



Oregon State Marine Board

Strategic Plan 2011-2016



Acknowledgements

Oregon State Marine Board

Cogan Owens Cogan, LLC

BergerABAM

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Oregon State Marine Board Strategic Plan

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Welcoming change while honoring the agency's history

Executive Summary

The Oregon State Marine Board (OSMB) is dedicated to safety, education and access for all Oregon's recreational boaters. It provides educational safety programs, marine law enforcement and facilities throughout the state as well as registers boats, outfitters and guides.

In latter 2010, OSMB engaged a broad set of stakeholders and staff to develop a five-year strategic plan. The objectives of the plan are to build upon the past accomplishments and successes of the agency while responding to current and future changes in recreational boating and emerging environmental issues. It includes recommended goals and strategies for the agency to pursue over the next five years, followed by specific action steps.

Cogan Owens Cogan, LLC, with assistance from BergerABAM, was retained as consultants to the agency. The process to create this plan involved extensive outreach to identify OSMB's strengths, weaknesses, opportunities and challenges. These findings formed the basis of goals and strategies to help the agency build upon its successes, maximize its resources and identify areas for improvement.

The robust engagement strategy involved contacting people through OSMB website



and mailing list, interviewing 20 stakeholders, sponsoring four regional meetings, two work sessions with staff, a constituency workshop and a session with law enforcement partners; and administering an online questionnaire. Agency and staff Board members reviewed drafts.

The overall consensus among respondents is that OSMB is an efficient, responsive and well-run organization. Among the agency's most effective activities are strong educational programs to improve boater safety and reduce the threat of aquatic invasive species as well as well-designed, high quality facilities.

The most widely noted issue not yet addressed is how the agency relates to non-motorized boaters, particularly with respect to registration fees and services. When asked if non-motorized boaters should contribute to OSMB funding through some type of registration fee, a majority of motorized boaters queried say they are in support, while non-motorized boaters are nearly evenly divided.

The themes that emerged through this process became the basis for goal statements for the next two to five years. Each goal is supported by a range of strategies. Priority focus areas for the short term (one to two years) chosen by the Board are indicated by an asterisk. These are:

- ◆ **Organizational Purpose and Identity*:** Assure that the agency's work scope includes all recreational boaters in the state.
- ◆ **Education, Engagement and Outreach*:** Be the primary source of boating resources and issues in the state.
- ◆ **Funding and Financing*:** Ensure an equitable and sustainable financial base to support all agency operations and programs.

- ◆ **Operations and Staffing:** Maintain excellent and efficient operations while identifying areas for improvement.
- ◆ **Law Enforcement and Safety:** Provide adequate and appropriate law enforcement.
- ◆ **Environment:** Continue to be a leader in protecting the waterways of the state.

This strategic plan concludes with a recommended implementation process that involves Action Planning Teams (APTs) and a methodology for measuring performance and evaluating how well the goals and strategies are being realized.

Background and Introduction

In 2009, the Oregon State Marine Board (OSMB) celebrated its 50th anniversary as the State of Oregon's recreational boating agency. The agency was established in 1959 by the Oregon Legislature and consists of 40 staff and a five-member policy Board appointed by the Governor. OSMB serves approximately 180,000 motorized boat owners and another 500,000 non-motorized boat owners.

OSMB is dedicated to safety, education and access for all Oregon's recreational boaters. The agency, funded primarily by a marine fuel tax and title and registration fees, provides boating safety educational programs, marine law enforcement and boating facilities throughout the state. It also registers motorized recreational vessels, outfitters, guides and ocean-going charter boats. OSMB establishes statewide boating regulations and contracts with county law enforcement agencies and the Oregon State Police to enforce marine laws. OSMB also provides grants and engineering services to local governments (cities, counties, park districts and port districts) to develop and maintain boating facilities.

While the agency's core services have remained relatively consistent since its inception, expectations of recreational boating users have changed dramatically. Non-motorized boat use is increasingly popular, user conflicts have become more evident and new environmental issues have emerged. Like all other aspects of Oregon state government, the agency also faces significant funding challenges.

These changes present unique challenges and opportunities for OSMB. To address these and begin planning for the next decade, OSMB initiated a strategic planning process in fall, 2010. Cogan Owens Cogan, LLC, with assistance from BergerABAM, was retained as consultants to the agency. This first major strategic planning initiative in more than 15 years is a proactive effort to address issues and implement measures that best serve Oregon's recreational boaters.

As described below, this strategic plan is the result of a broadly-based statewide outreach process that engaged a diverse set of stakeholders as well as OSMB staff. It includes recommended goals and strategies for the agency to pursue over the next five years, followed by specific action steps.

Planning Process

At the outset of the process, the consultant team interviewed 20 stakeholders by phone. (A complete list of interviewees is included in the



Appendix.) The purpose of these interviews was to gather information about how stakeholders view OSMB's services and responsibilities and identify strengths, weaknesses, challenges and opportunities that should be considered. Additional fact-finding consisted of the following:

- ◆ Media releases distributed throughout the state to promote the strategic planning process and solicit the opinions of interested stakeholders.
- ◆ 87,000 notices included in registration renewal reminders. 30,000 counter cards distributed to 500 ODFW license agents and OSMB registration agents. Notice e-mailed to several hundred constituencies, including non-motorized boaters, advocates, organizations, law enforcement agencies and numerous state and federal agencies.
- ◆ Work session with management-level OSMB staff to identify agency strengths, weaknesses, opportunities and challenges and how the agency can take advantage of these opportunities and overcome its challenges.
- ◆ Four workshops in Bend, Corvallis, Medford and Portland. (A fifth session in LaGrande was cancelled due to inclement weather.) At each, stakeholders and members of the public identified key issues and recommended how the agency should respond to current and future challenges.
- ◆ Online questionnaire posted on the agency's website to gather input from interested parties unable or uninterested in attending a regional workshop. Approximately 1,050 responses were received.
- ◆ Work session with the entire OSMB staff to discuss key needs, issues, and challenges facing the agency.
- ◆ Meeting with law enforcement managers, including county deputies and representatives of the Oregon State Police.
- ◆ Constituency workshop that involved representatives of the motorized and non-



motorized boating communities, state agency staff, the boat retailing community, and law enforcement officials.

This plan considers the input from all these sources.

Key Themes and Findings

Strengths

The overall consensus among respondents is that OSMB is an efficient, responsive and well-run organization. Among the agency's most effective activities are strong educational programs to improve boater safety and reduce the threat of aquatic invasive species. Respondents also say OSMB has an impressive record for developing well-designed, high quality facilities.

Another key strength is OSMB's relationships with its partner organizations, including the U.S. Coast Guard Auxiliary, Oregon Department of Fish and Wildlife and local and state law enforcement agencies.

People who interact with the agency find it to be accessible and communicative, with an efficient staff who provide excellent customer service. Several respondents believe the relatively small size of OSMB helps it to work more effectively and with less bureaucratic delay.

Generally, law enforcement respondents say OSMB works effectively to promote boater safety and deal with enforcement issues. Some have suggestions about possibly improving funding or cooperative agreements but, overall, the relationship of OSMB with local, county, and state law enforcement is perceived as productive and effective.

Facilities are mentioned repeatedly as an OSMB strength. Respondents say the marinas, ramps and other marine facilities that have been developed by OSMB are of high quality and well-built. Design and construction efforts, including cost estimating and permitting, are perceived as handled ably and efficiently.

An important point of interface between boat users and OSMB is through the registration process. OSMB provides a significant amount of educational materials to the public by mail and through its registration agents and law enforcement partners. Members of the public who responded to our survey find these to be a strength of the organization.

Those respondents who are aware of the functioning of the Board say the members provide effective oversight and policy direction. Generally, Board members are perceived as pragmatic and cooperative, operating in the best interest of the organization and the public.

Another key strength of OSMB is its boater education programs for motorized boat owners. Boater safety programs in general, as well as the program to stop boaters from operating under the influence of intoxicants, are well received and considered successful.

Weaknesses

Although OSMB is generally considered an efficient and effective organization, respondents



say there are several areas in which improvement is needed. The most widely expressed weakness is the issue of how the agency relates to non-motorized boaters, particularly with respect to registration fees. When asked if non-motorized boaters should contribute to OSMB funding through some type of registration fee, a majority of motorized boaters queried say they are in support, while non-motorized boaters are nearly evenly divided.

Some motorized boaters believe the present system of requiring registration fees only from owners of motorized boats is inequitable and keeps OSMB from realizing additional revenue. Additionally, they say that although non-motorized boat owners use boating facilities and rely on law enforcement and safety resources, they do not support the cost of these services.

Some boaters feel that OSMB programs are unfairly focused on the motorized boater interests who pay a registration fee related to the size of their boats, while non-motorized owners of boats 10 feet or longer contribute only \$5 annually, specifically for the aquatic invasive species program, which is a dedicated fund that cannot be used for other purposes.

The issue of an equitable fee structure is particularly relevant to future planning as OSMB faces increasing funding needs and declining revenues.



Respondents clearly favor additional efforts to address waterway conflicts. In particular, they say wake issues require more attention, possibly through establishment of expanded no-wake zones or through a boater education program that ensures users of motor boats do not contribute to stream bank erosion or property damage and protect the safety of non-motorized boaters.

OSMB is perceived as having a low profile and not being particularly proactive in regards to community outreach, dissemination of information and general marketing. Several respondents believe there is a need for a more robust information/data accessibility effort, with particular attention to an enhanced website. In addition, respondents suggest it is important to raise awareness of OSMB among the public and state lawmakers, particularly as the legislature has the authority to approve any changes to the agency's fee structure.

Some respondents are concerned about the current registration system. In addition to mail-in services, boat dealers also may be responsible for boat registration. Some believe this is an undue burden to the dealers, pointing out that in some states, the Department of Motor Vehicles (DMV) often handles this function. In addition, they say the requirement that boat dealers report registrations and identification numbers may be less easily enforced than if the state DMV were to be in charge.



Some respondents feel there is a lack of clarity about responsibility for specific waterways. Overlapping jurisdictions are confusing to boaters. This is expressed most often by the perception that many people do not understand OSMB's focus or mission and confuse it with local or other state government agencies.

Several respondents and participants in workshops expressed a lack of understanding about how and where boating facilities are prioritized and developed. They are not aware of guidelines or procedures governing how these decisions are made. This perceived lack of transparency and communication with users leads to the perception by some that the agency makes arbitrary decisions.

Likewise, to other stakeholders, OSMB's name and mission are confusing. This is a two-fold issue: first, "Board" refers to both the agency itself as well as its five-person governing body. Secondly, the word "marine" may be too suggestive of ocean-oriented and motorized boats and not necessarily reflect all the work of OSMB.

Among respondents in public agencies, some OSMB programs are regarded as both strengths and weaknesses. While facilities development and environmental programs, such as the aquatic invasive species program, are considered excellent by some, others cite the need for improvement. In addition, while boating safety education is generally seen as a strength, others say enforcement is as an overreach on the part of government.

Opportunities

The single most prominent opportunity facing OSMB is bringing non-motorized boaters "into the fold." It appears that many are willing to consider paying what they perceive to be a "reasonable" fee if it is accompanied by

specific benefits. To build support for any such undertaking, OSMB would benefit from engaging these boaters in developing an equitable fee structure and demonstrate how they would benefit from additional programs and facilities. Fees would address the issues of equity raised by motorized boaters.

Another key opportunity for the agency is to develop a decision-making framework or methodology to address water conflicts. Stakeholders stress that the process be transparent and accessible. This is particularly important when decisions affecting use restrictions (e.g., no-wake zones) are promulgated for all boat users. The advisory team approach OSMB used to address Holgate Channel conflicts in 2009 is a potential model of such stakeholder engagement.

Transparency and openness is cited as important to many participants. Information dissemination, especially online communications, is another important opportunity for OSMB. While the agency should continue to maintain traditional systems for those users who do not have access to or are unfamiliar with this technology, upgrading and enhancing OSMB's web presence can help control costs and provide additional services. Educational materials and general information are cited as items that should be easily available online. Another opportunity is an online hazard or issue reporting system linked with GIS mapping features that would allow users to pinpoint problems or concerns.

These communication efforts should not only include educational and informational efforts about programs and issues, but also comprehensive and easily understandable information on the functioning and decision-making processes of OSMB.

OSMB's aquatic invasive species program is supported strongly. Many respondents suggest they could be expanded and enhanced, not only as a means to control invasives, but also to demonstrate the relevancy of the work of OSMB.

Several respondents urge OSMB staff to be proactive in reaching out to and engaging user groups such as guides, anglers, paddlers, and others on a more regular basis. "Issue summits" or focus groups could help OSMB raise its profile, identify conflicts and more effectively serve its constituents. Advisory committees or task forces are other possibilities.

Another opportunity expressed by respondents and participants is to increase marketing and publicity of all OSMB's efforts on behalf of the recreational boaters of the state.

Challenges

In many ways, the challenges parallel the opportunities noted above. Declining revenue and funding for key programs, such as boater education and enforcement and operations and maintenance of existing facilities, are critical issues that must be faced in the near future by OSMB.

Conflicts between users—between motorized and non-motorized boaters, between recreational boaters and paid guides and outfitters and between boaters and property owners—continue to be other major challenges. There is no



consensus among respondents about how these conflicts should be addressed.

Evolving expectations is another challenge. While some boaters prefer that the Marine Board continue to focus on traditional boating and access issues, many say the agency also should manage environmental matters related to recreational boating. These include aquatic invasive species, boat wakes and marine engine emissions. There is another emerging issue. Paddle boaters are continuing to explore historically inaccessible locations in Oregon's inland and coastal waterways. This challenges local law enforcement resources, raises additional safety concerns, and increases user conflicts.

In addition to considering charging a fee to non-motorized boat users, some respondents suggest that OSMB consider a "pay to play" model, where the costs of services, facilities, and programs are borne by the users. The possible exclusionary effects of such a program should be explored. As environmental issues such as invasive species have become more of a public concern, OSMB has been called on to take on a significant new role as a regulator and enforcer. Some respondents express concern that this function may grow to overwhelm other activities of the agency. Others note that existing state agencies such as the Department of Environmental Quality and the Oregon Department of Fish and Wildlife may have more resources to deal with these issues. Ensuring that OSMB identifies its proper role on environmental issues is a continuing challenge.

Goals and Strategies

The following are specific recommendations the agency can undertake to meet the challenges noted previously. While recognizing that all are important, Board members agreed on the following priorities for the next one to two years:



Organizational Purpose and Identity; Education, Engagement and Outreach; and Funding and Financing. Details about these and the other goals and strategies follow.

Organizational Purpose and Identity

Goal: Assure that the agency's work scope includes all recreational boaters in the state.

Strategies:

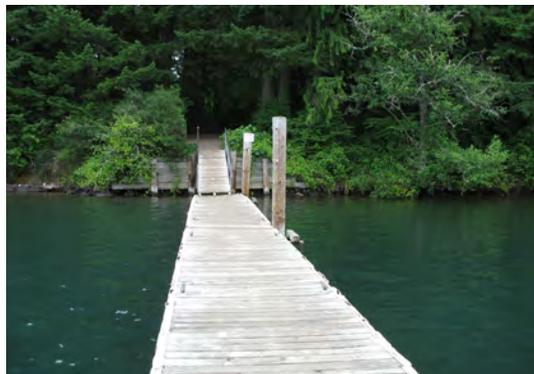
- ◆ Review OSMB's mission and vision to ensure they accurately reflect current and future needs of the entire boating community in Oregon.
- ◆ Acknowledge the contribution of OSMB to economic development and recreational boating in the state.
- ◆ Consider modifying the agency's name and logo to reflect its current and future activities.
- ◆ Review the rules that govern the agency's resources and activities.
- ◆ Provide opportunities for Board members to interact with partners in other agencies.
- ◆ Continue and enhance interagency collaboration.
- ◆ Actively integrate non-motorized boater needs and participation into agency operations.
- ◆ Develop and implement a more robust branding, marketing and publicity program to encourage more recreational boating and raise awareness of OSMB.

Education, Engagement and Outreach

Goal: Be the primary source of boating resources and issues in the state.

Strategies:

- ◆ Develop a proactive conflict resolution framework for specific issues that is transparent and inclusive of all interests.
- ◆ Provide a variety of opportunities and methods for all boaters to have access to information and communicate with OSMB.
- ◆ Consider the use of “issue summits,” advisory committees and focus groups to involve the public in key policy issues of OSMB.
- ◆ Increase outreach to and communication with all boater users and groups.
- ◆ Build and maintain a more robust online presence.
- ◆ Continue and maintain traditional communication methods.
- ◆ Increase accessibility of agency information through all media.
- ◆ Maintain and improve high-quality educational programs for all boaters.
- ◆ Continuously educate and inform all partners, including the legislature.



Funding and Financing

Goal: Ensure an equitable and sustainable financial base to support all agency operations and programs.

Strategies:

- ◆ Explore methods to institutionalize equitable and appropriate fees for non-motorized boaters.
- ◆ Review OSMB funding priorities and allocations.
- ◆ Investigate the feasibility of giving the agency flexibility in setting fees and incentives.
- ◆ Review opportunities to increase funding (e.g., grants, user fees, specialty license plates).
- ◆ Consider incentives to boaters to encourage desirable actions (e.g., use of cleaner engines).
- ◆ Develop guidelines to ensure that any new fees and or rules and regulations do not constitute an undue barrier to recreational boating.

Operations and Staffing

Goal: Maintain excellent and efficient operations while identifying areas for improvement.

Strategies:

- ◆ Develop an ongoing program to audit and revise agency policies and practices as needed.
- ◆ Identify and implement methods that ensure effective financial oversight.
- ◆ Provide adequate orientation and ongoing training for Board members.
- ◆ Ensure appropriate internal information sharing and communication between the Board and staff.
- ◆ Review staffing structure and organization and make revisions as needed.
- ◆ Promote and demonstrate that Board membership reflects the diversity of the recreational boating community in Oregon.



- ◆ Provide adequate staffing, training and technological resources to support efficient and cost effective operations and communications with the public.

Law Enforcement and Safety

Goal: Provide adequate and appropriate law enforcement.

Strategies:

- ◆ Review and update law enforcement agreements with each county to ensure performance, accountability and appropriate funding.
- ◆ Acknowledge regional differences while providing for the law enforcement needs of local waterways and boaters.
- ◆ Encourage more consistency among counties.
- ◆ Balance the needs of motorized and non-motorized boaters.
- ◆ Ensure adequate funding for law enforcement and safety activities, particularly for basic equipment and maintenance needs.
- ◆ Continue successful safety programs (e.g., Boating Sober).
- ◆ Revisit the fine schedule to ensure that fines are appropriate to the violations.

- ◆ Develop several basic models for law enforcement boats while recognizing specific needs.
- ◆ Continue to engage in conversations with law enforcement agencies and representatives.

Facilities

Goal: Provide resources and expertise to enable partners to build and maintain high-quality facilities for the boating public.

Strategies:

- ◆ Communicate clearly to partners and all boaters OSMB guidelines for decision-making regarding capital projects.
- ◆ Address facility issues to accommodate the needs of all boaters.
- ◆ Reduce pollution and waste by providing adequate restrooms and waste receptacles at each facility.
- ◆ Continue successful partnerships with state and local agencies and jurisdictions to fund, build and maintain facilities.
- ◆ Balance capital expenditures with resources for ongoing operations and maintenance.
- ◆ Identify and develop new operations and maintenance funding sources.
- ◆ Review rules that enable OSMB to explore ways to improve boating opportunities.

Environment

Goal: Continue to be a leader in protecting the waterways of the state.

Strategies:

- ◆ Work with partner agencies to clearly delineate OSMB's role in enforcement and regulation of environmental matters.



- ◆ Focus efforts on environmental stewardship issues.
- ◆ Support and improve the aquatic invasive species program.
- ◆ Develop and implement methods to identify and respond to emerging environmental issues.
- ◆ Advocate for erosion reduction programs in sensitive areas.
- ◆ Reduce pollution and waste through education and law enforcement.
- ◆ Explore opportunities to control noise pollution.

Next Steps

This section of the strategic plan provides recommendations for specific actions to carry out each element of the plan. The process begins with internal implementation teams who will develop action plans for each goal. Responsible parties, time schedules and performance measures follow.

Action Planning Teams

For each goal, the agency should designate an Action Planning Team (APT) of three to five OSMB employees with particular interest or expertise in that area. A senior decision-maker should be the leader and organizer of each APT. For

example, an APT focused on the environmental goal may include a supervisor and staff members involved in education and communication about environmental issues and monitoring aquatic invasives.

Each APT should review its goal and recommended strategies and modify, add or delete as needed; implementation steps should follow. All the APT draft action plans should be combined into a single master document that undergoes review and modification by senior OSMB leadership, affected users and ultimately, the Board. The strategic plan is updated at key intervals, in a continual process as original goals and strategies are realized and new ones promulgated to meet changing circumstances.

Action Plan Leadership Team

The Action Plan Leadership Team (APLT), composed of senior staff, will review each action plan submitted by the individual APTs and modify them as needed before forwarding them to the Director and the Board for adoption and implementation. The APLT should comprise all the senior decision-makers who lead the APTs.



Action Planning Decision-Making Process



Performance Measures

As noted, to ensure that OSMB realizes its goals effectively, the strategies and actions should include measurements of success and identify areas where further work may be needed. There are many ways to measure progress. Effective performance measures should be clear and understandable indicators of how well the goals and strategies are being met. Members of each Action Planning Team should be prepared to answer the following questions:

- ◆ How can this particular goal be achieved?
- ◆ How does this relate to other goals?
- ◆ What are the best specific indicators of progress or success?
- ◆ What existing or potential data gathering methods would be most effective and efficient?

- ◆ What, if any changes are needed? How should those be made?
- ◆ Who are the responsible parties?
- ◆ What reporting system is most effective?
- ◆ What is the time schedule?
- ◆ When is it time to move on?
- ◆ Any other indicators?

Final Plan Adoption

Each action plan should be combined with the overall agency strategic plan and submitted by the Director to OSMB Board for approval and adoption.



APPENDICES

- A: Example Strategies and Action Matrix
- B: Summary of Stakeholder Interviews
- C: Summary of SWOT Work Session
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APPENDIX A: Example Strategies and Action Matrix

The following is a possible method to document appropriate actions and measures for a prototypical situation.

ENVIRONMENT					
Goal: Continue to be a leader in protecting the waterways of the state					
Strategy	Actions		Lead (Individual or Department)	Timing/Schedule	Performance Measure
Strategy 1.1: Support and improve the aquatic invasive species (AIS) program Priority: High	1.1a	Develop annual review process to ensure effective implementation of existing program.	OSMB environmental specialist	Plan within six months	Statewide media campaign
	1.1b	Establish aquatic invasives collaboration team that meets quarterly with other partner agencies.			
	1.1c	Identify high priority initiatives on an annual basis.			
	1.1d	Implement high priority initiatives and collect findings.			
	1.1e	Develop a reporting methodology to measure effectiveness of individual AIS control and prevention methods.			





APPENDIX B: Summary of Stakeholder Interviews

October 19, 2010

As an element of this strategic planning process, 20 stakeholders were interviewed by phone. The purpose of these interviews was to gather information on how stakeholders view OSMB's services and responsibilities and to identify strengths, weaknesses, challenges and opportunities that should be considered. A complete list of interviewees is attached to this document.

1. What is your relationship to or involvement with OSMB?

The following table shows the affiliations of interviewees. Twenty interviews were completed. Several interviewees have more than one OSMB affiliation.

Motorized boat owner	9
Non-motorized boat owner	7
Club or association member	6
Environmental group	1
Guide or outfitter	2
Dealer	2
Elected public official	1
Law enforcement official	1
Agency representative	4
Other	2

2. I will read you the mission statement of OSMB. Please tell me, on a scale of 1 to 5, where 5 is the highest, how well you think OSMB is fulfilling its mission. Please explain your answer.

"The Oregon State Marine Board is Oregon's recreational boating agency, dedicated to safety, education and access in an enhanced environment."

The average score is 3.65.

Some respondents are confused about what "enhanced environment" means. Most agree that OSMB is doing well on safety, education and facilities. Many feel there is a difference in how this mission is applied to motorized and non-motorized boaters and that the organization is more focused on the former. Some people feel that "enhanced environment" is not a meaningful phrase. A few people feel more could be done to ensure basic safety and operational education for all boaters. One person notes that safety and law enforcement patrols do not adequately target paddle-boaters.

3. What are the strengths of OSMB as an organization/agency? What does it do well?

The most commonly-cited agency strengths are education, facilities and organization. Interviewees feel that boat facilities are well constructed, maintained and funded. OSMB does well educating boaters about safety, using a variety of materials. Respondents also feel that the agency does a good job asking for and responding to input, is accessible, works well with partners and is well-run. Two people believe one of OSMB’s strengths is that it has remained small. One person said it is the best state agency to work with.

Three people say the board is functional and effective and that OSMB does a good job with grant-making and funding. The registration and licensing process is very efficient. According to two respondents, the agency has a low public profile and they do not know much about what it does.

4. In your opinion, what are OSMB’s weaknesses? What should it work to improve?

There is less agreement about OSMB’s weaknesses. Two people each said that

- ◆ The agency is not maintaining its facilities well enough after construction
- ◆ The invasive species program could be improved
- ◆ Outreach to non-motorized boaters should improve
- ◆ The agency allowed political interference from the governor.

Others feel that education efforts can be improved, OSMB should have more data on its website; and the agency is understaffed and has low visibility. (Note: Two respondents listed the small staff as a strength.) One person said staff is too inclined to accommodate motor-boaters; another that OSMB should better engage the public. Other comments are that ramp design on rivers is not suitable for paddle boaters and OSMB needs to improve the title registration process.

5. Now, I am going to read you the key goals of the Marine Board’s last strategic plan in 2005. On a scale of 1 to 5, where 5 is the highest, how well do you think the agency is meeting each goal? Please briefly explain each answer.

The following table shows the average score for each item.

	A	B	C	D	E	F	G	H
Number of respondents	18	17	18	17	15	13	15	11
Average score	3.02	3.88	3.88	2.85	3.96	3.80	3.86	3.81

5a) Promote a better understanding of Marine Board services and responsibilities.

Average score: 3.02

Many interviewees say the range of services provided by OSMB is not very well understood by the public and that it is not very visible. Several people feel it could do more to educate people about its services and responsibilities. One person feels OSMB does a great job sharing information, especially publications.



5b) Foster a safe and enjoyable boating experience.

Average score: 3.88

Most respondents feel that OSMB does a very good job promoting safety. Two people feel that life jacket (PFD) use could be improved. One person specifically mentioned there has been a lot of improvement in the number of boaters who are sober. Another felt that OSMB should “stay out of the way” and “let common sense rule.”

5c) Provide boaters with high-quality boating facilities to access Oregon’s waters.

Average score: 3.88

Two respondents feel that facilities on lakes and for motor-boaters are better than those for paddle boaters and on rivers. One person says that motorized and non-motorized boats need different facilities in different locations; another that while conditions are generally good, there are “pinch points” at launch ramps, especially on the Columbia River. One person believes too many facilities are in poor condition while another would like more floating restrooms. One person feels that OSMB should not “go overboard” providing high-quality facilities and should be responsible with its use of public funds.

5d) Maximize diverse boating opportunities and reduce waterway conflict.

Average score: 2.85

While two people believe OSMB has been successful in meeting this goal, most respondents suggest areas for improvement. Two people feel that the Holgate Channel effort is a good model for resolving conflicts. Some interviewees believe that motorboaters have been favored, while others that they are unfairly penalized with targeted law enforcement and no-wake zones. One person sees a trend towards exclusionary measures; two people oppose exclusionary use zones.

5e) Maintain and improve marine-focused partnerships to benefit the boating public.

Average score: 3.96

Several respondents say they do not have enough information to answer this question. Most respondents feel positively about the Marine Board’s partnerships, including those with cities, port authorities, ODFW, county sheriffs and the Coast Guard. One person suggests that non-motorized groups could be better involved while another that new board members should have more contact with law enforcement.

5f) Effectively manage and leverage agency resources.

Average score: 3.80

Most respondents did not comment on this question. One person responds that law enforcement agencies are short on funds. Another feels that money spent on boat repair should have been allocated for new boats. A third person says there is excessive emphasis on environmental concerns at the expense of facilities and enforcement.

5g) Promote sustainable boating practices and environmental stewardship.

Average score: 3.86

Several interviewees feel that OSMB excels at addressing environmental concerns and is “ahead of the curve” on some issues including invasive species, while one person feels that OSMB places too much emphasis on environmental concerns. Several people comment it is unclear what “sustainable boating” means. Other suggestions include providing more on-site education and signage, focusing more on invasive species and banning two-stroke motors.

5h) Promote boating, guiding and charter boats to benefit tourism, economic development and the state economy.

Average score: 3.81

There is a range of opinions on how well OSMB is meeting this goal. Several respondents feel that OSMB is doing very well with promotion, particularly with its website, while others have seen little or no effort in this regard. Two people say there is a problem with illegal boating guides. One person recommends more promotional activities, including free boating days. Another believes that economic development should not be a function of the agency.

6. Looking to the future, what are key opportunities OSMB should be aware of?

Most respondents feel there is an opportunity for OSMB to integrate non-motorized boaters into agency programs and operations. Several people suggest charging registration fees for paddle boats, better engaging those users and providing equitable services to all boaters. Others see an opportunity to promote non-motorized boating as a sustainable or clean recreation option. Two people suggest that OSMB consider a more inclusive identity or name that embraces all kinds of boating.

Others view the aquatic invasive species program as an opportunity, with one person suggesting using revenue from that program to benefit rafting and fishing. Another person recommends partnering with the Oregon Sheriff’s Association Marine Advisory Board. One interviewee feels that the agency should focus on a few key goals, including those in its mission statement.

7. What are the most pressing issues facing OSMB?

Declining revenue and invasive species are the most common concerns. Safety and funding for law enforcement are also cited as challenges. Other responses include conflicts between uses, pollution prevention and inland fishing guides.

8. How can OSMB best deal with current and future funding challenges?

The most frequent response to this item is to institute fees for non-motorized boaters. Four people suggest user fees and another two recommend raising registration fees. Two interviewees feel it is important for OSMB to educate the public about its budget process and the fact that it does not receive general fund money, as this could build support for additional fees.



Two people recommend that the board prioritize its programs and services if it cannot fund everything. One person suggests OSMB lobby the legislature more effectively. Another recommends designing simple facilities to minimize maintenance expenses.

9. What changes are you aware of in water recreational uses?

The major trends interviewees identify are non-motorized boating of all kinds as well as wakeboarding and jet-skiing. Several also note better safety practices. There has been a decline in motor boats, which may be attributable to the economy. Passive recreation (paddle boating) is becoming more popular, especially among young people in urban centers. One person mentions an increase in people going to coves and other places that were not formerly accessible. Another notes that noise pollution from stereos is becoming more of a problem.

10. How should OSMB respond to these changes?

Several respondents favor registration and fees for non-motorized boaters. Other suggestions are improved law enforcement and education, including basic safety education and “rules of the road” to reduce conflicts. One person would like to see life jackets become mandatory and another suggests advocating the legislature to require life jacket use.

Three people recommend balancing board membership to reflect all types of boating. One person approves the new executive’s direction.

11. What are your key boating-related environmental concerns? What role can OSMB play to address these?

The biggest environmental concerns among respondents are invasive species, waste and pollution.

Suggestions for dealing with invasive species are to create check points at borders, build more cleaning stations and improve education and outreach (including possible television commercials). One person suggests the legislature mandate cleaning boats.

More garbage cans and restrooms at facilities and additional education are recommended to deal with waste. One person suggests the Mount Hood Blue Bag system is a potential model. Another thinks facilities should be combined/clustered in areas.

A few people suggest encouraging high-efficiency motors or banning two-stroke motors, while others note this is happening over time. Other recommendations include protecting wildlife habitat, enforcing noise and pollution control and using non-toxic construction materials.

One person suggests that OSMB get involved with water quality and water use issues to advocate for recreational boating in the “water wars.”

12. One of OSMB’s goals is to promote sustainable boating practices. From your perspective, what are the best ways for OSMB to meet this goal?

Several interviewees are not sure what “sustainable boating” means. Others suggest that public education is important, including media campaigns, education in schools and education at state parks. One person recommends using marine events as educational opportunities.

Two people feel that non-motorized boats are more sustainable than power boats while another person says that environmental goals tend to be emphasized at the expense of other goals.

Other suggestions include checking every boat for invasive species, promoting high-efficiency outboard motors and using green designs for facilities.

13. Some people say non-motorized boaters should help support the agency just as owners of motorized boats do when they pay their registration fees. Do you agree with this? Yes ___ No ___ Not Sure ___. Please explain your answer.

Thirteen interviewees answered “yes,” with two each saying “no” and “not sure.”

Those who support fees for non-motorized boaters say that non-motorized users should pay into the system because they:

- ◆ Use facilities and create wear and tear on them
- ◆ Use the same waterways
- ◆ Have safety concerns
- ◆ Need boater education
- ◆ Rely on rescue resources, and
- ◆ Want to be represented by OSMB.

Several people suggest a tiered fee system based on type or size of paddle boat. One person mentions that fees should be charged per boater –not boat—as many people own several paddle boats. Interviewees generally support a lower fee for non-motorized boats. Two people point out that to build support for a new fee system, it will be important for OSMB to be clear about the benefits and ensure that they occur.

According to one respondent, motorized boats use most of the agency’s resources. One person says they might support fees if they better understood OSMB’s budget and if it is entirely fee-based. Another feels that paddle boaters have very little impact on facilities, are less dangerous and are not as prone to theft and, hence, don’t need to be registered.

14. In addition to everything mentioned above, are there any specific issues regarding safety, law enforcement or water conflicts OSMB should address?

Interview respondents suggest OSMB address the following issues (mentioned by one person each unless noted).

- ◆ Drinking and boating



- ◆ Wake issues including damage caused by wakes (2)
- ◆ Funding law enforcement (3)
- ◆ Invasive species enforcement at state borders
- ◆ “Who owns the rivers” user group
- ◆ Education around boaters’ rights and responsibilities.
- ◆ More law enforcement on the water (2)
- ◆ More publicity and media on safety issues
- ◆ Effectiveness of the marine deputy program
- ◆ Involvement of board members
- ◆ Long-term commitment to diversity of uses
- ◆ Responsible use of taxpayers’ money

15. OSMB is planning to hold four regional public meetings as part of this strategic planning process. What key questions or issues should the agency address at those meetings?

- ◆ Registration for paddlers and find a way to get paddlers to the meetings
- ◆ Issues with inland fishing guides
- ◆ Fee increases for motorized and non motorized boaters
- ◆ Budget constraints and how to cut the budget
- ◆ Is law enforcement contracted through the counties the most efficient model?
- ◆ Which facilities need to be improved? For what uses?
- ◆ Vision of boating in Oregon
- ◆ Review the agency mission
- ◆ Ask similar questions as this interview
- ◆ Willingness to wear life jackets if required

Who should be invited to attend?

- ◆ Consumers
- ◆ Fishing community (don’t necessarily think of themselves as boaters)
- ◆ Oregon White Water Association (Brenda Buntz is the president)
- ◆ Tuna and salmon commercial fisherman
- ◆ IFISH and U-DA-MAN (recreational fishing groups)
- ◆ Boat dealers
- ◆ Marina owners
- ◆ Power boaters
- ◆ Law enforcement
- ◆ People who live on the water
- ◆ Legislators
- ◆ Other natural resource agencies and agency partners
- ◆ Ports
- ◆ NW Steelheaders
- ◆ Coastal Conservation

- ◆ NW Sports Fishers
- ◆ Oregon Anglers
- ◆ Guides

16. Is there anything else you'd like to add?

- ◆ My personal philosophy is that the waterways of the state of Oregon should be open to all boaters. No one should be prohibited
- ◆ Keep rivers and lakes free of invasives
- ◆ The mission of OSMB has been expanded by legislative action There is a real need to revisit the mission to handle the expansion away from just motorboats
- ◆ Increase visibility and update the webpage
- ◆ Look at regular communication to stakeholders
- ◆ The history of OSMB is one of low visibility and no controversy
- ◆ Great that OSMB is doing this project
- ◆ Be careful to stay within the agency mission and charge, especially in times of budget cuts
- ◆ The board should be more diverse and reflect all boaters in Oregon
- ◆ OSMB is the best state agency to work with
- ◆ OSMB should work with Oregon Parks to site additional launching areas for kayaks and canoes
- ◆ Expand grants to local parks districts

Interviewees

Larry Cox, Coast Guard Auxiliary (Depoe Bay)
Nancy Derosia, Agent Representative, Stevens Marine
Jackie Dingfelder, Oregon State Senator
Brett Elliot, Lieutenant, Multnomah County Sheriff's Department
Allen Field
Ray Hanson, NW Rafters Association
Art Israelson, Oregon Bass and Panfish Club, NW Steelheaders
Denise Kai, City of Oregon City
Jeff Kroft, Oregon Department of State Lands
Dan Kromer, Metro
Chuck Lang
Curt Melcher, Deputy Director, Oregon Department of Fish and Wildlife
Tom Murphy, Coast Guard Auxiliary (Newport)
Erik Peterson, U.S. Army Corps of Engineers
Wayne Rawlins, Grants Division Manager, Oregon Parks and Recreation
Joe Rholeder
Mike Trudeau, Sea Ray Hayden Island
Randy Turney
Doug Walker, Columbia River Yacht Association
Travis Williams, Willamette River Keeper



APPENDIX C: Summary of SWOT Work Session

November 2, 2010, OSMB Office

Attendees

Scott Brewen; Brian Carrol; Hillery Crew; Janess Eilers; Randy Henry; Marty Law; Ashley Massey; Wayne Shuyler, OSMB

Elaine Cogan and Ellie Fiore, Cogan Owens Cogan, LLC

Introduction

Randy Henry opened the meeting by thanking staff members for attending. He explained that the strategic plan is an opportunity for the Marine Board to share what it does with Oregon's broad boating public and to answer the overarching question, "what does the future of boating in Oregon look like?" The strategic planning process will gather information from across the state.

OSMB has created an online survey that will go live Friday, October 30th. OSMB is also issuing media releases and creating a website with links to Facebook and Twitter. Notice was sent to registration agents for OSMB and ODFW and with registration renewal notices to 87,000 boaters. A phone line has been set up to take calls about the process and hard copies of the questionnaire will be available upon request. OSMB will hold five public meetings around the state – in Corvallis, Bend, Medford, LaGrande and Portland.

Randy introduced Elaine Cogan and Ellie Fiore of Cogan Owens Cogan, LLC. They are the consultants hired to advise on this process. OSMB staff is responsible for collecting data from the questionnaires and holding the public meetings. We will provide this information to the consultant who will incorporate the findings into the strategic plan. A constituency meeting will be held in mid-December, followed by Board discussions in January. This SWOT work session also will inform the strategic plan.

The plan will be finalized before OSMB's presentation to the legislature next year.

Summary of Stakeholder Interviews

Ellie reviewed key findings from the 20 stakeholder interviews conducted by the consultant team at the outset of this planning process. All this information is qualitative and helps to identify trends and patterns. In general, respondents feel that OSMB is easy to work with and is doing well with safety, education and access. They see room for improvement in working with non-motorized boaters and addressing environmental concerns including invasive species.

Work Session

Elaine explained that SWOT stands for strengths, weaknesses, opportunities and threats (or challenges), a structure for evaluating an organization. Staff members introduced themselves with 3-5 words that best describe the Marine Board. These were:

- ◆ Oregon's recreational boating agency
- ◆ Customer focused / friendly
- ◆ Facilities – law enforcement – education – registration
- ◆ Efficient, well-respected
- ◆ Meeting boaters' needs
- ◆ Historically focused / future potential
- ◆ Information outreach

Elaine noted that these are all positive responses, indicating OSMB is public-service oriented agency and the staff is mostly "on the same page."

Wayne asked Scott to explain what he meant by "historically focused." Scott answered that OSMB is great at doing what it's always done, but there are lots of things that can be done in the future. There are opportunities than may be uncovered during the strategic planning process and ways to link the past to the future of the organization.

Next, participants divided into two small groups to identify the strengths and weaknesses of OSMB. The full results of this exercise are included as an attachment to this document.

Group 1 identified the following key strengths and weaknesses.

Strengths

- ◆ OSMB is small, centralized and efficient, with limited hierarchy. Staff communicate and work well together
- ◆ The staff is dedicated, has long tenure and mission-focused expertise
- ◆ OSMB staff is dedicated to their customers, and customers and partners are satisfied with their interactions
- ◆ Partnerships are important for leveraging funding and relationships

Weaknesses

- ◆ OSMB lacks the visibility and reach of larger agencies
- ◆ The agency is limited by funding and statute, but has growing needs
- ◆ OSMB is perceived as having a limited focus on motor boating
- ◆ The agency is focused on activities rather than waterways
- ◆ OSMB is vulnerable due to its size and steady funding base
- ◆ OSMB is behind the curve in its use of technology.



Group 2 identified the following key strengths and weaknesses.

Strengths

- ◆ OSMB is perceived as fulfilling its core mission very well
- ◆ The agency has strong partnerships with other service providers
- ◆ OSMB makes good use of technology

Weaknesses

- ◆ OSMB is not well recognized by non-traditional constituencies
- ◆ Development of the AIS program
- ◆ Need to be more politically proactive
- ◆ Dealing with user conflicts

Both strengths and weaknesses

- ◆ Law enforcement structure
- ◆ Agency independence
- ◆ "Not the DMV"
- ◆ Adaptability

Elaine summarized that participants agree the agency is generally well managed, but is challenged in dealing with changes. She then asked the group to brainstorm ideas on how OSMB can take advantage of its opportunities and overcome its challenges in the next one to three years. Following this discussion, group members "voted" on their top priorities by means of dots. The list below shows the items that received the most support and the number of "votes" for each. The complete list of responses is attached to this document.

- ◆ Create a structure to deal with user conflict (6)
- ◆ Engage non-motorized boaters (4)
- ◆ Focus resources where customers and decision-makers value them. Identify all customers, beyond current customers and perceptions. (4)
- ◆ Evaluate all programs and prioritize and fund them appropriately (3)
- ◆ Inform and educate partners and the public about agency strengths (2)
- ◆ Work with and educate board members to (2):
 - Consider new constituencies
 - Better understand issues
 - Advocate for OSMB at the legislature
 - Address political issues
 - Set policy on broad issues
- ◆ Address county law enforcement inconsistencies (2)
- ◆ Educate legislators (1)
- ◆ Proactively identify new board members (1)

Elaine noted these ideas reinforce the comments we received during the stakeholder interviews. There appear to be no major disconnects.

Before closing, Scott said that he is excited about this process and hopeful there will be a good deal of participation.

Next Steps

Elaine explained that the results from this workshop and the stakeholder interviews, regional workshops and online questionnaire will help shape the template for the strategic plan. OSMB staff members were encouraged to continue being engaged in this process.



APPENDIX D: Summary of Regional Workshops

All workshops were facilitated by Randy Henry, OSMB Operations Policy Analyst

Meeting 1: Corvallis, November 8, 2010

- ◆ Attendees: 6
- ◆ Representing: Non-motorized boaters; dealers; facility providers; education advocate.
- ◆ Strengths
 - Facilities support: Design and engineering, cost estimating, permit assistance, project funding, maintenance assistance funding, grant assistance.
 - Education: support for boater education instructors; life jacket donations; free publications; Willamette River Watertrail involvement.
 - Law enforcement: Presence appreciated; Navigable obstruction removal; search and rescue.
- ◆ Weaknesses
 - Management: overlapping waterway management jurisdictions confusing; too much reliance on fuel tax and registration fees.
 - Public involvement: Lack of communication with non-motorized boaters; boaters not listened to; messages don't engage public; over-promotion causes congestion on certain waterways.
 - Education: Life jacket programs not available to public agencies.
 - Political: 5 member board too powerful, serve at whim of Governor, not accessible to boaters, too much a closed society.
- ◆ Action items
 - Public involvement: Improve public involvement processes – meet directly with boating groups on their turf.
 - Law enforcement: increase presence.
 - Education: Promote youth boating, inventory and improve information signage. Include non-motorized in education requirement. Develop a dynamic, online, interactive navigation hazard information system.
 - Fees: Re-structure registration fees to encourage cleaner and quieter engines (low emission, electric). Establish tax credit for low-emission engines. Find new funding to improve non-motorized access and facilities.

Meeting 2: Bend, November 9, 2010

- ◆ Attendees: 9
- ◆ Representing: Marine law enforcement; marine dealer; powerboater; boating safety advocate; invasive species advocate.
- ◆ Strengths
 - Facilities: New boat ramps at Wickiup, Odell and Prineville.
 - Registration: Quick turnaround for registration and titles.
 - Education: Compliance with boater education cards; Public input opportunities; Publications; TV PSAs are good; Life jacket exchange program.

- Law Enforcement: Great wakeboard intervention at Prineville Res.
- ◆ Weaknesses
 - Education: Boaters lack knowledge, courtesy. Need better, prioritized signage. Educate about Blue Light law. User conflict.
 - Law Enforcement: Increase fines, enforcement for BUII; Not enough coordination between law enforcement agencies and counties.
- ◆ Action items
 - Education:
 - Educate state legislators about AIS needs.
 - Better coordination between counties, parks, ODFW about marine events and AIS inspections.
 - New distribution channels/outreach efforts for basic boating education, including e-mails, monthly flyers to agents and dealers, flyers in renewals and reminders.
 - Capture all possible e-mails at registration and meetings.
 - Educate boaters about accident responsibilities.
 - Plan regular in-season public meetings to better engage boaters.
 - Law Enforcement:
 - Shift portion of citation dollars to OSMB.
 - Require mandatory boater ed for cited persons.
 - Mandatory boat inspection for AIS at borders.
 - Set hours for certain activities (no towed sports before 10 or after 7) on certain waterways.
 - More saturation patrols, better coordination with Coast Guard auxiliary.
 - Improve accident reporting – coordinate with repair shops, dealers and insurance companies (voluntary reporting).
 - Improve coordination between counties and OSP. Coordinate annual regional planning/coordination meetings. Coordinate boating safety task force events (saturation patrols focused on safety equipment).
 - Registration:
 - Raise incentives for dealers to become OSMB agents, increase agent fee.

Meeting 3, Medford, November 15, 2010

- ◆ Attendees: 7
- ◆ Representing: Marine law enforcement; boat manufacturer; angler/paddler; facilities provider.
- ◆ Strengths
 - General: An advocate for boating; not dependent on general fund, Willingness to get public opinion; Mandatory safety education.
 - Facilities: Boat ramps; funding for facilities; facilitating access projects, including permits and engineering; flexibility – creative solutions; efficient, smart agency staff; strong partner.
- ◆ Weakness
 - General: Bias toward motorized boats – will not fund non-motorized access; non-motorized users not regulated and don't pay into OSMB funds; non-motorized users not required to take boating



safety class, corresponds to accidents and fatalities; raft rentals – no required training, may be unsafe; communication between law enforcement, boaters and OSMB; hundreds of raft renters – difficult to enforce safety.

- Law Enforcement: County LE funding is a problem when county lacks cash match; Marine Board funds are limited, potential is limited by revenues.
- Facilities: local facility providers incur costs of operating ramps – they're not a money maker; lack of funding mechanism for moorage and marina overnight slips.
- ◆ Action Items
 - General: Excise tax on paddle craft to fund enforcement and facilities; coordinate with guides and outfitters to improve safety, and use guides and outfitters better as education tool for safety, information, etc.; more OSMB staff involvement on Rogue River water trail development; address user conflict through planning – relocation of users, mile markers; consider alternating days for conflicting activities (Deschutes example); Stay involved and monitor algae bloom issues; Increase AIS education of boaters, especially boaters coming from California, and train access provider to identify AIS risk.
 - Facilities: evaluate where we are with facilities to determine, if needed, where cuts can be made; Critical to maintain Maintenance Assistance Program (MAP) funding; Recreation resource planning around Gold Rey and Savage Rapids dam removal areas (Jackson County and OPRD are working on this), and involve jet boaters/guides in planning (be aware of potential safety/user conflict in this area).

Parking Lot

- ◆ Jet boat use on Rogue from Touvelle to dam. Conflict with landowners, anglers, rafters, and potential safety issue. Issue may be solved.

Meeting 4, Portland, Tuesday, November 16, 2010

- ◆ Attendees: 28
- ◆ Representing: Dragon boaters; paddling clubs; individual paddlers; anglers; guides; powerboaters; city and resource planners; boating advocates.
- Strengths:
 - General: Registration fees a bargain compared to other states; strong relationship with Multnomah County and collaborating; Partnerships across the board – leads to visibility and presence; Looking for ways to improve; Only state agency in the black; managed well, funds are well spent; appreciate public meeting, and that non-motorized boaters are invited; send bills out on time; good to have agency with authority over water; establish a set of rules for all boats.
 - Facilities: Visible accomplishments in last 10 years; Ability to win Boating Infrastructure Grant funds (compared to Washington).
 - Information and Education: Mandatory education is a national standard; desire to improve process and outreach with boating public; education program with great returns to the boater/taxpayer versus overhead; environmental consciousness for all boaters; AISP – non-motorized boaters are participating. Permit is transferable; provide grants to local agencies; mandatory education (licensing) resulted in improvement in safety and more awareness of rules of the road;

website is user friendly, has information on what is happening. Good PR; addressing invasive species; working on environmental impacts; voluntary incentives like Clean Marina program; education program; staff connection and involvement with user groups; staff professionalism; website – user friendly; communication is good with twitter, website, facebook. Gets the info out well; staff does research, knows issues; in our literature, paddlers are not ignored.

- Weaknesses

- General: Conflict between jet-boats and non-motorized boats. Conflict is getting worse. Conflicts have been addressed on a site-by-site basis; OSMB is reactive and not proactive when dealing with user conflict.
- Facilities: Not enough fuel docks; paddlers facilities maintenance is run-down and unusable (whittaker pond). Some paddlers need more access than others. Some need less. Don't over develop pristine areas. Develop appropriate to use area; Facilitating paddler access; Facilities planning areas: Some have more curbs than needed (like netarts bay). Stuff gets in the way, very difficult to maneuver vehicle and trailer.
- Law enforcement: Ineffectiveness with gillnetters regarding safety problems from nets; Enforcement of existing regulations; judges need more education on boating laws; problem with funding of enforcement – running out of funds before end of season; LE not having enough LE officers on water during congested, high-use areas; LE does not coordinate very well at ramp areas where a lot of congestion. Does not pay attention to parking areas, dock use.
- Education and Information: More quality control over boating education program partners (USPS, USCGA); incorporate non-motorized boaters into education and registration programs; right-of-way and safety enforcement; lack of public outreach; better scientific review of claims; AIS only scratching the surface; high competing uses – assess more with on-the-water observations; understand competition and conflict better. Multiple-use ethic; lack of timely follow-up on new rules; online boat education application is faulty. People can cheat the system. Lack of public awareness of the Marine Board and programs/requirements; lack of OSMB response to written concern; Boatoregon was good – current website not as good; non-motorized boats aren't paying fees but want representation; services are not helping little boats (non-motorized); local tax revenue is used as matching funds for facility grants, so all boaters do pay in; commercial/recreation coordination on the water is not consistent, as in Holgate Channel; AIS permit should include other user groups like fishing boot felts, inflatables < 12'; how do kayakers and paddlers know where they fit in with Marine Board. Better communications with groups; not addressing education to retailers of paddlers; need more outreach to paddlers and non motorized.
- Regulatory: The Board does not do the homework or research is bias; rules of the road – rules are vague, which makes them subjective (unsafe boating is not specific enough); Class III rapid law. Standardization of equipment/PFDs need to be more rational and not restrictive for racing (white water).
- Board Members: Marine Board is not representing non-motorized interests. This is institutionalized. Board is associated with motorized interests. Bias towards motorized minority when there are more non-motorized boaters; Marine Board members are not representative of the boating population; not enough representation of urban interests.



- Action Items
 - General: Develop new vision – who does OSMB represent? Consider more board members?; develop more paperless processes and information distribution (fewer brochures, etc. Green the agency); Marine Board should represent recreation and waterways, not just boaters.
 - Facilities: More equitably distribute funds between users; more technical assistance for state and federal permitting of facilities projects; Board needs to meet with more user groups to facilitate volunteer maintenance (Adopt-A-Dock); involve user groups in design of new facilities.
 - Law enforcement: Video monitoring on high use areas, like ODOT cameras; gain authority to regulate sound levels; implement additional enforcement; create more transparency on enforcement; identify congested areas and times for targeted enforcement and patrols.
 - Education: Include retailers, manufacturers and liveries in discussion about education; water trail guides for non-motorized; more localized outreach at high-use boat ramps (info booths with safety/etiquette info, like AIS teams did); more involvement in events set up by retailers, clubs (non-motorized and motorized); volunteer and partner instructor monitoring and auditing. Develop some quality control programs to meet the NASBLA standards; develop launch rules or code-of-ethics during periods of congestion. Do a study on specific areas that would benefit; expand loaner PFD program; review rules regarding non-motorized and motorized rights-of-way. Clarify these rules; improve education, no online boater ed course. In-person only; reporting system for reporting maintenance problems (like pothole hotline) or on website; create a new publication for appropriate watercraft use on different waterways.
 - Regulatory: Administrative rules should be for all boaters; Identify user conflict hotspots. Come up with rules to segregate users (days of week, etc); better connection to commercial vessels. Needs are not consistent with recreational boaters. Rules of the road conflict between the two.
 - Paddler Involvement: Require non-motorized users to take a tailored education course; paddlecraft clubs should be partners with OSMB and incorporate standardized education; more dialogue with non-motorized clubs and outreach. Encourage open dialogue between user groups. More working groups; learn what paddlecraft courses are taught, credentials, etc.; develop rental safety checklist for non-motorized; paddle clubs willing to share lists for education; process to address participation of non-motorized; fee for non-motorized – fairness in fees for all boats and users. Register users vs boats as an example of a way to restructure fees, like NW Forest Pass; implement daily use fee option for non-motorized; Board research on how many paddlers are in Oregon. Know how many boats before instituting a rule. How many boats per person? More education – engage retailers on boating regulations for non-motorized; non-motorized representative on board; Agency needs to do more on safety for non-motorized boaters, such as speed and proximity rules for motorboats near non-motorized; goal of all boaters to use all the waterways.
 - Board Members: Diversify the Board members. Include non-motorized, environmental, electric boats. This would help all boaters; restructure the Board; encourage the Board to consider the interests of all boaters; Agency staff better prepared board for meetings. Board listen to staff recommendations; Board to look at realistic data. Avoid lobbyist influence; provide to Board more data from multiple user groups.



APPENDIX E: Summary of Constituent Workshop

Introduction

On December 16, 2010, the Oregon State Marine Board (OSMB) hosted a work session for representatives of constituent groups to discuss the initial findings and recommendations of the first draft of the OSMB strategic plan. Eleven people attended the meeting, representing a range of perspectives, including members of the motorized and non-motorized boating communities as well as law enforcement and state agencies.

After a review of the process to date, attendees engaged in a general discussion of each of the proposed goals of the draft plan. This was followed by a discussion of potential priorities and refinements for OSMB to consider.

After an introduction by Randy Henry, Operations Policy Analyst with OSMB, the meeting was facilitated by Jim Gladson and Aaron Abrams of BergerABAM. Jim led the discussion, while Aaron assisted with facilitation and recording of the key points. The summary follows

Attendees

- ◆ Sharon Cresalia, Wasabi Paddling Club
- ◆ Lt. Brett Elliott, Multnomah County Sheriff Dept.
- ◆ Allen Field, Watersports Enthusiast
- ◆ Jack Glass, Fishing Guide
- ◆ Bud Hartman, Oregon Bass & Panfish Club
- ◆ Art Israelson, Oregon Steelheaders
- ◆ Bob Judkins, Oregon Pass & Panfish (audience)
- ◆ Ashley Massey, Public Information Officer, OSMB
- ◆ Curt Melcher, Deputy Director, ODFW
- ◆ Bruce Ripley, Oregon Whitewater
- ◆ Doug Walker, Columbia River Yachting Association

Draft Goals and Priorities: What is Generally Acceptable? What Should be Added? Deleted? Changed?

During a general discussion, participants identified and clarified significant issues related to the draft goals and priorities as noted above. By means of graphic recording, a note-taking technique, these ideas were recorded on a large sheet of paper known as a wallgraphic. Participants were then given three dots to place next to those points that best represented their priorities. The results follow, with the numbers indicating the dots each received.

Expand Focus (Four)

The highest priority expressed by participants is that OSMB expand its focus to include users of non-motorized boats more directly and comprehensively. Some expressed concern that the purpose of including users of non-motorized boats would be primarily to receive additional revenue for the agency. There was general agreement that specific services for users of non-motorized boats should be integrated into OSMB activities if fees were required.

Revisit Fee Structure (Three)

The second highest priority is that OSMB revisit its fee structure to ensure it is "equitable." Some participants suggested a tiered structure that targets fees toward specific services.

Use Education to Resolve Conflicts and improve Interactions between Boaters (Two)

According to several participants, a strong program of boater education can be a method to resolve conflicts. Others agreed there is a need for targeted education so that users of non-motorized and motorized boats have safer and more productive interactions that do not devolve into conflict.

Consider Non-Motorized Safety and Enforcement (Two)

Another priority regards the needs of users of non-motorized and motorized boats for enforcement and safety services. Participants favor such services that are targeted to the increasing number of non-motorized boat users using Oregon's waterways.

Prioritize Projects (Two)

Participants discussed several projects that had been built or are still on the future capital projects list. Participants favored a clear, well-defined process to identify, prioritize, and implement projects. They are unclear about the guidelines for choosing projects and recommend that the process be more transparent.

Define Non-Motorized Boats (One)

This issue is what types of non-motorized boats OSMB should regulate. According to some participants, it may not be practical nor effective to include all non-motorized boats in OSMB's purview. This should be clarified as policies are considered.

Consider In-Person Boater Education (One)

Participants discussed different methods of education, including the efficacy of online vs. in-person education.

Increase Marketing and Promotions (One)

This category includes the possible value of additional marketing and promotional efforts on behalf of boating in general and OSMB in particular.

Target Fees (One)

Participants discussed how, if at all, fees should be levied on non-motorized boats. Some agree that any such fees should be allocated directly to targeted education and programs for these users.



Clarify Ownership of Facilities (One)

Participants are not clear about who owns facilities such as docks and boat launches. After learning that OSMB owns no facilities, but provides operations and maintenance funding in some cases, they agreed this arrangement should be explained more explicitly to the boating public.

Goals and Strategies

During the final portion of the meeting, participants reviewed the Goals and Strategies suggested in the draft strategic plan and suggested modifications or additions. Their comments, and where applicable, the number who agreed with each item, follow. In some instances, Randy Henry clarified some of the issues discussed.

Goal 1: Organizational Purpose and Identity

Goal: Assure that the agency work scope includes all recreational boaters in the state.

Expand beyond motorized boater focus (4)

- ◆ Include non-motorized boats
- ◆ Consider fees when integrating non-motorized boats

Consider how to make sure fees are equitable (3)

Users of non-motorized boats need enforcement and safety services too (2)

- ◆ And facilities like launch ramps

Which non-motorized boats are we looking to integrate? (1)

- ◆ Floaters?
- ◆ Kayakers?
- ◆ Are we sure it makes sense to bring in all non-motorized?

Should goals 1 and 2 be nested or combined?

- ◆ 1 and 2 need to be linked
- ◆ Fees need to serve the fee payers

Invasive species fees have worked

- ◆ Have they? Do we have data on this?
- ◆ Is there an accounting of how the invasives fee is being spent?
- ◆ Do non-motorized boats really have an impact on invasive issues?

OSMB already includes non-motorized boats in programs

- ◆ Education
- ◆ Outreach
- ◆ Invasives fees

“You play, you pay”

Goals 2 and 3: Operations and Financing

Goal: Ensure an equitable and sustainable funding base to support all agency operations and programs.

What does “flexible” mean in the strategies?

- ◆ Would local fees be part of a flexible strategy?
- ◆ Local fees are already showing up in some places (additional parking and launch fees)

Develop a more representative board

- ◆ How do we represent geography and user groups?
- ◆ Is there a formal process for deciding the board’s representativeness?
- ◆ Rather than dictate how to make the board more representative, can we ask that representation is “diverse” without trying to define which groups are included?
- ◆ Do we need to expand the board to include more user groups or geographic interests?

Goal 4: Law Enforcement and Safety

Goal: Provide adequate and appropriate law enforcement.

Remove “appropriate” from the goal

Revenue is needed for patrols

How is funding apportioned to the counties?

- ◆ Does it meet needs?

Do we have data on enforcement for motorized and non-motorized boats?

- ◆ Who needs more enforcement services?

Goal 5: Education, Engagement and Outreach

Goal: Provide a variety of opportunities and methods for all boaters to access information and communicate with OSMB.

A strong program of boater education is a method for conflict resolution (1)

There will be a strong need for education of boaters and landowners in light of the 2005 Attorney General’s decision on navigable waters

Is online registration too easy to cheat? (1)

- ◆ The updated online system is much better at preventing cheating than earlier versions of the test
- ◆ Classes may still be the best way to educate boaters

What about a marketing/promotional program? (1)

- ◆ Marketing and promotions should be incorporated into the strategic plan

Onsite education and intercept events may be most effective in reaching users

Has there been progress on boater card compliance?

- ◆ Yes, it is improving



Goal 6: Operations and Maintenance

Goal: Provide and maintain adequate high-quality facilities for all boaters.

The Dalton Point project is on the list for improvements, but is not being implemented (2)

- ◆ How are capital projects being prioritized?
- ◆ What are the guidelines for choosing projects that get built?

There are some issues with commercial use of non-commercial facilities

- ◆ Damage to docks from commercial users

There is a need for improved signage or minor improvements at docks

- ◆ Especially during low water times (signs warning of the dock end)

Partnerships are key for facilities improvements and operations and maintenance issues

Dredging the channel at Rooster Rock would open up a significant facility for greater use

- ◆ The site has ample parking, but the channel is too shallow for wider use

Goal 7: Environment

Goal: Continue to be a leader in protecting the waterways of the state.

Avoid letting the environmental issue take over the entire focus of the agency

- ◆ How much should be dedicated to environmental issues?

What are the legal impediments to inspection?

- ◆ Can't do random stops in Oregon?

Is OSMB the right agency to be identifying and enforcing environmental issues?

- ◆ Where does DEQ fit in?
- ◆ DEQ needs to be involved

Additions

Non-motorized fees should go to targeted education and programs for users of non-motorized boats (1)

Who owns facilities? (1)

- ◆ OSMB owns no facilities, but does provide operations and maintenance funding in some cases

Education is needed to manage interaction with motorized and non-motorized boat users (1)

- ◆ Enforcement also

Strong need for a conflict resolution framework

- ◆ Focused and targeted education
- ◆ Possibly a days of the week approach to use, like the arrangement on the Deschutes

What about public/private partnerships?

- ◆ This should be linked with marketing efforts as well

Would there be administration issues with this?

How do local/state/and federal jurisdictions overlap?

Funding is the key issue

Explore alternate funding solutions

- ◆ Can some funding from launch fees be captured by OSMB?

Speed issues and noise may need a legislative remedy

Drawing in non-motorized users means more enforcement demands

Sanitation is an issue in some locations

- ◆ Facilities and education are needed

Is the boater education requirement a barrier to participation?

Meeting adjourned.



APPENDIX F: Summary of Law Enforcement Meeting

Law Enforcement Meeting Attendees

County Sheriff Departments	Deschutes County: Mike Biondi	Lane County: Dennis Ewing	Polk County: Dean Bender
Benton County: Greg Ridler	Marc Mills Scott Sheldon	Lincoln County: Bob Jozwiak	Umatilla County: Terry Rowan
Clackamas County: Steve Thoroughman	Douglas County: Brian Melvin Peter Wood	Linn County: Kevin Guildford	Washington County: Bob Ray Gil MacGregor
Clatsop County: Paul Williams	Hood River County: Mike Anderson	Malheur County: Anthony Hackman Robert Speelman	Yamhill County: Steve Warden
Columbia County: Russell George Andrew Moyer	Jackson County: Pat Rowland	Marion County: Eric Hlad David Zahn	Oregon State Police Andy Heider Jeff Samuels
Coos County: Will Coleman	Jefferson County: Mark Heckethorn	Multnomah County: Brett Elliott	OSMB Randy Henry, Facilitator
Crook County: James Chapman	Klamath County: Shawn Richards		

Program Needs and Issues

Communication: Describe to us how and what types of communications would best serve your programs?

- ◆ Build communications into the Online LE database
- ◆ One-to-one contacts are best
- ◆ E-mail for day-to-day meetings or events. E-mail for everything is best.
- ◆ If issue is critical, a phone call is necessary. Don't rely on e-mail or LE database.
- ◆ Newsletter: Do this as a monthly update. It could be e-mailed as a PDF and posted on the LE database as an archive. E-mail to all LE. Include following issues:
 - Policy and planning issues (proposed regulations, etc)
 - Training Schedule
 - Lessons Learned
 - Statewide issues
 - Include Waterway Event Permit Listing for upcoming month
 - Hot-sheet: stolen boats, people profile.
 - Summarize OSSA quarterly Marine LE meeting notes for newsletter.

- ◆ LE Reports: Some items on LE reports are of general statewide interest and could be re-distributed via newsletter, or used by OSMB for news release.
- ◆ OSSA Command Council structure could be duplicated for Board/LE officer communications. Contact Paul W. for information on this structure. OSSA should be informed/involved.
- ◆ Marine Board staff should provide a list of what OSMB staff wants from counties in monthly reports. (Request only what we will use, though.)

Services Equipment and Training

- ◆ Equipment- What are priority items for programs
 - EPIRBs for coastal boats
 - Boat Equipment: Adequate equipment for basic operation, including fenders, sounders, rope, etc
 - Breath Testers
 - Buoys
 - PFDs – Inflatables, others
 - Bulk purchasing agreements for items OSMB doesn't supply but that programs need. Ex// rope, etc)
 - PPEs – Dry suits, gloves, survival suits, etc.
 - Baseline maintenance: Big dollar items such as back-up pumps and motors.
 - Night vision
- ◆ Training
 - PWC training
 - Rope Training – tension, swift water rescue, technical
 - Coastal surf training
 - (Send this list out for review, other ideas to come).
- ◆ Services
 - Transfer buoy maintenance to facility managers who have better barges and lifting equipment.
- ◆ Fleet Management
 - Long term fleet plan
 - Long term maintenance schedule
 - Consider boat rotation to extend useful life.
 - Rotation might not be viable, but look at total fleet (site visits) to determine if viable to area.
 - Buy boats for specific areas – coastal, whitewater, etc.
 - Keep manufacturer to specs. (commercial grade components, etc)
 - Clarify who pays maintenance cost on what.

Contracts

- ◆ **Factors to determine base level funding**
 - Boatable acres and use days. Acres may not be useful measurement in bays. Equate boatable acres to boat use days.
 - Seasons of use
 - Establish base funded program to define what the minimum program for a county will be.
 - "Registered Boats" number doesn't work for destination counties like Deschutes.



- Consider historical data and levels of use.
- Equalize program share (matching funds).
- Consider water hazards and complexity of patrols.
- Consider/capture other major costs and total value of program components (such as boat houses, etc).
- Consider and compare all fees, such as PERS, dispatch, administration. Consistency and transparency are important. What should be in the budget?
- Factor in local program needs – unique local issues).
- Flatline budget = declining services.
- Open communications between sheriff designee and program manager BEFORE major changes to contract – and in a reasonable timeframe in the budget period.
- Clarity on performance measures (be flexible).
- Do river hours equal one body or two – clarify?
- Consider percentage of funding (program match).

◆ Performance Measures

- Use statistics (BERS, cites) as base line, but consider what and how county operates. Some sheriffs discourage cites but do lots of warnings and contacts.
- If well-rounded program is goal, what are the specific measurements?
- Recognize problem of “stat harvesting”
- Make sure all stats are appropriately captured and considered (towing, trailering, etc).
- Consider local water and seasonal impacts.
- Look at goals given to county and make sure the data input matches the performance measure.
- Establish state goals and articulate goals to county (recognize if not statistic driven).
- There should be some consistency, but it won’t be equal. Make process transparent of why counties are different.

OSMB – General Strategic Review

◆ Strengths

- Online registration easy to navigate
- Facilities
- Enforcement
- Asking for feedback
- Communications improvement
- Training
- Online Ed
- Website

◆ Weaknesses

- Access to registration data off work hours

- Lack of local knowledge
- Budget (one size fits all)
- Trust between agency and programs
- Communication between local LE programs and facility section projects and meetings
- AIS effectiveness and visibility.
- Not good communication at state level regarding new program implementation
- PFD issue for water toys and rafts. Need legislation to make consistent.
- ODFW side lacks AIS program.
- ◆ Action Items – 1-5 Years
 - Redefine “boat” to include all watercraft for transport
 - Fee for non-motorized
 - Reckless boating – clarify statute and rule.
 - Make BUII consistent with DUII
 - Implied consent
 - Regular review (with advisory committee input) on administrative rules and statutes.
 - Reduce fine schedule to fit violation. Too high.
 - AIS program needs to be looked at where funds are going (LE doing much of the work). Combine vessel checks with AIS checks.



APPENDIX G: Summary of Online Questionnaire

Note: Summary of quantitative results follows. The text of the open-ended responses is available upon request.

Nearly 1,100 people completed the online questionnaire before it was closed in early 2011. The following is a summary of responses as of November 11, 2010, when approximately 550 individuals responded. The additional responses after that date generally follow the results reported below.

Notification of the survey was posted to the media and enclosed in 78,000 registered boat renewal reminders. In addition, 30,000 counter cards were distributed to 700 retail outlets throughout the state as well as numerous emails to Oregon legislators, marine law enforcement service providers, facility managers, non-motorized watercraft interest groups, environmental organizations, watershed councils, invasive species interest groups and general boating organizations. As the respondents are self selected, the results are indicators of their attitudes, issues and interests rather than a scientifically valid sample.

Demographically, the survey drew slightly more motorized than non-motorized boaters: 39% to 32%; with about 6% also involved in fishing clubs; 3% in environmental organizations; 3% guides or outfitters; and 4% law enforcement providers. The survey tool allowed filtering by response; thus, responses from those who marked "motorized boat owner" or "non-motorized boat owner" were sorted and quantified. A summary of responses follows.

Q2: The Oregon State Marine Board is Oregon's recreational boating agency, dedicated to safety, education and access in an enhanced environment. Do you believe the Marine Board is fulfilling its mission?

About 65% of all respondents believe "cautiously" or "definitely" that the Board is fulfilling its mission. About 15% are doubtful, while about 20% say they do not know.

Motorized are much more likely than non-motorized boaters (31% - 15%) to say the Marine Board is definitely fulfilling its mission. Eighty-six percent of law enforcement respondents answered "definitely" or "cautiously" yes, while 23% marked "definitely."

Q3: Strengths: Boat registration and titling service rank #1 for all. Facilities development ranks #2; boating safety #3; and boating information services #4.

Q4: Weaknesses: Boating regulation enforcement is the major weakness for both motorized and non-motorized. Facilities development is the #2 weakness for motorized, even though it also is #2 for strengths. User conflict ranks #2 for non-motorized and #3 for motorized. Environmental education ranks #3 for weakness by non-motorized and #5 for motorized. Facility maintenance is the fourth concern for motorized, while for non-motorized, this ranks higher.

Q5: Pressing issues: Top issues for motorized boaters are 1) adequate access to water; 2) funding for facilities development and maintenance; and 3) preventing spread of invasive species. For non-motorized, they are 1) preventing spread of invasive species and ensuring places for specific boating activities; and 2) adequate access to water. AIS ranks very high with both segments.

Least pressing issues for motorized and non-motorized boaters are the same: life jacket use, improving boating safety and addressing user conflict. Motorized boaters rank "reducing pollution" as the second least pressing issue.

Q6: Other pressing issues: Of the nine responses, three favor less oversight by the Marine Board.

Q7: Future funding challenges: The number one way motorized boaters prefer to address funding challenges (37%) is to reduce expenses related to non-registered boats. Twenty percent recommend a fee increase, with 10% recommending reducing law enforcement and programs to protect the environment. Non-motorized boaters (33%) recommend increasing registration fees, with 25% suggesting reducing services to non-registered boats. Reducing facilities development and maintenance and marine law enforcement rank third at 12% each.

Q8: Other funding challenges: Of the 65 responses, the majority focus on charging non-registered boats or cutting programs. Additional suggestions include increasing ramp fees and citations; reducing regulations; and gaining additional funds from the state lottery or general fund.

Q9: In regards to fees for non-motorized boats, 61% of motorized boaters checked "definitely yes," with 14% cautiously supportive. Of non-motorized boaters, 27% support a fee while 23% cautiously support; the rest are opposed.

Q10: Boating trends: In answer to this open-ended question asking respondents to note any boating related trends, activities or issues, these four received the highest levels of attention: sharp increases in the number of non-motorized boats; user conflicts; increased wakeboarding; and over-regulation. More non-motorized than motorized users want protected waters. There are many complaints about excessively loud stereos.

Q11: Solutions to boating trends: The greatest number of responses favor more visible law enforcement; stricter enforcement of existing laws; and more aggressive education and outreach. Many respondents want more restrictions on certain powerboat operations; additional slow-no-wake zones; noise limits; tighter restrictions on wakes; and more restrictions on personal watercraft.

A related high level of concern is about perceived over-regulation and the implementation of slow-no-wake zones for the benefit of manually powered boats. There are many suggestions to charge fees for non-motorized use or find other financial means to improve enforcement. Further down the list, respondents want improved access in the form of new launches and waterway access points, or gates to be opened at existing access points. A number of people also favor more participation of non-motorized boaters on the Marine Board.



Q12: This question entails a checklist of environmental concerns. The top two responses among motorized and non-motorized boaters are aquatic invasive species, followed by pollution from garbage thrown overboard. Motorized boaters consider toxic algae blooms a major concern, while non-motorized boaters rate pollution from noise, fuel, oil leaks and carbureted 2-stroke engines very high.

Q13: Only eight answers were received to the query about other environmental questions.

Q14: This open ended question asks respondents to list one action to make boating more environmentally friendly. Of the 286 responses, the most mentioned action is related to aquatic invasive species prevention efforts associated with boat inspections or wash stations; 75 specific comments favor border or ramp boat inspections or accessible boat wash stations. The second highest ranking action is some process to reduce pollution from carbureted two-stroke outboard motors – 35 people recommend either wholesale prohibition, buy-back programs, phase-out or targeted education.

Next on the list is either encouragement of low emission, electric or non-motorized boating or restrictions on motorboat use. Education to address environmental issues, wake reduction rules, noise limits, and efforts to prevent garbage from going in the waterways follow.

About the same number of individuals believe there are no boating-related environmental impacts and efforts to reduce them are restrictive and outside OSMB purview.



APPENDIX H: Summary of Staff Strategic Planning Session

Strengths of OSMB

- ◆ **Customer Service:** Personalized; timely responses to requests; real person answers the phone; small, less bureaucracy; knowledgeable staff; accountable; passionate and caring; “on the ground” in the field; focused, dedicated agency; high customer satisfaction rating; flexible on-line renewals and guide registration; keeping things affordable for boaters (free mandatory ed classes).
- ◆ **Communications:** Good publications/education materials; good website, navigation and content; diversity in outreach (social media and more); website, increased social media; more outreach to public than ever – boat show, etc; informing and providing tools regarding environmental issues; getting public feedback and outreach – asking boaters what we can do better.
- ◆ **Staff:** Open door, accessible staff and director; staff training opportunities; drive to improve; full-time, dedicated staff to environmental issues; proactively working to increase registration; experienced-long-term expertise; willingness to change and improve; focused programs that are built over time and effective; low employee turnover.
- ◆ **Agency:** Cooperative partnerships; good relationships with partners, including counties and state agencies; boating-represented board; law enforcement program improving; respected by public and stakeholders; AIS program; nicest boating facilities in the nation; mandatory boater education; self-funded; location is convenient for customers.

Weaknesses of OSMB

- ◆ **Agency-Internal:**
 - **Image:** Name, mission statement and logo too program focused, not representative of all boating; lack of distinction between “Board” and agency.
 - **Communications:** Lack of communications between programs; AIS, registration, etc.; low response rate on boater surveys (better understanding of triennial survey process and results; rumor mill is too active; lack of respect for space, noise.
 - **Fiscal:** Current fee structure; not prepared to deal with declining revenue; need better stewardship of expenditures of funds; audit findings – need to improve; funding sources are decreasing while costs are rising; poor fiscal accountability.
 - **Infrastructure:** Use of emerging technologies; the building – old, no storage, vermin, emergency lights not working – affects employee health and morale.
 - **Organization:** Organizational structures not logical; Inconsistencies between managers; some positions too departmentalized; lack of relationship between programs (program isolation); don’t always follow through on policy implementation; not enough concern for employee safety when moving furniture, cubicles or painting; spring time registration delay and backlog decal distribution – impacts boater and law enforcement. too much down time for certain staff; policies, procedures, IT behind the times; data systems not integrated (registration, boating cards, AIS permits).
- ◆ **Agency-External:**
 - **Image:** Lack of awareness of agency among general public and casual boaters; public image not open or transparent; process of addressing user conflict; reactionary, not proactive on conflict,

emerging issues and problems; perceived resistance to change – facilities dock design for non-motorized as example.

- **Communications:** Webpage – searchability, usability, interface; lack of paddling information; interaction with public is not “fun,” i.e. conflict, regulation, enforcement.
- **Organization:** Improve accountability with law enforcement contracts; aging fleet of law enforcement boats reduces marine patrol effectiveness.
- ◆ **Board:** Board members not aware or involved; not trained as board member, not knowledgeable; Board meetings – not scheduled far enough in advance, not frequent enough to serve staff needs; not enough direction from the Board – need better communication between staff and board.
- ◆ **Guides:** OARs for guide program don’t have enough teeth; guide program funding mechanism.
- ◆ **Non-motorized:** Image problems with paddlers; “denial” about non-motorized as boaters; poor attitudes toward paddlers (negative attitude); non-motorized outreach; not all boaters are paying into the system; lack of (mandatory) education for non-motorized.
- ◆ **Regulations:** Rules and laws out of date, lack clarity; inconsistent application of boating penalties (educate judiciary).

Action Items

- ◆ **Board:** Board member orientation and training should include meeting staff and understanding duties and functions; involve Board in review agency structure (programs); board members need training on their responsibilities; formalize an action planning process based on the results of the triennial survey.
- ◆ **Communications:** Increase use of social media; create robust reporting system for waterway access, hazards, conflicts and problems; speakers bureau: outreach to groups, participate in community events; promote agency in other magazines and publications; reach out to non-boaters – e.g. Cal Boating & Waterways; localized outreach engaging local regions, localizing campaigns; make website one-stop shopping for information; coordinate a single, consistent voice on waterway safety and PFD use; message should be consistent.
- ◆ **External:** Establish diverse advisory group to address user conflict, fee structure, educating paddlers, mission statement; protect agency independence, autonomy; become agency for ALL boaters without losing strengths.
- ◆ **Infrastructure:** Look at other buildings for office space; reconsider building layout; repair or replace defective components in building.
- ◆ **IT:** Develop a long-range IT plan; create an online registration system for agents; develop plan to integrate internal data systems.
- ◆ **Internal:** Develop a sustainability plan; advisory committee of internal and external stakeholders to oversee expenditures of funds and process; open education grants to schools and other public entities; annual review of strategic plan; engage marinas as partners.
- ◆ **Law Enforcement Program:** Revise law enforcement contracts, understand county process necessary to get/use our dollars; convert law enforcement contracts into grant-format by next biennium; improve accountability.



- ◆ **Long Term:** Regional offices; in-house law enforcement (make MB a law enforcement agency); single scannable outdoor recreation card for mandatory ed, fishing and hunting licenses, sno-park, etc.
- ◆ **Non-motorized:** Advisory committee of internal and external stakeholders to involve non-motorized boaters; consider sticker but no title; prepare programs and services; expand mission to include other waterway recreation users; engage in water trail projects.
 - **Organization:** Reevaluate employee job descriptions to strengthen agency position – part of agency reorganization, reconsideration of programs, etc.
- ◆ **Policy/Planning:** Systematically review OARs; establish no-discharge zones; manage all surveys better: tri survey, fuel survey, customer survey, AIS survey, etc.
- ◆ **Revenue:** New “boating” specialty license plate like salmon plate to raise revenues; establish a revolving loan program from marinas; acquire new funding sources (grants, etc); study funding trends; have a “rainy day” fund.
- **Staff/HR:** Implement and update policies: uniform application by managers; develop and distribute employee handbook; new employee orientation; staff cross-training, job shadowing, field work; continue “all-staff” meetings, agency picnic, morale, incentives; continue employee involvement via strategic plan reviews and all-staff meetings; employee team building opportunities; develop informal mediation process between staff having disputes; review positions and work load: managers, sharing staff; develop methods and techniques to deal with noise, distractions; review state policies regarding risk, safety, liability; safety committee needs to be proactive; give direction for involvement of non-motorized boaters.



APPENDIX I: Outreach Materials

Frequently Asked Questions

Radio Media Release

Law Enforcement Partners Survey Invitation Letter

Help us chart our future... Flyer

Survey Form

Oregon State Marine Board's Strategic Planning Webpages



FAQ'S

Oregon State Marine Board 2010 Strategic Plan



Help Chart Your Boating Future

What is a strategic plan?

- A strategic plan is a process to make decisions and determine actions that shape and guide an organization. Since we are the state's recreational boating agency, the ultimate goal is to serve Oregon's boaters in the best way possible. The decisions and actions are based on a broad understanding of our customers and constituencies. Coupled with an objective view of our strengths and weaknesses, a strategic plan will help us best understand where the agency is now, where it wants to be, and how it will get there.

Why a strategic plan now?

- We're over-due. Boating has changed dramatically in the last 15 years. While boat registrations have generally declined, certain types of motorized boat use have increased significantly. We face environmental issues today that weren't understood 15 years ago. Interest in paddling and rowing sports has increased substantially. The best way to weave these changing needs together and develop a plan to manage them is through a process that provides direct contact with the broader boating public and the partners who provide services to them.

How will my comments be used?

- This process will give us a more global perspective on what boaters want from the Oregon State Marine Board. Your comments will be reviewed, categorized and carefully considered. Your viewpoint may represent a larger group of people we haven't considered, or you may raise issues, concerns, solutions or suggestions we haven't heard before.

Is this a back-door way to raise fees?

- No. This is a way to determine what Oregon's broad array of boaters expect from the Marine Board. We will, as all organizations with a budget must do, weigh these expectations against existing resources as we develop the priority goals for the coming years.

Why is the Board inviting non-motorized boaters to participate when they don't pay registration fees?

- Historically, non-motorized boating occurred on the fringes with little need for oversight or management. However, the number of non-motorized boats has increased significantly and users now seek assistance from law enforcement and often seek regulation benefiting their operation. They simply cannot be left out of the discussion.

Will this really result in any significant change?

- Boaters increasingly want "greener" boating facilities such as wash stations to prevent invasive species infestations. Some want areas free of wakes where they can fish or paddle in peace. Others want areas where they can wakeboard without restriction. This is a proactive effort to understand the landscape and implement change that best serves boaters.

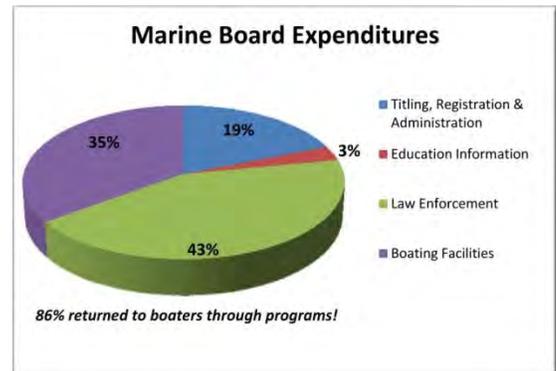
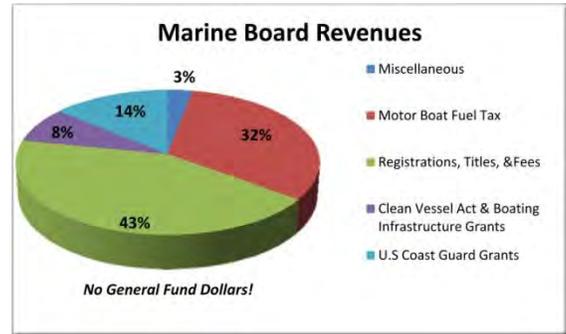


Marine Board Facts & Figures

The Oregon State Marine Board is Oregon's recreational boating agency. By registering and titling motorboats and sailboats 12' and longer, the agency is able to fund marine law enforcement, boating access development and programs across the state designed to keep boating safe, enjoyable and environmentally friendly.

The Oregon State Marine Board is funded by registration and titling fees, and receives state motorboat fuel tax revenue and federal Clean Vessel Act, Boating Infrastructure Grants and U.S. Coast Guard Boating Safety grants to provide services to Oregon's boaters. The total budget for the 2009-11 biennium was approximately \$34 million. The Marine Board is entirely self-supported - it receives no general fund dollars. Eighty-six percent of every dollar is returned to boaters in the form of agency programs:

- **Boat Registration Program** - Motorboats and sailboats 12' and longer are registered and titled through the Board. This program also registers outfitters and guides and licenses ocean charter boats.
- **Boating Facilities Program** - The board also provides grants and engineering services to local governments (cities, counties, park districts, port districts) to develop and maintain accessible boating facilities and protect water quality. Projects include restrooms, boat launches, docks and boarding floats, parking and lighting.
- **Law enforcement** - The board establishes boating regulations and contracts with county sheriffs and the Oregon State Police to patrol Oregon's waterways. The board provides technical training to marine patrol officers and supplies their equipment. Marine patrol services include search and rescue, enforcement of boating laws, navigation hazard mitigation and waterway markers.
- **Education/Environmental programs** - The board actively promotes safe and environmentally friendly boating through several programs: Mandatory Boater Education requires powerboat operators to complete a boating safety course; The Aquatic Invasive Species Prevention program works to prevent invasive species infestations; The Clean Marina program promotes best practices for Oregon Marinas; Other programs educate about life jackets, boating under the influence and more. Safety and access information is provided via publications and the web at www.boatoregon.com.



Key Facts

- ✓ The governing board consists of five members, appointed by the governor and confirmed by the senate. Terms are two-years each and each member may serve up to two consecutive terms.
- ✓ Registered boats peaked in 1998 at nearly 200,000. Currently there are 180,000 motorboats and sailboats 12' and longer registered through the board. The number of non-motorized boats is roughly estimated at 500,000, though this includes small inflatables on up to canoes, driftboats and whitewater rafts.
- ✓ The average registered boat owner is 57 years old, male, and typically owns a boat 17' long.
- ✓ 31% of registered boats are typically not used during the course of a year.
- ✓ 63% of Oregon's registered boats are used primarily for fishing.
- ✓ Boaters operate their boat an average of 24.6 days per year.
- ✓ There has been an average of 14 boating-related fatalities per year over the last five years. Fatalities involving non-motorized boats surpassed motorized fatalities for the first time in 2006, and again in 2008 and 2010.

Radio Media Release

Marine Board Strategic Plan Coming to Corvallis

The Oregon State Marine Board is coming to Corvallis to learn what boaters want from the agency in the future. It's part of a strategic planning process designed to gather wide-ranging views from people who run small white-water kayaks to fishing boats to large-scale cruisers. The process will help the Marine Board set priorities and goals for the coming five years.

Meetings in the form of workshops are scheduled for November in Corvallis, Medford, Portland, Bend and LaGrande. The Corvallis meeting is 7-9 p.m. on Nov. 8 at the Benton County Training Center, 360 SW Avery Street, Corvallis.

There's also plenty of opportunity to put your two-cents in via internet if you can't make a public workshop. An online survey, blog and other pages are available at www.boatoregon.com to help you inform the agency as they work through this process.

Additional meeting dates are located below. All meetings are 7-9 p.m.

DATE LOCATION

November 8, 2010 Corvallis
Benton County Training Center
360 SW Avery Street
Corvallis, OR 97331

November 9, 2010 Bend
Parks and Recreation Senior Center
1600 SE Reed Market Rd.
Bend, OR 97702

November 15, 2010 Medford
Jackson County Training Center
7520 Table Rock Rd.
Central Point, OR

November 16, 2010 Portland
Doubletree Inn
1000 NE Multnomah Ave.
Portland, OR

November 22, 2010 LaGrande
Forestry and Range Sciences Laboratory
1401 Gekeler Lane
LaGrande, OR 97850

Dear Law Enforcement Partners

The Oregon State Marine Board is developing our 2011 Strategic Plan. Help us chart the future of *your* recreational boating agency.

This process is designed to engage all types of waterway users: motorboat operators, paddlers, marine law enforcement, facility providers, and the general boating public. We want to create a meaningful dialog...get an on-the-ground perspective of what you see on the water and how the Marine Board can better serve boaters and do more with our partners in the future.

- Is the Marine Board meeting your needs?
- What are your thoughts about how the Marine Board functions?
- What are our strengths and our weaknesses?
- What do you see for the future of boating in Oregon, and how should the Marine Board meet those challenges?

There are several ways for you to participate. One is through our online survey, the other is via our regional strategic planning workshops.

Please take 5-10 minutes to complete a 12-question online survey. Your responses will be reviewed and summarized by an independent contractor who is helping develop the plan. A link to the survey is on our website at www.boatoregon.com, or go directly to: <http://library.state.or.us/services/surveys/survey.php?sid=837>

The regional workshops are scheduled from 7-9 p.m. at each of the locations below.

- Monday, Nov. 8, Corvallis, Benton County Day Room, 360 SW Avery
- Tuesday, Nov. 9, Bend Senior Center, 1600 Reed Market Road
- Monday, Nov. 15, Medford, Jackson County Meeting Room, 7520 Table Rock Road, Central Point
- Tuesday, Nov. 16, Portland, Doubletree Hotel, 1000 NE Multnomah St.,
- Monday, Nov. 22, LaGrande, USFS Lab, 1401 Gekeler Lane

Your perspective is unique and valuable, and we appreciate your involvement. Thank you for helping us chart the future for the next half-century. If you have questions, please contact me at (503) 378-2611.

Randy Henry
Operations Policy Analyst
Oregon State Marine Board

Help us chart our future...

*...the next half-
century of the
Oregon State
Marine Board*

Est. 1959



www.boatoregon.com



Boating in Oregon - The Next 50 Years



Recreational boating has changed a lot in the last 50 years. Come help us plan for the next 50 years. You can participate in our statewide strategic planning process via online survey at www.boatoregon.com, or attend a public meeting in: Corvallis, Nov. 8; Bend, Nov. 9; Medford, Nov. 15; Portland, Nov. 16; LaGrande, Nov. 22.

All meetings are 7-9 p.m. Check the web or call for location information or to receive a printed survey form.

***Location and survey information available at
(503) 378-2640, or www.boatoregon.com***

Oregon State Marine Board - Strategic Plan Survey Form



Instructions: Please complete this survey and mail to the address at the bottom of this page.

The **Oregon State Marine Board** is developing a 5 year strategic plan to help lead the agency forward. This survey is an important gauge of public interest and concerns. Please answer the following questions. Visit www.boatoregon.com for additional ways to be involved in this planning effort.

1. What is your relationship to, or involvement with, the Oregon State Marine Board?

Select all that apply

- | | |
|---|---|
| <input type="checkbox"/> Motorized boat owner | <input type="checkbox"/> Dealer |
| <input type="checkbox"/> Non-motorized boat owner | <input type="checkbox"/> Law enforcement provider |
| <input type="checkbox"/> Fishing club or organization | <input type="checkbox"/> State agency official |
| <input type="checkbox"/> Environmental group | <input type="checkbox"/> Federal agency official |
| <input type="checkbox"/> Guide or outfitter | <input type="checkbox"/> Elected public official |
| <input type="checkbox"/> Manufacturer | <input type="checkbox"/> Other |

2. The Oregon State Marine Board is Oregon's recreational boating agency, dedicated to safety, education and access in an enhanced environment.

Do you believe the Marine Board is fulfilling its mission? *Select one*

- | | | |
|---|---------------------------------------|---|
| <input type="checkbox"/> Definitely Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> Definitely Not |
| <input type="checkbox"/> Cautiously Yes | <input type="checkbox"/> Probably Not | |

3. In your opinion, what are the Oregon State Marine Board's strengths? What does it do well? *Select All That Apply*

- | | |
|---|--|
| <input type="checkbox"/> Facilities development (ramps, restrooms & floats) | <input type="checkbox"/> Environmental (clean boating) education |
| <input type="checkbox"/> Boating regulation enforcement (no wake, alcohol, etc) | <input type="checkbox"/> User conflict mediation |
| <input type="checkbox"/> Boat registration and titling services | <input type="checkbox"/> Facility maintenance |
| <input type="checkbox"/> Boating safety education | <input type="checkbox"/> Customer Service |
| | <input type="checkbox"/> Boating information |

4. What are the Marine Board's weaknesses? What should it work to improve? *Select All That Apply*

- | | |
|---|--|
| <input type="checkbox"/> Facilities development (ramps, restrooms & floats) | <input type="checkbox"/> Environmental (clean boating) education |
| <input type="checkbox"/> Boating regulation enforcement (no wake, alcohol, etc) | <input type="checkbox"/> User conflict mediation |
| <input type="checkbox"/> Boat registration and titling services | <input type="checkbox"/> Facility maintenance |
| <input type="checkbox"/> Boating safety education | <input type="checkbox"/> Customer Service |
| | <input type="checkbox"/> Boating information |

5. What are the most pressing issues facing the Marine Board? *Select all that apply*

- | | |
|---|---|
| <input type="checkbox"/> Improving boating safety. | <input type="checkbox"/> Ensuring places for specific boating activities (wakeboarding, canoeing) |
| <input type="checkbox"/> Adequate access to the water. | <input type="checkbox"/> Funding for facilities development and maintenance. |
| <input type="checkbox"/> Addressing user conflict (boater to boater). | <input type="checkbox"/> Funding for marine law enforcement. |
| <input type="checkbox"/> Getting more people to wear life jackets. | <input type="checkbox"/> Other |
| <input type="checkbox"/> Reducing drinking and boating. | |
| <input type="checkbox"/> Reducing pollution. | |
| <input type="checkbox"/> Preventing spread of invasive species. | |

Oregon State Marine Board - Strategic Plan Survey Form

6. If you selected "Other", please summarize your other pressing issue below...

7. OSMB is entirely funded by boat registration fees and motorboat fuel taxes. These fees fund marine law enforcement, facilities development and safety and environmental education efforts. The agency receives no general fund tax dollars. The number of registered boats is declining, from 198,000 in 1999 to 180,000 currently. How can the Marine Board best deal with current and future funding challenges? *Select one.*

- | | |
|--|---|
| <input type="checkbox"/> Reduce development and maintenance of boating facilities. | <input type="checkbox"/> Reduce expenses related to non-registered boats. |
| <input type="checkbox"/> Reduce funds for marine law enforcement. | <input type="checkbox"/> Increase registration fees. |
| <input type="checkbox"/> Reduce programs to improve boating safety. | <input type="checkbox"/> Other |
| <input type="checkbox"/> Reduce programs to protect the environment. | |

8. If you answered "Other", please note your suggestion to address current and future funding challenges.

9. With the number of motor boats declining and the number of non-motorized boats increasing, marine law enforcement is increasingly called to serve non-motorized boat operators. In addition, non-motorized operators increasingly call for restrictions on motorized boats to address safety and environmental concerns and provide protected places to operate. Given this trend, some people think non-motorized boaters should help fund the Marine Board. Do you agree?

- | | | | | |
|---|---|--------------------------------|---------------------------------------|---|
| <input type="checkbox"/> Definitely Yes | <input type="checkbox"/> Cautiously Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> Probably Not | <input type="checkbox"/> Definitely Not |
|---|---|--------------------------------|---------------------------------------|---|

10. Is there a boating-related trend, activity or issue that you believe the Marine Board should know about?

11. How should the Marine Board respond to the change you described?

12. Select from the list your key (if any) boating-related environmental concerns?

Select all that apply

- | | |
|---|--|
| <input type="checkbox"/> Pollution from human waste going overboard. | <input type="checkbox"/> Toxic algae blooms (health risk, waterway restrictions) |
| <input type="checkbox"/> Pollution from garbage going overboard. | <input type="checkbox"/> Noise pollution or disturbance |
| <input type="checkbox"/> Pollution from carbureted two-stroke marine engines. | <input type="checkbox"/> Aquatic invasive species (Eurasian watermilfoil, zebra mussels, etc) |
| <input type="checkbox"/> Pollution from fuel / oil leaks. | <input type="checkbox"/> Backflushing engines in freshwater lake or river after use in salt water. |
| <input type="checkbox"/> Pollution from gray-water going overboard. | <input type="checkbox"/> Chemical releases from boat cleaning products |
| <input type="checkbox"/> Shoreline erosion / turbidity from boat wakes. | |
| <input type="checkbox"/> Wildlife disturbance or harassment. | |

Oregon State Marine Board - Strategic Plan Survey Form

Improper disposal of fish parts after cleaning fish.

Other

13. If you selected "Other", please describe your key environmental concern below.

14. One of the Marine Board's goals is to promote environmentally sustainable boating practices. For example, we encourage people to use low-emission engines and "clean, drain and dry" their boat between uses to prevent invasive species infestations. Please list one action you believe the Marine Board should consider to make boating more environmentally friendly.

15. Thank you for taking time to complete this survey. Please provide any final comments or suggestions below that you would like us to consider.

Thank you for taking this survey. Your answers will be combined with other survey results and will help guide us to understand your concerns and determine appropriate priority actions in the future.



Marine Board's Strategic Planning

[Help Chart Your Boating Future](#)

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[Strategic Planning Process](#)

Help Chart Your Boating Future

About the Marine Board

The Oregon State Marine Board serves Oregon boaters and the Marine Board by prudently using boaters' fees to create excellent quality boating access, to implement effective safety and environmental education and to provide highly trained marine law enforcement. We strive to provide excellent service to all our customers. We seek a strong public presence in all decision making. We aggressively leverage funds to stretch boater dollars to efficiently create the nation's best boating infrastructure. We partner broadly with state and local governments, providing economic benefits in urban and rural communities statewide. We work to maintain our position as a national leader in all these areas so we can best serve Oregon's recreational boaters.



The Oregon State Marine Board is funded by registration and titling fees, and receives motorboat fuel tax revenue, Clean Vessel Act and Boating Infrastructure Grants and U.S. Coast Guard Boating Safety grants to provide services to Oregon's boaters. The Marine Board is self-supporting and does not rely on general fund dollars. Eighty-six percent of every dollar is returned to boaters in the form of agency programs:



- **Boat registration and titling**
- **Boating access** (restrooms, boat launches, docks and boarding floats, parking and lighting);
- **Law enforcement** (marine patrol services for search and rescue and marine enforcement of boating laws, navigation hazard mitigation and waterway markers), and;
- **Education/Environmental programs** (mandatory education, clean marina, clean boater, aquatic invasive species prevention, and public awareness campaigns for boating under the influence of intoxicants and importance of wearing a life jacket).

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Frequently Asked Questions

What is a strategic plan?

A strategic plan can be defined as a thorough and careful process to make decisions and determine actions that shape and guide an organization. Since we are the state's recreational boating agency, **the ultimate goal is to serve Oregon's boaters in the best way possible.** The decisions and actions are based on a broad understanding of our customers and constituencies. We must couple this understanding with an objective view of our strengths and weaknesses. Through this process of public input, mediated discussions and Board decisions, **a strategic plan will help us best understand where the agency is now, where it wants to be, and how it will get there.**



Why a strategic plan now?

It is important for any agency, business or organization to review its mission and priorities on a regular basis. We're over-due. Boating has changed dramatically in the last 15 years. While boat registrations have generally declined, certain types of motorized boat use have increased significantly. We face environmental issues today that weren't understood 15 years ago. Interest in paddling and rowing sports has increased substantially. The best way to weave these changing needs together and develop a plan to manage them is through a process that provides direct contact with the broader boating public and the partners who provide services to them.

How will my comments be used?

When we have a meeting to discuss a proposed rule, we often only hear from the local interest groups. This process will give a more global perspective on what boaters want from the Oregon State Marine Board. Your comments will be reviewed, categorized and carefully considered. Your viewpoint may represent a larger group of people we haven't considered, or you may raise issues, concerns, solutions or suggestions we haven't heard before.

Is this a back-door way to raise fees?

No. This is a front-door way to determine what Oregon's broad array of boaters expect from the Marine Board. We will, as all organizations with a budget must do, weigh these expectations against existing resources as we develop the priority goals for the coming years.



Why is the Board inviting non-motorized boaters to participate when they don't pay registration fees?

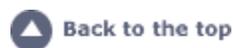
Nonmotorized boaters are, first and foremost, boaters. The Marine Board has statutory authority to enact rules that can govern non-motorized boating. Historically, non-motorized boating has occurred most frequently on rural waterways with little need for oversight or management. However, the number of non-motorized boats has increased significantly and users now seek assistance from law enforcement and often seek regulation benefiting their operation. They cannot and should not be ignored, and deserve an equal opportunity to participate in the discussion.

Will this really result in any significant change?

We'll let the process determine the need for, and scope of, change. However, change is occurring whether we want it to or not. Boaters increasingly want "greener" boating facilities such as wash stations to prevent invasive species infestations. Some want areas free of wakes where they can fish or paddle in peace. Others want areas where they can wakeboard without restriction. Others dislike certain agency directions and push for change statutorily. This is a proactive effort to understand the landscape and implement change that best serves boaters.



[Here are more answers to more questions that are coming in!](#)



Welcoming Change...

...and Honoring our Agency's History

Current growth trends for non-motorized boats compared to stagnant or declining numbers of motorized boats has resulted in an inability of funding for law enforcement and facilities to keep pace with boater needs. Multi-use access points are overcrowded, local parks cannot keep up with maintenance and law enforcement resources are being taxed to deal with boating safety issues and boater conflict.

The Marine Board has been given the authority and responsibility to manage boating within the state, including multi-chambered rafts, canoes, kayaks, drift boats and other non-motorized craft. However, unless propelled by machinery, these boats are not required to be registered. This is creating a situation in which boating use is increasing, but the money available to support boating is decreasing. This trend negatively impacts all boaters.

So how does the Marine Board plan for the future? This is where your input is valued. We're Oregon's recreational boating agency...your boating agency. How should we conduct operations in the future? You get to decide.



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Strategic Planning Process



Everyone's input will be used to lay the foundation of the Marine Board strategic plan during the month of November and how the agency does business over the next half-century. Cogan-Owens-Cogan, a strategic planning contractor, will compile all of the input from the public workshops and online survey to develop a comprehensive, short and long term evolving strategic plan for the Marine Board. The preliminary plan will be presented to the Board at their quarterly meeting, [January 13, 2011](#).

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