeing who is not at the table (***) • Support and coordination of volunteers • Broad collaboration and public outreach • Participation from NGOs • Northeast Washington Sustainable Tourism and Recreation (NEWSTART), Tri-county development – sharing and coordinating information with other agencies and user groups and businesses • Proactive, early communications, especially with partners consistent across regions (**) • Two-way communications • Responsible recreation starts in schools, Leave-No-Trace and Tread Lightly • Success of the State/Tribal recreation process (*) • Continue interagency-Tribal recreation impacts management effort (**) • Need to reach out to underserved communities and schools • East Cascades Recreation Partnership and Recreate Responsibly Coalition (*) • TREAD in Chelan-Douglas Counties 	<ul style="list-style-type: none"> • Develop facilitation expertise in-house (*) • Leverage social media as a means to advertise planning efforts and events (*) • Make communication with planning events easy to access (e.g. email, social media) (*) • More cross recreation group collaborative planning efforts • Integration of DNR recreation planners and forest health planners (*) • Please offer more Zoom meetings on what is going on in your area (community meetings) • In-person cross training opportunities between DNR and Tribes • Proactive planning for emerging recreation activities • Engage more groups in planning efforts (****) • Applying the concepts of equity to the various recreation users • Implement recreation plans once the plan is created (****)

Goal 4. Respect All Rights and Involve All User Groups in Future Planning			
<ul style="list-style-type: none"> Increased personal input by people of color in planning meetings More access for more communities; use bussing? Tribes have an active voice in recreation management The public understands Tribal protected rights and the role of Tribes in managing state lands (*) Endorsement and adoption of plan from all groups (****) Recreation planning and management is comprehensive and sustainable across all land managers (**) Collaborative spaces filled with trust and transparency regarding decision making All groups involved, engaged, and partnering with planners Opportunities for skilled staff from partner organizations to engage and participate in planning projects (*) There is follow-through from planning to implementation. 	<ul style="list-style-type: none"> It's difficult to build relationships when staff are transferred away (*) Lack of diverse participation Getting to know and understand user group and land managers' perspectives Same faces/groups are always at the table Access to trailheads/transportation is often limited Lack of outreach communication in alternative ways, public service announcements Not all interested groups are aware of planning Not all interested parties choose to participate in planning 		<ul style="list-style-type: none"> Funding for planning (*****) Funding for facilitation (*) Implementation of the OARR plan (not just sitting on a shelf) (*) Consistent clear communication that helps instill trust and transparency Increased grant funding to support Tribes in planning and management Assign someone to make contact with underserved communities and schools Work more on greater understanding and finding common ground Develop and implement adaptive management across stand lands to protect and restore. Tailored local messaging about trust lands and where trust funding goes locally (will increase buy in in regional platforms)

Goal 5. Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship			
In 10 years, what does success look like for this goal?	What current challenges or issues need to be addressed?	What is currently happening that needs continued support?	What are actions to take to achieve the goal?
<ul style="list-style-type: none"> Stable and predictable funding processes that meet the need and match recreation's economic contribution Major new investments and funding for climate change adaptation Transparency and visibility of budgeting and expansions (Like P&L sheet businesses use) (*) Funding is linked to areas that generate revenue User group endorsement of plan(s), user group governance participation in planning and maintaining program(s) 	<ul style="list-style-type: none"> State funding for Federal funding gaps; the U. S. Forest Service is 50% of RCO's grant project applications (*) Unclear whether current Discover Pass distribution is "correct" Lack of education on recreation pressure and need for additional funding Legislators aren't knowledgeable about DNR funding challenges (**) Restructuring tax sources for recreation, confusing need of permits/passes (Discover Pass, Northwest Forest Pass, etc.) 	<ul style="list-style-type: none"> Keep partners informed and engaged on legislative budget proposals for DNR Discover Pass (**) RCO (third party) managing funding sources through their grant programs Climate Commitment Act is alive post – Nov 2024 (*) Legislative strategy that unifies restoration, protection, and recreation enhancements; connects to meeting Tribes' goals 	<ul style="list-style-type: none"> Increase Discover Pass cost and give all the increase to fund recreation investment (*) Hotel-motel lodging taxes go to trails not just events Utilize CCA funding to protect stands of timber that would otherwise be logged for trust obligations (sequester carbon) (*) Maintenance funding in operation budget (*****)

Goal 5. Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship

<ul style="list-style-type: none"> • DNR staff are all hard funded (***) • Balance of funding increasing for both operating and capital budgets <ul style="list-style-type: none"> ◦ We get to stop talking about money • Good metrics that trigger increased funding (more users = more funding) • Industry (outdoor equipment) pays it fair share of costs to operate/manage lands 	<ul style="list-style-type: none"> • RTP/RCO funding means that agencies are competing for grants against partners (****) • Shrinking gas tax dollars will need to be replaced • Public understanding of recreation funding and shortfall (**) • DNR needs to receive a higher allotment of funds from state taxes • Existing infrastructure falling apart while new projects are funded – need to maintain what we have (*) • The public has no idea how DNR spends funding • Lack of Tribal capacity to engage in planning (****) • Staff that are grant funded results in lack of security for future of positions (**) • Lack of staff retention (*****) • Population growth driven by industry explosions in tech sector, but no proportional private investment in natural resources (*) • DNR staff spend all their time applying for grants (***) • It is not easy to view or understand the budget and allocation of funds to DNR • Discover Pass fee does not keep pace with inflation (*) • Lack of visibility as to how DNR spends their budget dollars (*****) • Recreation staffing should not be tied to grant funding (***) 		<ul style="list-style-type: none"> • Stable recreation funding in emergency budgets, need for funding for basic maintenance • Major funding revenue influx from Seattle urban area tech giants <ul style="list-style-type: none"> ◦ Leverage/use this as funding source ◦ Corporate sustainability? (*) • Reassessment of Discover Pass revenue split • Tourism tax (hotel, air) to create new recreation funding mechanisms • Consistent income source for DNR (***) • Electric vehicle use fee on registration • “Backpack Tax” • Fund target shooting management with firearm and ammunition sales • Discover Pass funding needs to be adjusted • Conservation finance • Make budgetary sources and expenditures transparent enough that genuine analysis can be done • Increase law enforcement budgets to decrease cost of non-compliance • Share DNR’s budget allocation • Hotel-tax hospitality and tourism-needs to be reformed so counties can choose to dedicate that revenue to managing recreation not encouraging it (****) • Try to prevent other agencies from “poaching” DNR funds • Funding through hunting/fishing licenses, boat licenses shared with DNR • Commercial recreation revenue goes towards sustainably funding DNR recreation staff • Co-authored legislation input from NGO’s • For profit sponsors of Discover Passes
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Goal 5. Secure Financial Stability for Management, Operations, Infrastructure, and Stewardship

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Goal 6. Mitigate Climate Impacts and Build Resilience

In 10 years, what does success look like for this goal?	What current challenges or issues need to be addressed?	What is currently happening that needs continued support?	What are actions to take to achieve the goal?
<ul style="list-style-type: none"> • Partnerships that make wood products that sequester carbon • More porous surfaces • Align construction windows with fish windows • Policies are based on science not politics (*) • Better understanding of the timing for construction (around climate/ environmental conditions) • Diversified voices are at the table (*) • Adapted recreation amenities and infrastructure design that can withstand wildfires and subsequent effects (erosion) • Reduced travel distance to motorized single track • Newly designed trails include water control features • “All hands all lands” - building stronger relationships with the natural world • Better management of backcountry access for forest fire fighting • Diversified residual forest floor funds for disastrous fires 	<ul style="list-style-type: none"> • Moving existing trails from bad to good locations • Volunteers versus professional crews' response to fire impacts; volunteers not necessarily suitable to help, more need for professional crews • Recreation planning in fire areas • Lack of comprehensive understanding of carbon cycles in natural environments rather than pressure of politics • Lack of adequate drain systems • Lands that butt up on DNR/public lands increases fire risk and reduce buffer zones; This can impact local watersheds and increase burn risk (if water rights are even available) • Keep trails open to maintain firefighting access • Discussing/promoting trails as important access points • Maintenance backlog due to increased blowdowns/fire impacts; Risk of more trails being “lost” (*) • Window for stewardship activities diminishing with increased smoke and fire • Less exhaust fumes 	<ul style="list-style-type: none"> • People need to care about lands to continue to want to protect them; Recreation is a core way people learn to care about the environment and climate (**) • Protect and enhance habitat connectivity; Wildlife needs to move as landscape changes due to climate change • Coordinate training across agencies • Outreach programs to increase public acceptance of prescribed burns (****) • Increased input from NGOs on designs and new ideas implemented • Collaborate with adjacent city and county staff to plan and respond • Federal funding mechanisms for wildland fire recovery efforts on trails • Collaborating stormwater management resources with recreation access sites and trailheads • Continue to promote citizens and other training to empower volunteers to manage issues of tree falls 	<ul style="list-style-type: none"> • Recognize and adapt to changing recreation usage patrons and seasonality • Improve media (traditional and social) outreach to disseminate messaging • Trail connections to regional trails to better allow e-bikers to ride their bikes to future e-bike trails • Develop a policy around wildfire closures/reopening, expeditiously open lands when safe for the public • Utilize volunteer groups to identify and remove invasive noxious weeds; Volunteers monitor fire footprints to prevent noxious colonization, and or reseed natives • Protect Climate Commitment Act funding • Plan for rising tides • Hardening of recreation infrastructure when appropriate • Resilience (**) • Floodplain restoration and reconnection projects • Trail building window is changing; We try to do less work in the summer due to dry conditions

Goal 6. Mitigate Climate Impacts and Build Resilience

<ul style="list-style-type: none"> • Reduced demand on DNR wildland firefighters to protect private structures in Wildland Urban Interface (WUI) • Environmental services of cross-laminated timber • Washington residents feel invested in the preservation of Washington forest species • Changing the way we do things • Education: “stronger together than we are apart” - Billy Frank 	<ul style="list-style-type: none"> • Maintaining roads for recreation and fire breaks/ access points • Adjust preexisting trail networks where needed <ul style="list-style-type: none"> ○ Drier conditions require different designs (**) 		<ul style="list-style-type: none"> • Better proactive planning for expected climate impacts, coordinate with federal neighbors • Proactive planning for the extension of outdoor recreation seasons (****) • Be mindful of development in WUI to reduce catastrophic fire risks • Relocate recreation infrastructure out of flood plains and some coastal areas (*) • Maintain capacity within DNR to do work in house • Increased public education about campfire restrictions • More hosted campgrounds • EPA air quality restrictions – loosen for proactive forest management • Stop allowing big companies to avoid reducing their carbon emissions by letting them buy “carbon credits” which moves the burden of timber harvest to areas with less rigorous harvesting regulations around environmental impact (*) • Utilize natural topography at micro level to improve water impacts in new trail designs • Build advanced fire trails • Drainage is designed with all new trail construction
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