



2011-2016 Strategic Plan Accomplishments



Oregon State Marine Board

www.boatoregon.com

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Executive Summary

In 2010, the Marine Board, through public involvement, proposed various agency goals and outlined them within a Strategic Plan 2011-2016. This report examines and discusses the agency's strategic plan accomplishments of the past six years.



The Strategic Plan 2011-2016 goals were developed through public meetings and survey results attained from Marine Board customers, partners, stakeholders and agency staff. The value of the boater engagement during the course of completing the plan and implementing the projects went far beyond the completion of specific tasks. The suggestions and concepts proposed by boaters provided an opportunity to look beyond agency operations and advance the way the Marine Board functions as a business, regulatory agency, and as a steward of Oregon's waterways.

Quantitatively speaking, the strategic plan identified seven strategies and 52 associated goals. Through the implementation process, the agency narrowed the submissions to seven specific projects that incorporated parts of or all of the proposed strategies and goals. Other goals were found either to not be strategic in nature, already part of ongoing agency operations and improvements, or were not addressed in a significant way during the implementation.

To undertake and assess a project goal, the agency formed working teams comprised of customers, partners, stakeholders and agency staff. This report illustrates the project results which some teams were able to finalize, i.e. Rule Review, Web User Group, Mission and Vision, and Law Enforcement.

Other teams, due to the nature and complexity of their goal, i.e. Non-Motorized and Administering Change, remain in process.

Major accomplished project goals by teams, include:

- A new agency logo, mission, vision and values statements (Mission and Vision);
- A process to review statewide rules for consistency and eliminate rule redundancy (Rule Review);
- A Web based storefront (RegLine) which allows customers more control over their data and streamlines agency services (Web User Group); and
- The formation of a Law Enforcement Advisory Group (LEAG) and the establishment of objective funding criteria.

Additionally, the implementation of the strategic plan process presented the agency an opportunity to expand its utilization of external committees. These committees were coined “Boat Oregon Advisory Teams” – BOATs. Their membership is comprised of boaters who represent specific boating uses. The BOATs teams are critical for gathering information and vetting ideas while addressing varying recreational boating issues.

In 2015, the BOATs teams evaluated and proposed new initiatives and goals for the agency to explore. These initiatives, some strategic in nature, will act as stepping stones in developing the next iteration of the Strategic Plan 2017-2022.

Background

In 2010, the Marine Board embarked on a strategic planning process to establish a framework for the agency’s direction over the next six years. The Strategic Plan 2011-2016 was developed through extensive outreach to customers, stake-holders, staff and partners.

The outreach began with a simple question: ***How can OSMB build upon its past accomplishments while responding to current and future changes in recreational boating and emerging environmental issues?***

After four public meetings, online and mailed questionnaires, interviews with stakeholders, two staff work sessions, and one workshop involving both boating constituencies and law enforcement partners, a Strategic Plan 2011-2016 was drafted and approved by the five-member Marine Board.

The Strategic Plan 2011-2016 identified seven focus areas with a specific goal and multiple strategies:

Education, Engagement and Outreach: Be the primary source of boating information and issues in the state.

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

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

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

Law Enforcement and Safety: Provide adequate and appropriate law enforcement.

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

Organizational Purpose and Identity: Assure the agency’s work scope includes all recreational boaters in the state.

At the January 13, 2011 Board Meeting, the Board adopted four primary focus areas:

Education, Engagement and Outreach: Be the primary source of boating information and issues in the state.

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

Law Enforcement and Safety: Provide adequate and appropriate law enforcement.

Organizational Purpose and Identity: Assure the agency's work scope includes all recreational boaters in the state.

The remaining three focus areas were not identified as strategic priorities for the purpose of establishing Action Planning Teams (APTs):

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

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

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

However, many components of these non- strategic priority areas were integrated into the Strategic Plan 2011-2016 during implementation.

To assess the goals of the identified four primary focus areas, the agency organized APTs composed of agency staff. The teams were tasked with establishing an outline for addressing each of the goals.

Within each framework, strategies, actions, time frames and responsibilities were identified and presented to the agency management Action Planning Leadership Team (APLT), for approval. The APLT identified commonalities in strategies and actions from each of the goal areas and established formal projects to carry out the work identified by the APLTs.

Agency staff submitted written requests to serve as project managers. Project managers were selected and trained in formal project management techniques and processes. Each project was overseen by a project sponsor. Board members volunteered as project champions to help guide and encourage the process.

The following projects were established:

Mission and Vision

Rule Review

Web User Group

Law Enforcement

Non-Motorized

Administering Change

Each project manager, with the assistance of an internal or external advisory committee, drafted a project charter and prepared a project plan to guide the work of the project through its identifying scope, deliverables, work breakdown, roles, milestones and budgets.

The Web User Group and the Administering Change project teams were assisted by an internal advisory committee. The Law Enforcement, Mission and Vision, Non-Motorized and Rule Review projects teams utilized external advisory committees. External committee members were solicited and selected through a process to ensure maximum user diversity based on the scope of the project.

Specific project information including minutes from stakeholder meetings is available on the OSMB website at:

<http://www.oregon.gov/OSMB/pages/admin/strategicplan.aspx>

This document is the final report of the Strategic Plan 2011-2016. It provides the status of each focus area identified in the strategic plan illustrated by individual strategy. Since the strategic planning process is iterative and continuous, the next strategic plan will build upon the accomplishments of the previous and may also address those items not completed or started to determine if they should move forward. This document provides a baseline for the next process.

There were 52 strategies associated with each focus area and goal statement. Each strategy is presented from its plan development, implementation and current status.

Some items are listed as **Completed** and the *project*, if applicable, is noted. Some items were **Not Implemented**, meaning that no progress was made on those items during this six year plan. Items listed as **In Progress** are being worked on with an expected completion after the end of this plan, and the *project*, if applicable, is noted. Items listed as **Ongoing** and *Not Strategic* are considered ongoing continuous improvement items that are regularly reviewed and updated as necessary.

The term *Not Strategic* does not imply a lack of importance but rather, that the process itself, is a part of normal business. *Not Strategic* items may have at one point been strategic; however, they have since been incorporated into regular Marine Board business processes.

The Strategies and Accomplishments

Organizations Purpose and Identity <i>Goal: Assure that the agency's work scope includes all recreational boaters in the state.</i>	Accomplishment
<p>Review OSMB's mission and vision to ensure they accurately reflect current and future needs of the entire boating community in Oregon</p>	<p>Completed. <i>Mission and Vision Project</i></p> <p>Guided by a work plan, four meetings were held with external advisory committee in addition to email contact and internal agency staff meetings</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>MISSION: "Serving Oregon's recreational boating public through education, enforcement, access, and environmental stewardship for a safe and enjoyable experience."</p> <p>VISION: "A collaborative community providing opportunities for all boaters to safely and respectfully experience Oregon's waterways."</p> <p>VALUES: "We value excellent customer service, safe experiences, education, communication, environmental stewardship, diverse and cohesive partnerships and responsible fiscal management."</p> </div>
<p>Acknowledge the contribution of OSMB to economic and recreational boating to the state</p>	<p>Ongoing. <i>Not Strategic</i></p> <p>NMMA's 2014 Economic Significance of Recreational Boating in Oregon. \$401.8 million in total annual economic impact. There are 100 recreational boating industry businesses employing 3,159 people, with annual recreational boating-related spending of \$171.3 million.</p> <p>Boating facility improvements and contracts with external stakeholders also create and support jobs in local economies. Salaries of over 100 marine law enforcement deputies from sheriff's offices statewide are supplemented with Marine Board boating dollars.</p>

Consider modifying the agency's name and logo to reflect its current and future activities



Completed. *Mission and Vision Project*

Multiple meeting of external advisory committee. Contracted with Bell and Funk to design logo samples which were modified by committee to arrive at final.

Changing the agency name was not moved forward by the external advisory committee due to cost and legal implications.

Review the rules that govern the agency's resources and activities

Completed. *Rules Review Project*

Nine meetings of an external advisory committee were held to review rules and recommend priorities for updating. A work plan and project outline guided the group. Significant changes were made to slow no-wake rules and waterway marker rules. A recommendation of this project was the creation of a standing committee to regularly review the rules.

Provide opportunities for Board members to interact with partners in other agencies

Ongoing. *Not Strategic*

Board members were offered opportunities to attend the national States Organization for Boating Access (SOBA) conference in Portland, the Western States Boating Administrator's Association (WSBAA) conference in Bend, MAP workshops, Law Enforcement Academy and Post Season Conference and other agency events. Board members will continue to have opportunities to engage with partners in other agencies.

Continue and enhance inter-agency collaboration

Ongoing. *Not Strategic*

Agency efforts have included reestablishing presence on Lower Deschutes River Management Group and John Day River Working Group, engaging with ODFW and State Parks on a variety of issues, working with DSL on abandoned and derelict boats, the U.S. Coast Guard on boat accident investigations and Make Way. The agency worked closely with Business Oregon on coastal port dredging, and agency director convened a collaborative meeting with other transportation related agency heads, including ODOT, IFA, Aviation, and Board of Maritime Pilots.

Agency continues to strengthen partnerships with Oregon Parks Association, Oregon Public Ports Association, and Oregon State Sheriff's Association, among others. These association provided testimony in support of the agency fee increase during the 2015 session.

Actively integrate non-motorized boaters needs and participation into agency operations

In Progress. *Non-motorized Boating Project*

Guided by a project plan, convened a Non-Motorized External Advisory Committee. This committee met nine times over nearly two years gathering data, to include a statewide assessment and survey of non-motorized boating needs, 17 public meetings, and other surveys that were used to generate recommendations to the Marine Board for a future non-motorized boating program. Some members of the original committee elected to participate in "Phase II" of the Non-Motorized Project, in addition to new members from the boating public, who will help staff develop the Legislative Concept for 2017.

Develop and implement a more robust branding, marketing and publicity program to encourage more recreational boating and raise awareness of OSMB

In Progress: *Administering Change Project*

Adopted ***Boat Oregon!*** as the agency brand for boater outreach and engagement. The agency's vanity URL has been www.boatoregon.com since 1999 and the name is used for the agency's blog and twitter feed. Boat Oregon will be incorporated into all creative and outreach materials.

Education, Engagement and Outreach <i>Goal: Be the primary source of boating resources and issues in the state</i>	Accomplishments
Develop a proactive conflict-resolution framework for specific issues that is transparent and inclusive of all interests	<p>Completed. <i>Administering Change Project</i></p> <p>Created Boat Oregon Advisory Teams (BOATs). A key goal of these teams is to identify and address issues before they become conflicts. During semi-annual public meetings, these four teams make recommendations to staff on particular issues and turn them into initiatives staff can take action upon. Where issues overlap or initiatives cannot be developed, an “Issues Summit” will bring team members together to continue working on potential solutions.</p>
Provide a variety of opportunities and methods for all boaters to have access to information and communicate with OSMB	<p>In Progress. <i>Web User Group and Administering Change Project</i></p> <p>With the website redesign, boaters will be able to interact with the agency from the website, through social media outlets, and public meeting announcements. The agency increased its visibility by being shared on other state agency websites and social media sharing.</p> <p>Additionally, the direct interaction with boaters through the quarterly BOATs meetings is an excellent way for boaters to interact with the agency. All meeting are open to the public and public dialogue is encouraged. Additionally, any boater can request consideration at a BOAT member.</p>
Consider the use of “issue summits,” advisory committees and focus groups to involve the public in key policy issues of OSMB	<p>In progress. <i>Administering Change Project</i></p> <p>First summit to be scheduled in 2016 for the Boat Oregon Advisory Teams (Outdoor Sportsmen, Cruising, Non-Motorized and Watersports). This summit will be used to begin the development of the next iteration of the Strategic Plan.</p>
Increase outreach to and communication with all boater users and groups	<p>Completed. <i>Mission Vision Project, Non-motorized Project and Administering Change Project</i></p> <p>Boat user groups were utilized extensively on each of these projects and will continue to advise the agency through the BOAT teams.</p>

Outreach to boaters and identifying underserved groups is an ongoing process beyond that accomplished in the 2011-2016 plan. This includes women, younger boaters, and ethnically diverse boaters. This should be considered as a strategic project in the coming plan.

Build and maintain a more robust online presence

In progress. *Web User Group*

The Web User Group created a content strategy and website content audit while evaluating other website designs for functionality and features. Members also quantitatively identified the content boaters seek and will be working within the framework of the state's website redesign (oregon.gov).

Created a WordPress blog that integrates Twitter and Facebook. Also created an Instagram account for pictures that are submitted via social media of boaters doing their favorite boating activities.

Created a Twitter feed on the homepage of agency website, with plans for future integration into the redesigned website.

Build an integrated Boating Access Map that is optimized for mobile devices, easy to share on social media, and allows for website embedding is being built in-house using ArcGIS. App will integrate data layers that boaters can select/deselect. The layers include maps of the locations for pumpout and dump stations, clear gasoline locations, obstructions, construction, closures, and waterway-specific regulations.

Continue and maintain traditional communication methods

Ongoing. *Not Strategic*

Current funding requires elimination of some traditional communication methods such as billboard advertising and printing all publications. Some brochures are reprinted in small quantities due to popular demand. The agency will continue to run a small printing of "Experience Oregon Boating" so boaters that rely on printed publications can receive current regulations.

In 2015, boating safety partners and OSMB joined forces and going to television stations and newspapers to share boating safety messaging –in person. Increased coverage at the beginning of the season. Stations used talking points and statistics from printed media kits provided.

Increase accessibility of agency information through all media

Ongoing. *Not Strategic*

Information about meetings, budget, initiatives, rulemaking, etc., is posted on the agency website, and when new items are added, they are promoted via social media.

The entire strategic planning process, documents, audio recordings, etc. were posted on the agency's [Strategic Plan Page](#), and all meetings were announced via the statewide public meetings calendar and OSMB's social media outlets. Additionally, documents were deployed to the State Library to be archived.

Maintain and improve high-quality educational programs for all boaters

Completed.

Water Wit's K-12 program replaces the AquaSmart program that had been in use for over 13 years. This course meets Common Core curriculum requirements and materials can be downloaded from the agency's website. This program can be delivered by law enforcement personnel, a teacher, OSMB volunteers, or staff.

Promote continuing education courses in power, paddle and sailing activities. Courses are online, on the water, and in the classroom. NASBLA-approved courses and courses by USCG/USPS partners are tailored for people new to boating. Advanced courses are available.

In 2013, the first NASBLA –approved [Paddlesports Safety Course](#) was promoted in Oregon. This voluntary online course covers the basics in non-motorized boating safety.

Continuously educate and inform all partners, including the legislature

Ongoing. *Not Strategic*

Funding and Financing <i>Goal: Ensure an equitable and sustainable financial base to support all agency operations and programs</i>	Accomplishments
Explore methods to institutionalize equitable and appropriate fees for non-motorized boaters	<p>Completed. <i>Non-Motorized Project</i></p> <p>Guided by a project plan, convened a Non-Motorized External Advisory Committee. This committee met nine times over nearly two years gathering data, to include a statewide assessment and survey of non-motorized boating needs, 17 public meetings, and other surveys that were used to generate recommendations to the Marine Board for a future non-motorized boating program. Some members of the original committee elected to participate in “Phase II” of the Non-Motorized Project, in addition to new members from the boating public, who will help staff develop the Legislative Concept for 2017.</p>
Review OSMB funding priorities and allocations	<p>Ongoing. <i>Not Strategic</i></p> <p>Priorities and allocations are reviewed biennially by the Board to determine priorities.</p> <p>The following are existing allocations during the 2013-2015 biennium: Boating Facilities = 32%, Registration/Administration = 16%, Education, Outreach/Information = 3%, Law Enforcement 43%, Aquatic Invasive Species = \$6%</p>
Investigate the feasibility of giving the agency flexibility in setting fees and incentives	<p>Completed.</p> <p>Conducted five public meetings to explore fee options, and whether a fee increase or a cut in agency services was preferable. Agency fee bill introduced during 2015 Legislative session. HB 2459 passed and implemented increased fees for registered boaters and floating homes.</p>
Review opportunities to increase funding (e.g., grants, user fees, specialty license plates)	<p>Completed.</p> <p>HB 2459 –Fee Bill to maintain existing services. There’s potential for the development of a non-motorized program during the 2017 Legislative session.</p>

Consider incentives to boaters to encourage desirable actions (e.g., use of cleaner engines)

Ongoing.

No strategic action during this current plan.

Develop guidelines to ensure that any new fees or rules and regulations do not constitute an undue barrier to recreational boating

Completed.

OSMB analyzed fees from our neighboring states (CA, WA, ID) and their varying charges in preparation for testimony on HB 2459. Oregon has the lowest amount of required fees or taxes, and even with the approved fee increase, remains lower than our neighboring states. The cost of owning and operating a boat in Oregon is significantly less than other states. Boating rules and regulations are concurrent with the US Coast Guard, and do not constitute an undue barrier to recreational boating.

The Board continues to evaluate any proposed rules that may potentially prohibit the use of one boating use to benefit another.

Operations and Staffing <i>Goal: Maintain excellent and efficient operations while identifying areas for improvement</i>	Accomplishments
Develop an ongoing program to audit and revise agency policies and practices as needed	Not implemented. Policies and practices were updated following the 2010 Secretary State Audit following the change of director.
Identify and implement methods that ensure effective financial oversight	Ongoing. <i>Not Strategic</i> Implemented new internal policies for spending, checks and balances, and a layered spending-approval process. Follow DAS procurement policies and use checklists.
Provide adequate orientation and ongoing training for Board members	Ongoing. <i>Not Strategic</i> Agency developed new Board member training and provides the training to Board members within first six months on the Board.
Ensure appropriate internal information sharing and communication between the Board and staff	Ongoing. <i>Not Strategic</i> Board rates agency and director each year on quantity and quality of communication. Improvements are made as requested by the Board.
Review staffing structure and organization and make revisions as needed	Completed. In 2010 the Education and Law Enforcement Sections were combined to form the Boating Safety Section. Along with this change, one management position was converted to the Boating and Waterways Coordinator. In 2015, the agency created a Policy and Environmental Section to address environmental stewardship programs and evaluate Marine Board policy relating to environmental issues. In 2015, the Guide Program was moved to the Boating Safety Section to reflect the enforcement aspect of that program.

Promote and demonstrate that Board membership reflects the diversity of the recreational boating community in Oregon

Ongoing. *Not Strategic*

The current Board is comprised of two females and three males. Geographically, one member is from the south coast, one from southern Willamette Valley, two from the Portland Metro area, and one from Central Oregon. Members have a variety of boats, including motor boats, sailboat, and paddlecraft. Three members are experienced in whitewater and river situations. All are experienced in flatwater, and two with ocean conditions. One member owns a marina, one member is a county park manager, one is a guide, and one is a former law enforcement officer and fisherman.

<p>Law Enforcement and Safety</p> <p><i>Goal: Provide adequate and appropriate law enforcement</i></p>	<p>Accomplishments</p>
<p>Review and update law enforcement agreements with each county to ensure performance, accountability and appropriate funding</p>	<p>Completed. <i>Law Enforcement Project</i></p> <p>This project involved meetings with the Oregon State Sheriff’s Association to identify a better model to allocate funds to sheriff’s offices and to align that model with requirements in ORS 830.140(2). The approved model resulted in some agencies underfunded and others over funded. Throughout the first three years of the model, agencies were adjusted no more than 5% per year. The 2014 Triennial Survey and updates to the model will determine further changes to contracted amounts.</p>
<p>Acknowledge regional differences while providing for the law enforcement needs of local waterways and boaters</p>	<p>Completed. <i>Law Enforcement Project</i></p> <p>ORS 830.140(2) requires funding to be based on usage within each county. Action plans are developed annually, specifically noting varying enforcement responsibilities for each county related to their unique geography. New enforcement boats are designed and built specifically to meet these varying needs. Additional equipment is evaluated and purchased to maximize local effectiveness.</p>
<p>Encourage more consistency among counties</p>	<p>Ongoing. <i>Not Strategic</i></p> <p>Staff reviews enforcement metrics and provides feedback on strategies, enforcement, equipment and training. Regional enforcement operations provide cross-program training and evaluation, as well.</p>
<p>Balance the needs of motorized and non-motorized boaters</p>	<p>In Progress. <i>Non-Motorized Project</i></p> <p>A Law enforcement representative participated in the external Non-Motorized Boating Committee, and law enforcement partners have received specific training to improve interactions with non-motorized operators. Law enforcement routinely addresses navigation obstructions affecting non-motorized boaters, and deputies are provided non-motorized enforcement boats that improve the ability to interact with non-motorized operators.</p>

<p>Ensure adequate funding for law enforcement and safety activities, particularly for basic equipment and maintenance needs</p>	<p>Ongoing. <i>Not Strategic</i></p> <p>Despite revenue declines, funds were held or slightly increased. Reversion dollars were invested in boats and equipment to supplement programs. Personal watercraft use for enforcement was expanded and catarafts were purchased to augment patrols on key waterways.</p>
<p>Continue successful safety programs (e.g., Boat Safe, Boat Sober)</p>	<p>Ongoing. <i>Not Strategic</i></p> <p>Cross-county coordinated task force operations have been expanded: Operation Dry Water (2010-present), Operation Make Way (2011, 2013 & 2014), Caught Wearing Life Jacket Campaign (2014) and BUll Saturation Patrol (2015). Plans are in-progress to expand task force operations more frequently throughout the year.</p>
<p>Revisit the fine schedule to ensure that fines are appropriate to the violations</p>	<p>Ongoing.</p> <p>Fine for failure to carry an AIS permit was reduced from \$110 to \$30 for non-motorized and \$50 for motorized boats.</p> <p>This initiative should move forward in the next strategic planning phase to look at across the board changes to the bail schedule.</p>
<p>Develop several basic models for law enforcement boats while recognizing specific needs</p>	<p>Completed.</p> <p>The agency designated a Boating Safety Waterways Coordinator position. This position’s key objective was to standardize boat platforms and equipment, as well as develop a procurement protocol. Working with each law enforcement program, the coordinator identifies additional specifications for boats based on the type of waterways patrolled, the volume of boaters, types of incidents on the waterbody, and needed response times. Boats now follow routine maintenance procedures; the agency has a “retention schedule” for each boat, not to exceed 20 years. Every boat is thoroughly surveyed each year with conditions documented through photographs.</p> <p>This program received national recognition in 2014 receiving the National Association of State Boating Law Administrators (NASBLA) Innovation Award.</p>

Continue to engage in conversation with law enforcement agencies and representatives

Completed. *Law Enforcement Project*

A Law Enforcement Advisory Group (LEAG) was established and meets regularly to provide input on numerous law enforcement issues. The Boating Safety Program Manager meets one-on-one with law enforcement program representatives throughout a contract year, participates in task force events, routinely communicates via telephone and email, and during training conferences. Subcommittees of the LEAG are appointed to address special topics such as BUll enforcement.

Facilities <i>Goal: Provide resources and expertise to enable partners to build and maintain high-quality facilities for the boating public</i>	Accomplishments
Communicate clearly to partners and all boaters OSMB guidelines for decision-making regarding capital projects	In Progress. <i>Administering Change Project</i> Provide information on agency's website, share in quarterly newsletters, use listserv email system and continue to build in-person communications.
Address facility issues to accommodate the needs of all boaters	In Progress. <i>Administering Change Project</i> Members from each BOAT team have been identified to be part of a boating facility advisory committee to assist staff with making recommendation for the expenditure of funds for boating facilities that are then taken to the Board for consideration.
Reduce pollution and waste by providing adequate restrooms and waste receptacles at each facility	Ongoing. <i>Not Strategic</i> Replacing pumpout/dump stations with equipment that monitors the volume, with an online monitoring platform. Through a partnership with SeaGrant, pumpout/dump station graphics were redone to make the use of the equipment, easier. All facilities that participate in the Maintenance Assistance Program are required to provide sanitation and garbage receptacle during the peak boating season but many provide the services year around. Expand education and outreach on marine sanitation devices to encourage proper use, in conjunction with pumpout and dump stations. Continue to find partners for floating restrooms, such as the Port of Siuslaw, to remove boat ramp congestion during peak fishing seasons.
Continue successful partnerships with state and local agencies and jurisdictions to fund, build and maintain facilities	Ongoing. <i>Not Strategic</i> Meet with partners to discuss options, opportunities and creative solutions to enhance boating facility access. Offer training and provide quarterly newsletter. Seek out new partnerships and opportunities to leverage funding for access projects that benefit all boaters.

<p>Balance capital expenditures with resources for ongoing operations and maintenance</p>	<p><i>Completed.</i></p> <p>Conducted stakeholder meetings to look at the Maintenance and Assistance Program (MAP) and the allocations. Revised rules based on this input. While some changes were made to reflect current operational issues, the amount of additional money allocated was minor to ensure adequate funding remained for capital expenditures.</p>
<p>Identify and develop new operations and maintenance funding sources</p>	<p>Not Implemented.</p>
<p>Review rules that enable OSMB to explore ways to improve boating opportunities</p>	<p>Ongoing. <i>Not Strategic</i></p> <p>OSMB explored ways to improve boating opportunities with boaters. One example currently being explored is mooring buoys along the Columbia River to accommodate cruisers, based on feedback from the Boat Oregon Advisory Team –Cruising.</p> <p>A thorough review of the existing administrative rules provided opportunities to clean up non-applicable rules or inconsistent rules, such as redefining slow – no wake and creating consistency with the term throughout OAR Chapter 250. From this administrative housekeeping, and applying new technology, an ArcGIS map was created that outlines all of the regulations on Oregon’s waterways. This data is being integrated with the statewide Boating Access Map data for a mobile app. Boaters will be able to find a boat ramp and with just a few clicks, determine what rules apply to a particular waterway, in addition to other site-specific information. Using this technology will make planning easier and faster for boaters, and will allow them to “see” what other boating opportunities are afforded to them.</p>

Environment <i>Goal: Continue to be a leader in protecting the waterways of the state</i>	Accomplishments
Work with partner agencies to clearly delineate OSMB's role in enforcement and regulation of environmental matters	<p>Ongoing.</p> <p>The Marine Board works closely with DEQ, ODFW, DSL and a variety of other stakeholders. In many cases, authorities overlap and in others, there is no clear authority. This will continue to be an issue.</p> <p>One area of strong collaboration during this period has been the removal of abandoned and derelict vessels. Bolstered by the passage of HB 2233 and recent DSL rules regarding anchoring, the Marine Board and DSL have worked collaboratively to remove multiple vessels, primarily in the Portland area, but in other areas of the state as well.</p>
Focus efforts on environmental stewardship issues	<p>Ongoing.</p> <p>The Environmental Program developed a "Vessel Turn-In Program" targeted to boaters who no longer have the financial means to maintain a boat, have a boat beyond repair, or a boat that is in danger of sinking.</p> <p>Ongoing. Expanding pledged Clean Marina facilities and assisting those who are certified to aim higher, for the Gold Star Certification that exceeds best management practices for recycling, energy and water monitoring, and involving residents to take ownership in sustainability and reducing their environmental footprint on the waterways.</p>
Support and improve the aquatic invasive species program	<p>Ongoing.</p> <p>The Aquatic Invasive Species Prevention Program (AISPP) became law in 2009 and became effective in 2010. Mandatory inspections were instituted in 2013. Expanded mandatory inspection stations, and expanded hours of operation during the 2015 season.</p> <p>There's legislative interest in continuing to expand the program and eventually achieve 24/7 coverage for pathways into Oregon. Conversations need to be expanded to other impacted entities such as water utilities and irrigation districts before an infestation occurs.</p>

	<p>Other revenue streams, outside of recreational boating need to be considered.</p> <p>Legislation is being considered for 2017 to make minor improvements to the program.</p>
<p>Develop and implement methods to identify and respond to emerging environmental issues</p>	<p>Ongoing.</p> <p>Participation and membership in the Oregon Invasive Species Council and other committees in order to stay informed with emerging environmental issues. OSMB has built partnerships with OHSU, Oregon Health Authority, and other entities to improve communication/education.</p> <p>Continue to foster relationships with DEQ, DSL, and local governments on water quality issues, education and outreach to boaters. Encourage partners to promote Clean Boater Program.</p>
<p>Advocate for erosion reduction programs in sensitive areas</p>	<p>Ongoing.</p> <p>Ongoing work in other agency areas. The Boating Facilities Section includes erosion control mitigation in their designs for new or improved boat ramp access. The Clean Marina program awards additional points to facilities that mitigate invasive species or do replanting of riparian areas. Additionally, slow –no wake enforcement on narrow rivers are becoming more routine.</p>
<p>Reduce pollution and waste through education and law enforcement</p>	<p>Ongoing. <i>Not Strategic</i></p> <p>Clean Marina / Clean Boater programs encourage recycling, proper waste disposal, using pumpout/dump stations, report pollution, proper fueling and the like. Law enforcement work with the Marine Board and offenders to educate them about reducing pollution and using existing waste dispensaries.</p> <p>A pamphlet was created from members of the Transient Boat Task Force to inform and educate this population about the available resources, ways to reduce pollution, and how to comply with boating laws. This pamphlet was distributed by law enforcement, DSL, and JOIN members when contacting this population.</p>
<p>Explore opportunities to control noise pollution</p>	<p>Not Implemented.</p>

Administering Change

The Administering Change Project was created to ensure the Strategic Plan was implemented and all action items successfully internalized within the agency.

The internal Administering Change Team, comprised of all the strategic plan project managers, was charged with integrating all of the various action items into achievable tasks for staff, external contractors and organizations for completion by 2016. The Administering Change Work Plan was developed *after* the other projects neared completion of their individual project scopes.



The external advisory teams were very successful in creating meaningful, collaborative dialog among their membership. This cooperative interaction enabled the teams to effectively discuss alternative points-of-view and ultimately propose solutions for Marine Board operations. It was this face-to-face dialogue with boaters that became a significant deliverable of the Administering Change project. This concept evolved into BOATs – Boat Oregon Advisory Teams. Four teams were envisioned to represent the diversity of user groups in Oregon, and give every type of boat user a voice; ***Outdoor Sportsmen, Watersports, Cruising and Paddling.***

Communication outside the organized meetings includes the agency's [Facebook](#), [Twitter](#) and [WordPress Blog](#). These are Internet sites where boaters can find the latest information about safety, enforcement, rules, meetings, agency activities, as well as, other information that may impact boating, such as water levels, weather, or scheduled marine events.



Conclusion

Boater engagement was a key component to garner input to the Strategic Plan. Boater participation and dialog was paramount in assisting the agency with achieving these goals. Board members and agency staff learned a great deal by talking with boaters, listening to their input and cooperatively working through a systematic process to achieve the final result.

Engagement, however, without process, may lead to disenfranchisement if follow-through does not occur and accomplishments are not realized. Plan implementation was focused on effective project management; the key to successfully implementing the goals of the plan. Projects managers regularly scheduled team meetings to vet concerns and new boating concepts. Team members were strongly encouraged to share their ideas and concept trepidations with the team.

Transparency was also an important part of the Strategic Plan process. All notes, minutes, recommendations, etc., for each of the projects was posted online and all meetings were open to the public to attend. This transparency allowed the public to be fully informed on project team's process.

While the growth of alternative media platforms, videos, Skype, etc., are all good tools, project managers learned that their ability to interact face-to-face with team members at a physical meeting location in order to read body language and facilitate a robust conversational debate proved more beneficial. Issues were brought forward resulting from break periods and informal discussions that may not have been possible in a more formal or restricted visual format.

Formation of the BOATs teams resulted from the success of the external partners and interested parties during the Strategic Plan on-site meetings. As projects evolved or remain on-going, it's imperative to retain the concerted efforts generated from an around-the-table dialog and interaction. Moving into the next strategic planning process, the agency will continue this level of stakeholder dialogue, through the BOAT teams.

The agency entered this Strategic Plan process with the understanding that changes would need to be made in its operation to reflect the changing culture of recreational boating. Interactions with boaters and other stakeholders during the planning process, and then with external stakeholders during the plan implementation, were critical to ensure that the plan accurately reflected boater and stakeholder needs, and the action taken met those needs.

