



How does this exercise relate to Recreation Planning?

<p><b>We had no idea ...</b></p> <p style="color: green;">Where we should go</p> <p style="color: blue;">How we should go</p> <p style="color: blue;">When we should go</p> <p style="font-size: 2em; color: yellow; text-align: center;"><b>Demand</b></p>	<p><b>But we could tell you...</b></p> <p style="color: orange;">Why we wanted to go</p> <p style="color: orange;">What we wanted to do</p> <div style="border: 1px solid black; padding: 5px;"> <p><b>DESIRED ACTIVITY OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• saltwater fly fishing</li> <li>• relax</li> </ul> <p><b>DESIRED EXPERIENCE OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• being with family &amp; friends</li> <li>• applying / learning fly fishing skills</li> <li>• relaxing mentally</li> </ul> <p><b>DESIRED BENEFIT OUTCOMES</b></p> <ul style="list-style-type: none"> <li>• increased bonding w/ friends &amp; family</li> <li>• maintain &amp; learn fly fishing skills</li> <li>• reduced mental stress</li> </ul> </div>
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**Inputs**

Interact with!

**System Structure**

Produce

**Outputs**

Facilitate

**Outcomes**

**We Plan**

## How does this exercise relate to Recreation Planning?

**We had no idea ...**

**But we could say...**

Where we should go  
How we should go  
When we should go

Why we wanted to go  
What we wanted to do

BLM, working w/ partners, determined:

- several possible recreation settings (location & hotel) &
- several management strategies

Matching  
Supply  
with  
Demand



## How does this exercise relate to Recreation Planning?



Implementation



## How does this exercise relate to Recreation Planning?

It was BLM's policy to call their clients 1 day after arrival ... WHY?

- Because the BLM wants to ensure the **outcomes** were facilitated.
- BLM also wants to ensure that their choice of **physical, social and administrative settings** & their **management / administration** were successful in helping us realize our **desired outcomes**.

# Monitoring

The BLM worked with clients to produce some specific outcome opportunities, however ...

...without monitoring the outcomes BLM may never know if the clients realized any outcomes.



## How does this exercise relate to Recreation Planning?

What happened when they found out we were unhappy?

BLM "**CHANGED**" their original **prescriptions** & **management**.

# Adaptive Management

Did BLM say "**change your desired outcomes**" to fit the situation?

# NO!



## How does this exercise relate to Recreation Planning?

It was also BLM's policy to survey their clients after their trip ... WHY?

- Because the BLM wants to ensure the **outcomes** were facilitated.

Adaptive  
Management  
meets  
Monitoring

Without the survey  
BLM may not know if the  
changes in **prescriptions** and  
**management** helped facilitate  
the **desired outcomes**.



We Manage

Inputs

Interact With

System  
Structure

Outputs

Produce

Outcomes

Facilitate

This part of Module 5 will focus on:



- *Background on Goals & Objectives*
- *Input & Outcome Objectives*
- *Writing Outcome Objectives for SRMAs*
- *Writing Objectives for ERMAs*



*Would you agree that  
the clearer your compass direction,  
the greater your chance reaching your destination?*



**3<sup>rd</sup> Planning Step**  
**Last address the**

**Means**  
**Recreation**  
**Administration,**  
**Management,**  
**Monitoring, &**  
**Marketing Actions**

**2<sup>nd</sup> Planning Step**

**The Physical, Social &**  
**Operational Character**  
**of**  
**Recreation Settings**

**1<sup>st</sup> Planning Step**  
**Begin with the Ends.**

**Providing desired**  
**Recreation**  
**Opportunities**  
**&**  
**Beneficial Outcomes**



**So where would you place compasses &  
where would you place sailboats?**



*The first steps of the planning process (**vision, goals & objectives**) are like a compass used to set direction for the organization.*

*The following steps can be likened to steering a sailboat using the **compass setting**. The subsequent steps focus the organization's **structure, processes, resources, personnel & actions**.*



**Before we go any farther...**

*People do not use the same "dictionary" when defining: goals, outputs, outcomes, objectives, standards or guidelines*

# The Difference between Goals and Objectives

**Goals**

where you're going



**Objectives**

identifiable steps toward a goal.



# The difference between Goals and Objectives

**Goals**

- ... are broad.
- ... are general intentions.
- ... are usually intangible.
- ... are more abstract.
- ... can't be validated as is.

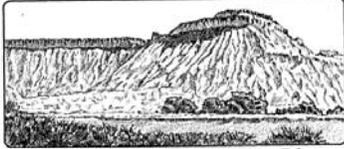
H-1601-1 - Land Health Standards must be expressed as goals

**Objectives**

- ... are narrow.
- ... are precise.
- ... are tangible.
- ... are concrete.
- ... can be validated.

H-1601-1 - Identify specific desired outcomes

## GRAND JUNCTION RESOURCE AREA



Resource Management Plan  
and Record of Decision

## Goal or Objective?

### Recreation Resource Management

U.S.  
Bureau of



Goal

- ... broad.
- ... general intentions.
- ... intangible.
- ... abstract.
- ... can't be validated as is.

To ensure the continued availability of outdoor recreational opportunities which the public seeks and which are not readily available from other public or private entities.

To protect resources, meet legal requirements for visitor health and safety, and mitigate resource user conflicts.

This part of Module 5 will focus on:



- *Background on Goals & Objectives*
- *Input & Outcome Objectives*
- *Writing Outcome Objectives for SRMAs*
- *Writing Objectives for ERMAs*

# There are different types of objectives...

## Input (Implementation) Objectives

VS

## Outcome Objective

You need to distinguish between objectives that relate to ...



# INPUT OBJECTIVES

Begin with words describing things you will do such as:

<a href="#">Eugene Record of Decision and Resource Management Plan</a>	<b>Recreation</b>
<a href="#">Actions and Abbreviations</a>	<b>Objectives</b>
<a href="#">Eugene Record of Decision</a>	Provide a wide range of developed and dispersed recreation opportunities that contribute to meeting projected recreation demand within the planning area.
<a href="#">Eugene District Resource Management Plan Table of Contents</a>	Manage scenic, natural, and cultural resources to enhance visitor recreation experience expectations and produce satisfied public land users.
<a href="#">Tables</a>	Support locally sponsored tourism initiatives and community economic strategies by providing recreation projects and programs that benefit short and long-term implementation.
<a href="#">Maps</a>	Manage Off Highway Vehicle (OHV) use on BLM administered land to protect natural resources, provide visitor safety, and minimize conflicts among various users.
<a href="#">Appendices</a>	Enhance recreation opportunities provided by existing and proposed Watchable Wildlife areas, wildflower areas, and National Back Country Byways.
	Continue to provide nonmotorized recreation opportunities and create additional opportunities where consistent with other management objectives.
	Manage special and extensive recreation management areas in a manner consistent with BLM's Recreation 2000 Implementation Plan and Oregon-Washington Public Lands Recreation initiative.

*provide,*

*build,*

*manage,*

*create...*

**"To Do" List  
Work Stuff**



# INPUT OBJECTIVES

When completed **input objectives** are indications that you are making progress in **carrying out your plan**, but do not prove, in & of themselves, that you are making progress toward your **objectives & goals**.



# INPUT OBJECTIVES

Where would you expect to find input objectives?





## INPUT OBJECTIVES

**OBJECTIVE:**

*We will build 5 miles of trail in Rattlesnake Hills by 2008 with the help of volunteers.*



**NO**

**it specifies completing an ACTION**

**Is it RESULTS-ORIENTED**  
**- specifies an Outcome?**



## OUTCOME OBJECTIVES

**Outcome objectives** are ...

**not about**

**not our efforts - (actions / programs),**

**they are the concrete results**

**- what we hope will change**

**from our efforts.**



*The Benefits*



# OUTCOME OBJECTIVES

Outcome objectives must include certain qualities or they will not convey the necessary guidance.

Outcome objectives must be...

Informative

&

S.M.A.R.T.

So hit their Mark



# OUTCOME OBJECTIVES

"SMART" is an acronym built around the 5 measures of a good objective.

**S**pecific - so we know exactly what is to be achieved

**M**easurable - so we know when they are achieved

**A**chievable - challenging but not impossible

**R**esults-oriented - specify a result / outcome



**T**ime-bound - so we know the timeframe in which objective will be reached



# OUTCOME OBJECTIVES

Outcome objectives represent a “*direction for management*” and many stakeholders care a great deal about our management.

As a consequence, outcome objectives need to be written in a manner that will reduce the amount of subjective interpretation.



# OUTCOME OBJECTIVES

**Thru the life of the park \_\_\_\_\_  
manage RMZ \_\_\_\_\_  
for visitors to engage in \_\_\_\_\_  
ACTIVITY OPPORTUNITIES**

**so that they realize a “moderate” level**

(i.e., on a probability scale where 1=not at all, 2=somewhat, 3=neutral, 4=moderate, 5=total realization)

**of the targeted EXPERIENCE  
& BENEFIT OUTCOMES.**

(individual, social, economic or environmental)

*TIMEBOUND: by a certain date*

*AREA BOUND: by a specific RMZ*

*SPECIFIC: we know exactly what is to be achieved*

*MEASURABLE: we know when they have been achieved*

*ACHIEVABLE: challenging but not impossible*

*RESULTS-ORIENTED: specifies an outcome*

**Key: Focus on explicitly stated experience & benefit outcomes.**



# OUTCOME OBJECTIVES

By the year 2010, manage this zone to provide opportunities for visitors to engage in Overnight flat-water boating for social group and family affiliation in a naturally-appearing red-walled river canyon, providing no less than 75% of responding visitors and affected community residents at least a "moderate" realization of these benefits (i.e., 3.0 on a probability scale where 1=not at all, 2=somewhat, 3=moderate, 4=complete/total realization):

Activities	Experiences	Desired Outcomes (Benefits)
Overnight rafting, canoeing, kayaking and associated camping and wilderness hiking	<ul style="list-style-type: none"> <li>Savoring canyon-country aesthetics</li> <li>Enjoying easy access to diverse back country recreation</li> <li>Enjoying the closeness of family and friends</li> <li>Enjoying exploration</li> </ul>	<p><b>Personal:</b></p> <ul style="list-style-type: none"> <li>Restored mind from unwanted stress</li> <li>Greater cultivation of outdoor-oriented lifestyle</li> <li>Greater environmental awareness and sensitivity</li> <li>Renewed human spirit</li> <li>Greater outdoor knowledge, skills, and self-confidence</li> <li>Greater aesthetic appreciation</li> <li>More well-informed and responsible visitors</li> </ul> <p><b>Household &amp; Community:</b></p> <ul style="list-style-type: none"> <li>Heightened sense of community pride and satisfaction</li> <li>Maintained and enhanced group cohesion and family bonding</li> <li>Improved functioning of individuals in family and community</li> </ul>

- Specific:** know exactly what is to be achieved ✓
- Measurable:** know when they are achieved ✓
- Achievable:** not impossible (Area-bound) ✓
- Results-oriented:** specify a result /outcome ✓
- Time-bound:** timeframe when objective to be reached ✓

## Input or Outcome Objective ?

**New Strategic Plan "To Do" List of Implementation Actions** OHV Program

This year we've Colorado Off-Highway Vehicle Program OHV Coalition, State Objectives of

- Initiate motorized recreation routes database for public lands throughout the state.
- Retain current miles of motorized recreation routes throughout the state. No net loss without full review/input/analysis by all stakeholders.
- Ten agency personnel in Colorado will complete CSU correspondence course on OHV management.
- Market OHV recreation opportunities.
- Promote consistency within and among agencies in OHV program development and implementation.
- Support improvements and quality management of OHV recreation opportunities on public lands.
- Include opportunities and information for motorized recreationists of all skills, abilities, and disabilities.

# Input or Outcome Objective ?

Think about this objective...

**“By the end of 2008, there will be recreation planners trained to write outcome-based recreation objectives in every FO.”**

We may accomplish this **action**, however...

can we tell if we are making **beneficial differences** ...

**Better**



## The different types of objectives...

**INPUT**  
Implementation  
Objectives

- ✓ Site or action specific
- ✓ Tiered
- ✓ EA level document

**OUTCOME**  
Land Use Plan  
Objectives

- ✓ Regional or area-wide level decisions
- ✓ Generally an EIS level document / LUP amendment
- ✓ Guide future allocations & management actions

This part of Module 5 will focus on:

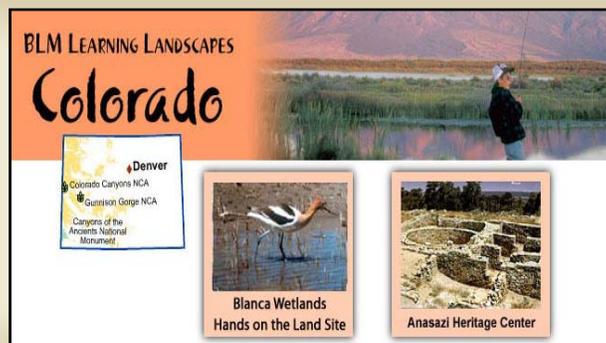


- *Background on Goals & Objectives*
- *Input & Outcome Objectives*
- *Writing Outcome Objectives for SRMAs*
- *Writing Objectives for ERMAs*



#### WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

Land use plans must identify explicit recreation objectives for RMZs describing specific **recreation opportunities** to be produced & **experience / benefit outcomes** to be attained.



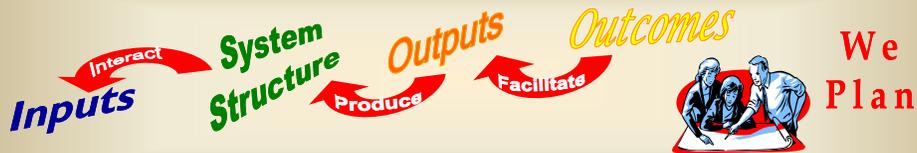
Within each RMZ,  
make the following allocation decisions  
for the **4 defining characteristics**

**4. Describe activity planning framework**

**3. Prescribe recreation setting conditions**

**1. Identify the recreation market segment (niche)**

**2. Write explicit recreation objectives**





Special Recreation Management Area		
SRMA PRIMARY MARKET STRATEGY	SRMA MARKET	
Recreation Management Zone		
RMZ MARKET SEGMENT (NICHE)		
RMZ OUTCOME OBJECTIVE		
TARGETED OPPORTUNITIES & OUTCOMES		
Activities	Experience	Benefits
		Personal:  Community/Social:  Environmental:  Economic:
PRESCRIBED SETTING CHARACTER		
Physical	Social	Operational
Remoteness:	Contacts:	Mechanized Use:
Naturalness:	Group Size:	Management Controls:
Facilities:	Evidence of Use:	Visitor Services:
IMPLEMENTATION (ACTIVITY) PLANNING FRAMEWORK		
Management		
Match-up Marketing (inc. education & interpretation)		
Administration		
Monitoring		



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

The **CHALLENGE** for recreation managers is to determine which outcomes are in the greatest demand ...

and strive to produce the recreation opportunities that facilitate the realization of those outcomes that are appropriate for the recreation area.



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

# Identify..

### ACTIVITY OPPORTUNITIES



### EXPERIENCES



Enjoying 1) canyon-country aesthetics & 2) a closer relationship with the natural world.

### ON-SITE BENEFITS



Greater environmental awareness & sensitivity

### OFF-SITE BENEFITS



Improved stewardship/preservation

to fit the Market Segment for each RMZ



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

Use the Benefits Chain of Causality thought process to help select: ► opportunities that can be **produced** &  
► outcomes that can be **facilitated**.

### ACTIVITY OPPORTUNITIES



*Facilitates*

### EXPERIENCES



Enjoying 1) canyon-country aesthetics & 2) a closer relationship with the natural world.



### ON-SITE BENEFITS



Greater environmental awareness & sensitivity



### OFF-SITE BENEFITS



Improved stewardship/preservation



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### Identifying Activity Opportunities:



- Base on visitor demands from: visitor and community assessments, community interviews, scoping, existing uses, administrative capability, etc.
- Compatible and sustainable recognizing resource, social and political constraints.



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### **Identifying On-site Psychological Experiences:**

- Do NOT feel constrained to use the exact language from the Experience-Benefit Checklist.
- Keep language consistent.
- Employ language that denotes their desirability & satisfying nature (e.g., “*Enjoying...*”, “*Learning...*”).



Enjoying 1) canyon-country aesthetics & 2) a closer relationship with the natural world.



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### **Identifying On-site Psychological Experiences:**

- Base on logical linkages from: visitor and community assessments, community interviews, scoping, existing uses, etc.
- Need to distinguish between on-site experiences and benefits.
- Don't target too many experiences.
- Concentrate on the *Experience/Benefit Gestalt*.



Enjoying 1) canyon-country aesthetics & 2) a closer relationship with the natural world.



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### Identifying On-site Benefits:



Track experiences → benefits through the Benefit Chain of Causality.

Insert an **ACTIVE** verb (i.e. **Reduced...**, **Improved...**, **Restored...**, etc.) that denotes the actual improved or beneficial condition.



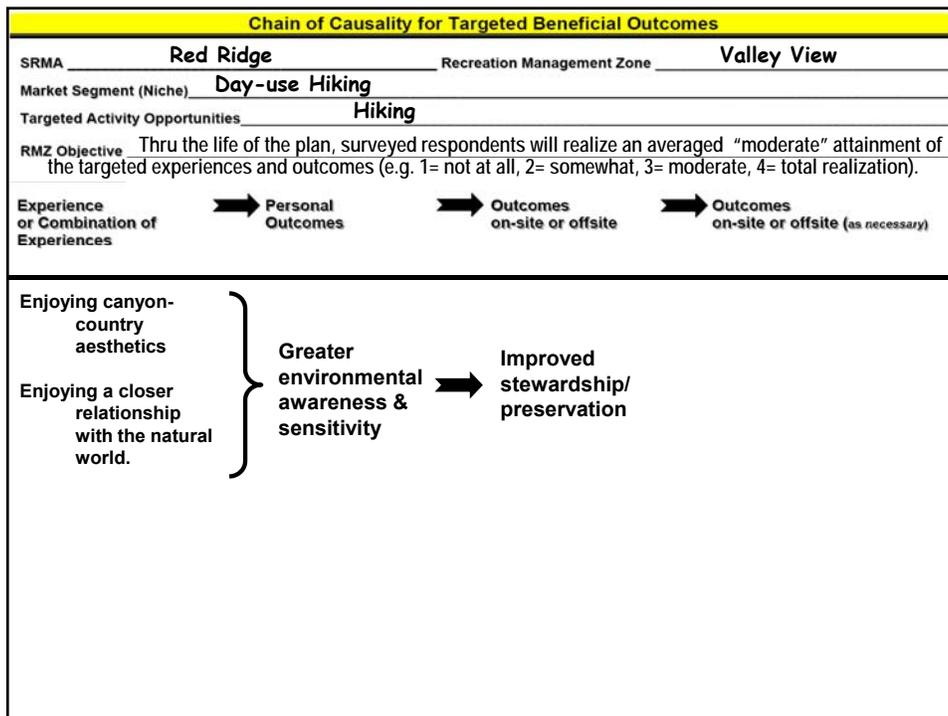
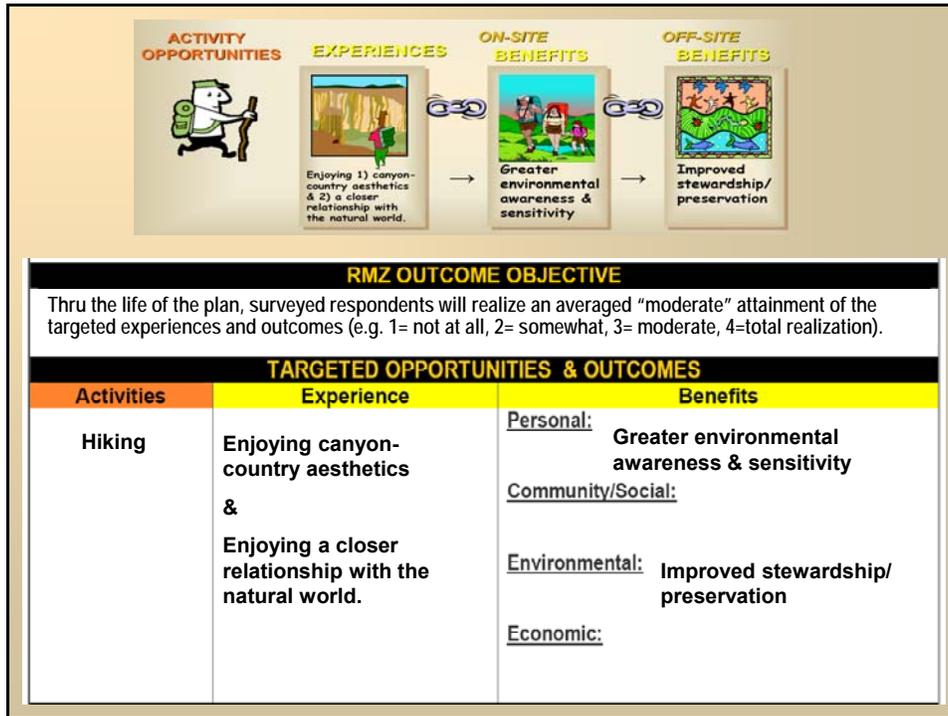
## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### Identifying Off-site Benefits:



Base on logical linkages from: visitor and community assessments, community interviews, scoping, existing uses, etc.

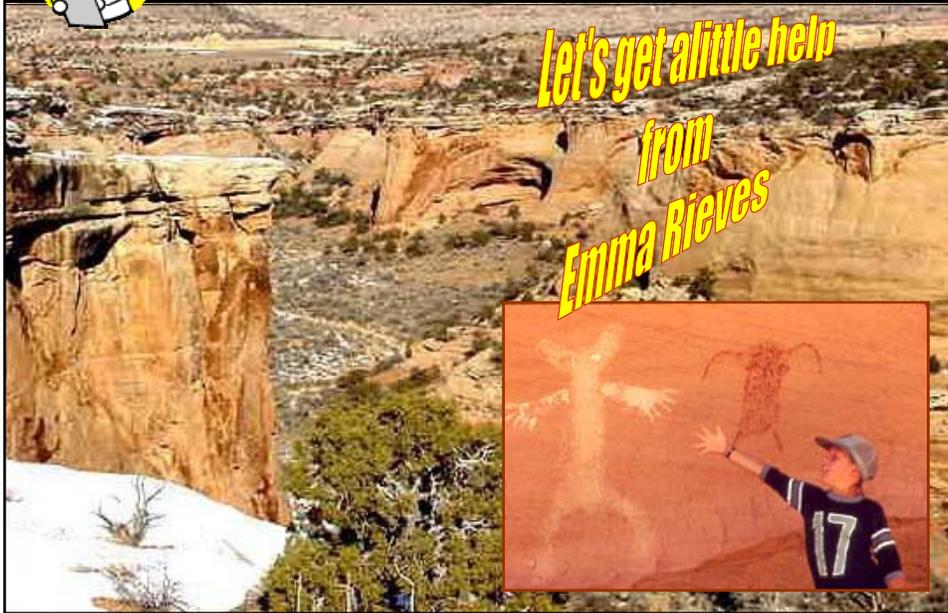
Insert an **ACTIVE** verb (i.e. **Reduced...**, **Improved...**, **Restored...**, etc.) that denotes the actual improved or beneficial condition.





## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

Let's get a little help from Emma Rieves



### Public g

By [Name]

19-year-old Emma Rieves eagerly raised her hand and told a group of about 30 group-ups the difference between pictographs and petroglyphs Thursday.

She's seen them and she knows the difference — petroglyphs are carved into a surface, and pictographs are painted. She even remembers that she saw Indian rock art in McDonald Creek, within the boundaries of the Colorado Cañons National Conservation Area.

Rieves and her sister, Lucy, 16, were some of the younger attendees at an open house for the conservation area Thursday, held about 10 years after the 10-member advisory group started developing a management plan for the diverse area in the north.

More than 100 meetings later, the citizens advisory group is drafting a preferred alternative, addressing where horseback riding or discgolf base camps or four-wheeling will take place, among other activities.

The group is working with the Bureau of Land Management to allow traditional uses on nearly 120,000 acres, such as grazing and hunting and off-roading, while preserving more pristine areas in the process.

The core of the area is the Black Ridge Wilderness Area — home to the largest expanse of natural arches besides the national park named for arches.

"You have a choice — there's 15,000 acres of wilderness if you want that experience," said Greg Griesmer, National Conservation Area manager.

"Ma and Pa from Saginaw can have the windshield tour — but they can drop the kids off at the NCA if they want," he said. "At least people have a choice."

**GREG GRIESMER**  
National Conservation Area manager

"It's not just that they're doing the plan as part of their job — it's part of their life," he said.

Rieves and Lucy said it was important to preserve the land so other people can enjoy it. They're taking Houders' Loop with their dad and they look forward to hiking all the trails in the area.

"If we don't keep it open for other generations, then they won't have what we get to have," Rieves said.

RABBIT VALLEY -- McDonald Creek, Wildhorse Mesa & Rabbits Ear Mesa

Page 2 of 3

ON-SITE ACTIVITIES	ON-SITE PSYCHOLOGICAL EXPERIENCES	OTHER ON-SITE BENEFITS	OTHER SUBSEQUENT OFF-SITE BENEFITS
Day Hiking, Horseback Riding & Rock Art Viewing (continued)	Enjoying being able to discover & learn about earlier cultures (McDonald Creek)	Increased knowledge of and sensitivity to earlier, earlier cultures Enhanced cultural resource (e.g., artifacts & sites) stewardship ethic	Increased knowledge of and sensitivity to earlier cultures Enhanced cultural resource (e.g., artifacts & sites) stewardship ethic Heightened sense of community pride and satisfaction Increased resource protection

**COLORADO CAÑONS National Conservation Area** includes the above canyon, which is west of Colorado National Monument, Rattlesnake Arch, left, is in Rattlesnake Canyon, one of the protected canyons. The Bureau of Land Management will be accepting public comment on how to manage the area until May 15.

**CHRISTOPHER THOMPSON**  
The Daily Sentinel

RABBITS EAR/WILDHORSE MESA/MCDONALD CREEK (Zone 1)	
<b>Management Objectives</b>	By the year 2010, manage this zone to provide opportunities for visitors to engage in <u>Back Country Muscle-Powered Exercise for Scenic and Cultural Appreciation</u> recreation, providing no less than 75% of responding visitors and affected community residents at least a "moderate" realization of these benefits (i.e., 3.0 on a probability scale where 1=not at all, 2=somewhat, 3=moderate, 4=total realization)
<b>Outcomes</b>	
<b>Primary Activities:</b>	<b>Experiences:</b>
<ul style="list-style-type: none"> <li>Back Country Hiking</li> <li>Horseback Riding (McDonald/Wildhorse only)</li> <li>Rock Art Viewing (McDonald/Wildhorse only)</li> </ul>	<ul style="list-style-type: none"> <li>Enjoying easy access to diverse back country recreation</li> <li>Escaping everyday responsibilities for awhile</li> <li>Savoring canyon, river, and rock-art aesthetics</li> <li>Feeling good about solitude and being isolated</li> <li>Enjoying being able to discover and learn about earlier cultures</li> </ul>
	<b>Benefits:</b>
	<p><b>Personal:</b></p> <ul style="list-style-type: none"> <li>Improved self reliance</li> <li>Improved physical fitness</li> <li>Enhanced sense of freedom in being able to get to this special place</li> <li>Restored mind from unwanted stress</li> <li>Greater cultivation of outdoor-oriented lifestyle</li> <li>Improved outdoor knowledge, skills, and self-confidence</li> <li>Greater sense of overall wellness</li> <li>Enhanced cultural resource stewardship ethic</li> </ul> <p><b>Household &amp; Community:</b></p> <ul style="list-style-type: none"> <li>Improved quality of life</li> <li>Greater household awareness of and appreciation of our cultural heritage</li> <li>Improved cultivation of aesthetic appreciation for the area and an outdoor-oriented lifestyle</li> </ul> <p><b>Economic:</b></p> <ul style="list-style-type: none"> <li>Increased work productivity</li> <li>Reduced health maintenance costs</li> </ul> <p><b>Environmental:</b></p> <ul style="list-style-type: none"> <li>Reduced looting and vandalism of prehistoric sites</li> <li>Increased stewardship and protection of natural resources</li> </ul>

**LOC**

**Public g**

**By THE MOUNTAIN**  
By THE MOUNTAIN

Nine-year-old Emma Kleve eagerly raised her hand and told a group of about 30 grown-ups the difference between petroglyphs and petroglyphs Thursday.

She knew them and she knows the difference — petroglyphs are carved into a surface and petroglyphs are painted. She was one of the members that she saw before rock art at McDonald Creek, within the boundaries of the Colorado-Citizens National Conservation Area.

Emma and her sister Lucy, a year older, were the younger attendees at an open house for the conservation area Thursday, held about 16 years after the 10-member advisory group agreed to develop a management plan for the diverse uses in the area.

More than 100 meetings later, the citizen advisory group is drafting a preferred alternative, addressing where horseback riding or equestrian trails should be placed and what take plans, among other activities.

The group is working with the Bureau of Land Management to allow traditional uses on nearly 120,000 acres, such as grazing and hunting and off-roading, while preserving more private areas in the process.

The core of the area is the Black Ridge Wilderness Area — home to the largest expanse of natural arches besides the national park named for arches.

"You have a choice — there's 12,000 acres of wilderness if you want that experience," said Greg Coombs, National Conservation Area manager.

"And if you from Instagram can have the windshield tour — but they can drop the kids off at the NCA if they want," he said. "At least people have a choice."

The area includes diverse paleontological sites — such as the Mygale-Moore quarry near Fruita, as well as the beginning of Kokopelli's Trail, famous for mountain biking across the area.

The BLM is still accepting public comment on how to manage the area and will release a "preferred-management alternative" drafted by the advisory group May 15. The resource management plan will be released in October.

Coombs said a vested interest in area from his staff at the BLM and from the community members sitting on the advisory board has fostered a lot of cooperation and not too much controversy, as is often the case with management plans for public lands.



"It's not just that they're doing the plan as part of their job — it's part of their life," he said.

Emma and Lucy said it was important to preserve the land so other people can enjoy it too. They've biked Hunter's Loop with their dad and they look forward to hiking all the trails in the area.

"If we don't keep it open for other generations, then they won't have what we got to have," Emma said.

Land Management will be accepting public comment on how to manage the area until May 15.

**CONSERVATION MANAGEMENT**  
By THE MOUNTAIN

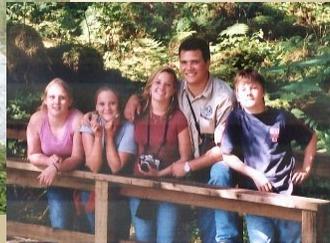
**WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS**

**GESTALT**

**Experience/Benefit Gestalt:**

Recreation providers rarely serve people only interested in a single experience/benefit. **Research shows visitors to natural areas are looking for a variety of outcomes** (Williams et al., 1992).





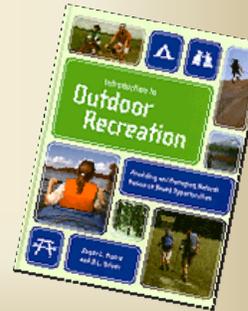


WRITING OUTCOME OBJECTIVES  
FOR RMZS WITHIN SRMAS

**Experience/Benefit Gestalt:**

**Def.:** The group of most satisfying / gratifying / beneficial experiences that denote a total synergistic experience greater than the sum of its parts.

**Experience / Benefit Gestalts are setting dependent, although each experience realized separately is not recreation setting dependent.**



*Adapted from Introduction to Outdoor Recreation by Roger L. Moore & B.L. Driver*



WRITING OUTCOME OBJECTIVES  
FOR RMZS WITHIN SRMAS

**Experience/Benefit Gestalt:**



*Recreational experiences are greater than the sum of their parts.*

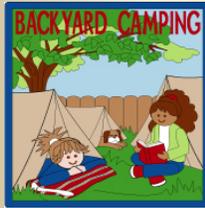


## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

**Experience/Benefit Gestalt:**



*Why do you camp where you do?*



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

**The six benefits most strongly effected by **activity type** included:**

**Understanding Relationships Among Recreation Opportunities: A Meta-Analysis of Nine Studies**

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DOROTHY H. ANDERSON  
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- keep/get physically fit,
- feel healthier,
- improve skills and abilities,
- feel more self confident,
- gain a greater sense of independence,
- feel stronger spiritually.

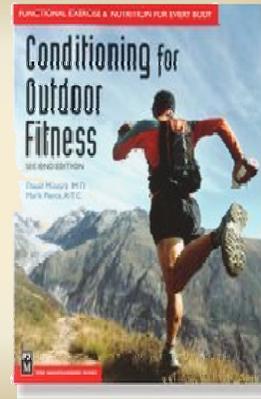


## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

**Keep/get physically fit** and **feel healthier** were strongly associated with **activity type** and weakly associated with setting type.



*For example, if a visitor traveled to a recreation area for the sole benefit of physical fitness,... the outdoor setting would not matter to the person only desiring physical fitness—he or she could be in a gym or a wilderness area.*



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

The six benefits most strongly effected by **setting type** or location of visit included:



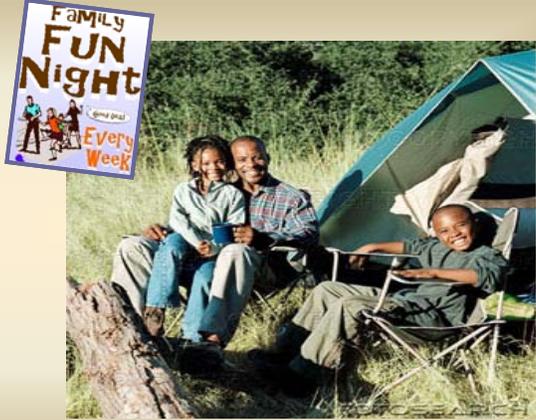
- gain a greater sense of independence,
- improve skills and abilities,
- feel more self confident,
- strengthen family ties,
- learn more about natural history
- feel stronger spiritually.



### WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

**Strengthen family ties** was associated with an above-average **setting effect**.

It appears that what a family does (activity) might be less important than where the family conducts the activity (setting) for attainment of strengthened family ties.





### WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

## What does all this mean?

- 1) Settings are key for realizing some outcomes, whereas activities are important for others.
- 2) Consequently, outdoor recreation providers may need to manage for benefit opportunities differently.

*For example, managers might allocate more staff for visitor patrols to maintain a desired social setting when targeting outcome opportunities to strengthen family ties.*





## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

**Tip: Think about the activities & the potential settings in the RMZ & ask...**

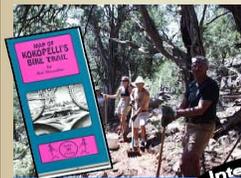
- Do I personally ever receive any of the listed benefits (Experience & Benefit Checklist) from my recreation?
- Do I believe other individuals probably do so?
- Do groups of people (from family members → local communities → society as a whole) receive the types of social or economic benefits listed?
- Do natural, cultural or historic resources benefit in any of the ways listed?

*Adapted from Introduction to Outdoor Recreation by Roger L. Moore & B.L. Driver*



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### McInnis Canyons National Conservation Area Management Plan MACK RIDGE Recreation Management Zone



**Management**

- Erect motorized barriers at 9 locations
- Close / restore the end of the road on Steve's Loop

**Administration**

- All motorized/mechanized use limited to designated trails & roads
- No camping

**Marketing / Education**

Develop comprehensive interpretive plan

**Monitoring**

Assure objectives/prescribed settings are being met



**Physical Setting**

- Remoteness – Near roads
- Naturalness – Generally natural in appearance
- Facilities – Trailheads / trails

**Social Setting**

- Contacts – 15–29 / day
- Group Size – Avg. 12
- Evidence of Use – mod.

**Administrative Setting**

- Motorized Use – Low
- Visitor Services – Maps / brochures are available for information
- Mgmt. Controls – Day use area with rules clearly posted



**Participating in:**

Single-track day-use mountain biking



**Experiences**

- Enjoying frequent exercise
- Developing skills, abilities, and self-confidence

**Personal Benefits**

- Improved physical fitness
- Greater cultivation of outdoor-oriented lifestyle

**Community Benefits**

Heightened sense of community pride/satisfaction

**Environmental Benefits**

Increased stewardship and protection of Mack Ridge

**Economic Benefits**

- Greater recognition of Fruita as a desired destination for local & non-locals
- Increased tourism revenue

Interact

Produce

Facilitate



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

### MACK RIDGE

#### Management Objectives

By the year 2010, manage this zone to provide opportunities for visitors to engage in World Class Single Track Day-Use Mountain Biking recreation, providing no less than 75% of responding visitors and affected community residents at least a "moderate" realization of these benefits (i.e., 3.0 on a probability scale where 1=not at all, 2=somewhat, 3=moderate, 4=complete/total realization):

Activities	Experiences	Desired Outcomes (Benefits)
Single-track day-use mountain biking	<ul style="list-style-type: none"> <li>• Enjoying frequent exercise</li> <li>• Enjoying strenuous exercise</li> <li>• Having easier access to a wide range of challenges</li> <li>• Testing your endurance</li> <li>• Developing skills, abilities, and self-confidence</li> <li>• Savoring canyon-country aesthetics</li> </ul>	<p><b>Personal:</b></p> <ul style="list-style-type: none"> <li>✦ Greater overall sense of wellness</li> <li>✦ Improved physical fitness</li> <li>✦ Better health maintenance</li> <li>✦ Restored mind from unwanted stress</li> <li>✦ Greater cultivation of outdoor-oriented lifestyle</li> <li>✦ Greater freedom from urban living</li> <li>✦ Improved outdoor knowledge, skills, and self-confidence</li> <li>✦ Greater aesthetic appreciation</li> </ul> <p><b>Household &amp; Community:</b></p> <ul style="list-style-type: none"> <li>✦ Heightened sense of community pride and satisfaction</li> </ul> <p><b>Economic:</b></p> <ul style="list-style-type: none"> <li>✦ Greater recognition of Fruita as a desired destination for local and non-locals alike</li> <li>✦ Maintenance of gateway community's distinctive recreation-tourism market niche or character</li> <li>✦ Increased local tourism revenue</li> <li>✦ Reduced health maintenance costs</li> <li>✦ Increased local job opportunities</li> </ul> <p><b>Environmental:</b></p> <ul style="list-style-type: none"> <li>✦ Increased stewardship and protection of Mack Ridge</li> </ul>



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

Writing good **outcome** objectives is not easy.

**Getting at meaningful content for an objective requires thinking at length & in depth about your desired results.**

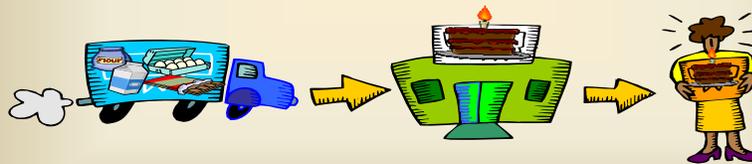
**You will usually write objectives, think them over, rewrite them, and then rewrite them again.**



## WRITING OUTCOME OBJECTIVES FOR RMZS WITHIN SRMAS

**When you think of recreation management as a Recreation Opportunity Production Process having a Desirable Outcome**

**defining objectives is not an exercise for its own sake, but a way to focus.... Actions & Prescriptions**



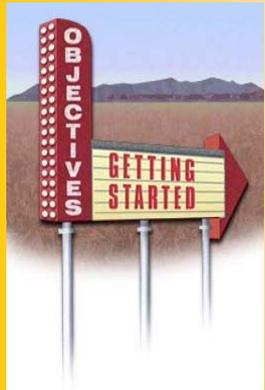
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### WRITING SRMA OBJECTIVES

Short  
Course  
Programme

The image shows a woman with blonde hair smiling and holding a large white sign. The sign has the text 'YOUR Questions Answered' written on it in a stylized font. In the top right corner of the image area, there is a small cartoon character icon and the text 'WRITING SRMA OBJECTIVES'. To the right of the woman, the text 'Short Course Programme' is displayed in a large, serif font.

This part of Module 5 will focus on:

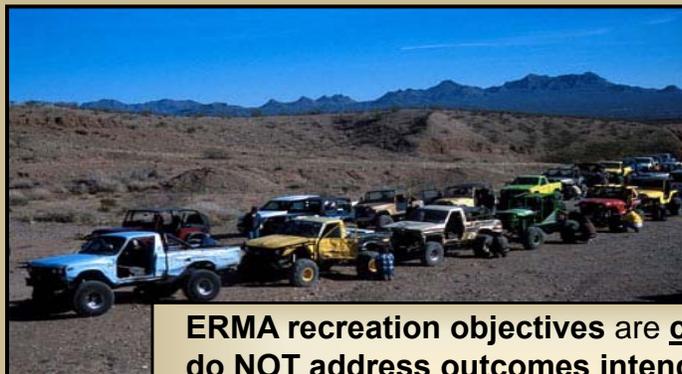


- *Background on Goals & Objectives*
- *Input & Outcome Objectives*
- *Writing Outcome Objectives for SRMAs*
- *Writing Objectives for ERMAs*



## WRITING OBJECTIVES FOR ERMAS

Land use plans must also identify recreation management objectives for all ERMAs.

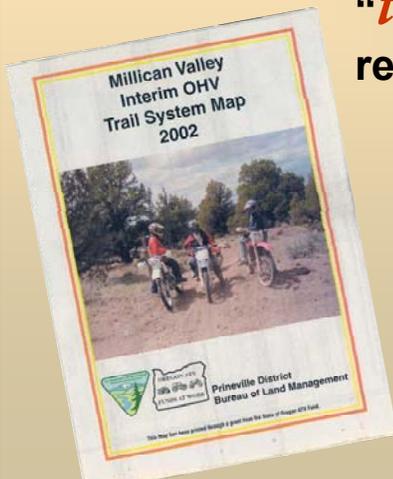


ERMA recreation objectives are custodial and do NOT address outcomes intended for the benefit of recreation participants nor the maintenance of recreation setting character.



## WRITING OBJECTIVES FOR ERMAS

ERMA objectives are set to “*take care*” of projected recreation use.





## WRITING OBJECTIVES FOR ERMAS

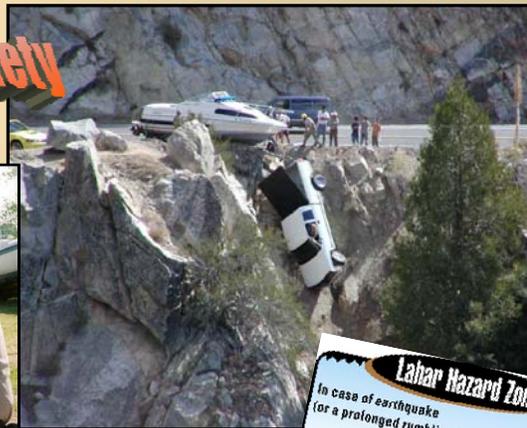
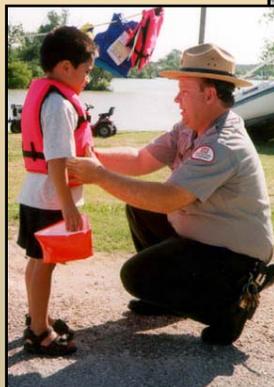
Consider Addressing:

1. Visitor Safety
2. Use & User Conflict
3. Resource Protection



## WRITING OBJECTIVES FOR ERMAS

### 1. Visitor Safety





# WRITING OBJECTIVES FOR ERMAS

for VISITOR SAFETY

**By 2010,** *TIMEBOUND: by a certain date*  
**at least 90 percent of all** *MEASURABLE: we know when they have been achieved*  
**mountain bikers;**  
**in the Sand Wash ERMA** *AREA BOUND: by a specific RMZ*  
**will be aware of** *RESULTS-ORIENTED: specifies an outcome*  
**backcountry safety hazards;**  
**through visitor** *ACHIEVABLE: challenging but not impossible*  
**information/outreach** *SPECIFIC: we know exactly what is to be achieved*  
**efforts.**

*(Note: measurable by inclusion of this index on a standardized GIPRA customer satisfaction survey).*



# WRITING OBJECTIVES FOR ERMAS

for VISITOR SAFETY

**Thru the life of the plan**  
**in the Roan Plateau ERMA,**



**ensure that participants in dispersed recreational activities**  
**have little potential for serious accidents (< two accidents/year that require hospitalization) due to human-created conditions and**  
**no (zero) exposure to hazardous health conditions.**

*Note: measurable by monitoring accidents and hazardous material incidents.*



# WRITING OBJECTIVES FOR ERMAS

## 2. Use & User Conflict



# WRITING OBJECTIVES FOR ERMAS

## for USER CONFLICT

**Thru the life of the LUP ...**

**in the Fighting Dog; ERMA**

**increase the awareness & tolerance of trail users**

**to maintain low conflict (< 3 incidents /year) multiple-use trails.**



*Note: measurable by monitoring # of conflicts reported to BLM FO.*



## WRITING OBJECTIVES FOR ERMAS

for USE CONFLICT

**Thru the life of the RMP  
in the Castle Peak ERMA  
limit incidents of trespass  
to 3 or less per year during the  
big game hunting seasons  
by improving hunter respect for  
privately-owned lands.**



*Note: Measurable by Fish & Game reporting incidents of trespass.*



## WRITING OBJECTIVES FOR ERMAS

for USE CONFLICT

**Thru the life of the plan  
in the Roan Plateau ERMA  
maintain participation in  
traditional recreational  
activity opportunities  
by phasing active gas  
production to specific areas  
overtime.**



*Note: Measurable by NRS simply monitoring/reporting if use is occurring.*



## WRITING OBJECTIVES FOR ERMAS

for USE CONFLICT

**Thru the life of the plan**

**in the Roan Plateau ERMA**

**direct participant; in recreation activities; to areas; where gas production is; not occurring**

**by increasing the awareness; of recreational activity participant; of the phasing of active & on-going gas production.**



*Note: measurable by monitoring # of conflict & if recreation activity use is occurring in certain areas.*



## WRITING OBJECTIVES FOR ERMAS

for USE CONFLICT

**Thru the life of the LUP**

**in the Roan Plateau ERMA**

**limit incident; of conflict that impede gas; production to 3 or less; per year**

**by increasing the understanding of participant; in traditional recreational activities; about gas; production & development.**



*Note: Measurable by NR's simply monitoring/reporting incidents.*



## WRITING OBJECTIVES FOR ERMAS

### 3. Resource Protection



## WRITING OBJECTIVES FOR ERMAS

for RESOURCE PROTECTION

**Within two years of plan approval in the Eyak River ERMA recreation volunteers will rehab 80% of non-designated stream crossings.**



**Pitfall #1 Writing INPUT OBJECTIVES**



# WRITING OBJECTIVES FOR ERMAS

for RESOURCE PROTECTION

**Thru the life of the LUP,  
in the Eagle Nest ERMA,  
recreation activities will not  
negatively impact (as  
defined by consultation with  
the USF&WS)  
the habitat of any federal or  
state Threatened and  
Endangered Species and  
other special status species**



**Pitfall #2  
Restating Laws or  
Regulation**



# WRITING OBJECTIVES FOR ERMAS

for RESOURCE PROTECTION

**Thru the life of the LUP in  
the Riley Ridge ERMA  
restrict winter use and access  
to only the Highline Trail  
corridor  
from Dec. 1 thru April 30 to  
protect wintering big game."**

**Pitfall #3  
Writing Mitigation**

**"Negative & Prohibitive"  
not  
"Positive & Protective"**





## WRITING OBJECTIVES FOR ERMAS

for RESOURCE PROTECTION

**Thru the life of the plan  
in the Castle Cliff ACEC  
within the Hunter Mountain ERMA  
safeguard the functioning of  
riparian areas (as defined by ACEC  
standards)  
by increasing the awareness of  
motorcycle riders of other locations  
where riding or driving OHV cross-  
country is appropriate .**



**"Positive outcomes  
to the Recreation  
Participant"**

*Note: Measurable by monitoring via land health assessments.*



## WRITING OBJECTIVES FOR ERMAS

for RESOURCE PROTECTION

**Thru the life of the plan  
in the GSFO ERMA  
create an increased awareness,  
understanding and a sense of  
stewardship in recreational  
activity participants so their  
conduct safeguards cultural  
resource values and natural  
resource values (as defined by  
LHSs or management area  
specific objectives. ).**

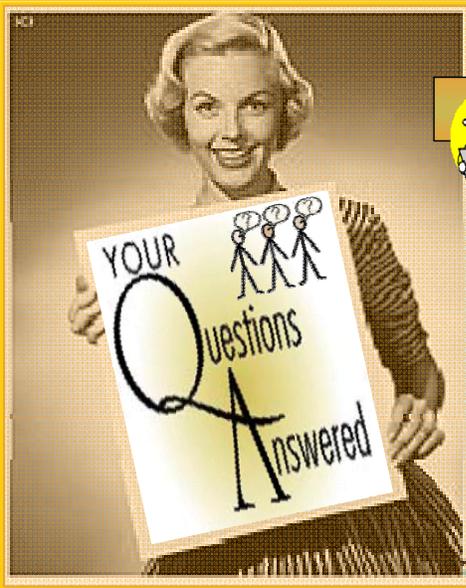
Must be tied to resource outcomes which are likely measured by Land Health Standards or resource objectives.

LHSs are measurable aspects of indicators that describe conditions needed to sustain public land health, and relate to all uses of the public lands.

*Note: Measurable by monitoring via land health assessments.*

Land Health Standards	Recreation Guidelines to meet Standards	Livestock Grazing Guidelines to meet Standards
<p><b>Standard 1:</b> Upland soils exhibit infiltration and permeability rates that are appropriate to soil type, climate, land form, and geologic processes. Adequate soil infiltration and permeability allows for the accumulation of soil moisture necessary for optimal plant growth and vigor, and minimizes surface runoff.</p>	<ol style="list-style-type: none"> <li>1. Manage recreational activities to maintain sufficient vegetation on upland areas to protect the soil from wind and water erosion and to buffer temperature extremes.</li> <li>2. Minimize disturbances and manage recreation use in riparian areas to protect vegetation, fragile soils, springs, and wetlands.</li> <li>3. Plan and locate routes, trails, and developments away from riparian and wetland areas, and highly erosive soils.</li> </ol>	<ol style="list-style-type: none"> <li>1. Grazing management practices promote plant health by providing for one or more of the following: periodic rest or defoliation from grazing during critical growth periods; adequate recovery and regrowth periods; opportunity for seed dissemination and seedling establishment.</li> <li>2. Grazing management practices address the kind, numbers, and class of livestock, season, duration, distribution, frequency and intensity of grazing use and livestock health.</li> </ol>
<p><b>Standard 2:</b> Riparian systems associated with both running and standing water function properly and have the ability to recover from major disturbance such as fire, severe grazing, or 100-year floods. Riparian vegetation captures sediment, and provides forage, habitat and bio-diversity. Water quality is improved or maintained. Stable soils store and release water slowly.</p>	<ol style="list-style-type: none"> <li>4. Reduce stream crossings to the minimal number dictated by the topography. Reduce sedimentation and compaction associated with stream crossings.</li> <li>5. Manage watercraft types and uses as appropriate to protect riparian systems and water quality from adverse impacts.</li> </ol>	<ol style="list-style-type: none"> <li>3. Grazing management practices maintain sufficient residual vegetation on both upland and riparian sites to protect the soil from wind and water erosion, to assist in maintaining appropriate soil infiltration and permeability, and to buffer temperature extremes. In riparian areas, vegetation dissipates energy, captures sediment, recharges ground water, and contributes to stream stability.</li> <li>4. Native plant species and natural revegetation are emphasized in the support of sustaining ecological functions and site integrity. Where reseeding is required, on land treatment efforts, emphasis will be placed on using native plant species. Seeding of non-native plant species will be considered based on local goals, native seed availability and cost, persistence of non-native plants and animals and noxious weeds on the site, and composition of non-natives in the seed mix.</li> </ol>
<p><b>Standard 3:</b> Healthy, productive plant and animal communities of native and other desirable species are maintained at viable population levels commensurate with the species and habitat's potential. Plants and animals at both the community and population level are productive, resilient, diverse, vigorous, and able to reproduce and sustain natural fluctuations, and ecological processes.</p>	<ol style="list-style-type: none"> <li>1. Manage recreational use on public lands to promote the survival and health of native plants and animals.</li> <li>2. Protect against the establishment or spread of noxious weeds.</li> <li>3. Protect wildlife habitat by preserving connectivity and avoiding fragmentation.</li> <li>4. Minimize wildlife disturbances and artificial attractions such as feeding wild animals or improper disposal of garbage.</li> <li>5. Protect plant and animal communities by limiting recreational use by type, season, intensity, distribution, or duration.</li> </ol>	<ol style="list-style-type: none"> <li>5. Range improvement projects are designed consistent with overall ecological functions and processes with minimum adverse impacts to other resources or uses of riparian/wetland and upland sites.</li> <li>6. Grazing management will occur in a manner that does not encourage the establishment or spread of noxious weeds. In addition to mechanical, chemical, and biological methods of weed control, livestock may be used where feasible as a tool to inhibit or stop the spread of noxious weeds.</li> </ol>
<p><b>Standard 4:</b> Special status, threatened and endangered species (federal and state), and other plants and animals officially designated by the BLM, and their habitats are maintained or enhanced by sustaining healthy, native plant and animal communities.</p>	<ol style="list-style-type: none"> <li>1. Protect habitat for federal and state Threatened and Endangered Species and other special status species.</li> </ol>	<ol style="list-style-type: none"> <li>7. Natural occurrences such as fire, drought, flooding, and prescribed land treatments should be combined with livestock management practices to move toward the sustainability of biological diversity across the landscape, including the maintenance, restoration, or enhancement of habitat to promote and assist the recovery and conservation of threatened, endangered, or other special status species, by helping to provide natural vegetation patterns, a mosaic of successional stages, and vegetation corridors, and thus minimizing habitat fragmentation.</li> </ol>
<p><b>Standard 5:</b> The water quality of all water bodies, including ground water where applicable, located on or influenced by BLM lands will achieve or exceed the Water Quality Standards established by the State of Colorado. Water Quality Standards for surface and ground waters include the designated beneficial uses, numeric criteria, narrative criteria, and anti-degradation requirements set forth under State law as found in (5 CCR 1002-8), as required by Section 303(c) of the Clean Water Act.</p>	<ol style="list-style-type: none"> <li>1. Manage recreational uses in coordination with other uses on public lands to achieve or exceed applicable water quality standards.</li> <li>2. Control water quality impacts resulting from recreational use, such as human waste, trash, and other elements.</li> </ol>	<ol style="list-style-type: none"> <li>8. Colorado Best Management Practices and other scientifically developed practices that enhance land and water quality should be used in the development of activity plans prepared for land use.</li> </ol>

The land use plan must identify how land health standards are to be considered in relationship to the management prescription for, and uses and activities occurring on, public lands. Some actions, by their very nature, will have an adverse effect on attainment of LHSs at some spatial scales (e.g., mineral development, road construction, or developed recreation sites). The land use plan should address under what conditions such adverse effects are permissible and at what spatial and temporal scale attainment is determined. The LUP may determine that certain LHSs may be applied and evaluated on a relatively broad spatial scale and over a long timeframe.



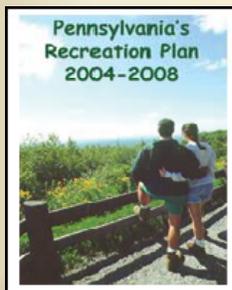


**WRITING OBJECTIVES**

Short  
Course  
Programme

## Adaptive Management

Monitoring data-driven management looking at how well **outcome objectives** are being achieved ...



...rather than simply including **implementation actions** in plans.

## Adaptive Management

Stay **COMMITTED** to your **DECISIONS**,  
but stay **FLEXIBLE** in your **APPROACH**

Tom Robbins



# Adaptive Management Steps

**PLAN:** Design an Explicit Model of the System *Recreation Opportunity Production Process*

**PLAN:** Develop a Mgmt Plan Establishes a Clear Purpose - **Outcomes / Prescriptions**  
*H-1601-1 – Land Use Planning Handbook*

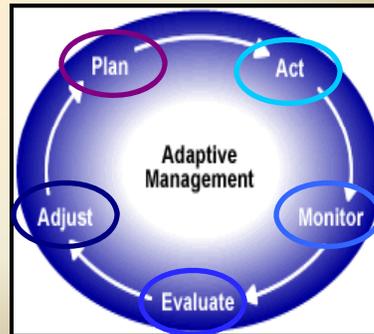
**PLAN:** Create a System to **Monitor Desired Outcomes** **RAMP**

**ACT:** Implement **Management, Marketing, & Administration Actions**

**MONITOR:** Implement **Monitoring Strategy**

**EVALUATE:** Analyze & Evaluate Data

**ADJUST:** Use Monitoring Data to Modify **Mgmt Strategies & Programs**



## Why an Adaptive Management Approach

1: Recreation Management Takes Place Within a Complex System

2: Our World Is a Constantly & Unpredictably Changing

3: There Is No Such Thing as Complete Information

4: We Continually Learn & Improve





**QUESTIONS? PROBLEMS?**  
**NEED DIRECTIONS?**  
**ASK HERE!!!**

**Your assignment is to:**

Targeted Opportunities/Outcomes			
Recreation Management Zone			
Niche			
Activity Opportunities			
Experiences	→	Benefits	→
Experiences	→	Benefits	→
Experiences	→	Benefits	→

Activities	Experiences	Desired Outcomes (Benefits)
Hiking, Backpacking, Hunting, and Photography	<ul style="list-style-type: none"> <li>Savoring canyon-country aesthetics</li> <li>Enjoying strenuous exercise</li> <li>Testing your endurance</li> <li>Developing skills, abilities, and self-confidence</li> <li>Feeling good about solitude and being isolated</li> <li>Enjoying primitive and unconfined outdoor recreation environments</li> <li>Enjoying exploration</li> </ul>	<p><b>Personal:</b></p> <ul style="list-style-type: none"> <li>Improved physical fitness</li> <li>Better health maintenance</li> <li>Improved outdoor knowledge, skills, and self-confidence</li> <li>Greater overall sense of wellness</li> <li>Renewed human spirit</li> <li>Greater sensitivity to awareness of outdoor aesthetics, nature's art and its elegance</li> <li>Enlarged understanding of my responsibility to help care for this area and keep it clean</li> <li>Closer relationship with the natural world</li> </ul> <p><b>Household &amp; Community:</b></p> <ul style="list-style-type: none"> <li>Heightened sense of community pride and satisfaction</li> </ul> <p><b>Economic:</b></p> <ul style="list-style-type: none"> <li>Maintenance of gateway community's distinctive recreation-tourism market niche or character</li> </ul> <p><b>Environmental:</b></p> <ul style="list-style-type: none"> <li>Increased stewardship and protection of Wilderness resources</li> <li>Greater retention of distinctive natural landscape features</li> </ul>

- Determine and chain the targeted **Activities**, **Experiences** & **Benefit Outcomes** to fit the identified **Niche** for each RMZ.
- Write a S.M.A.R.T. Outcomes-based Objective for each RMZ.

*Remember Emma & the Benefits Chain of Causality*  
*Note: Don't target too many experiences in each RMZ!*