

*Columbia River Gorge Commission*

*Strategic Plan-DRAFT*

Krystyna U. Wolniakowski, Executive Director  
07-01-2019

**Table of Contents**

National Scenic Area ..... 3  
Commission’s Responsibilities..... 3  
National Scenic Area Act..... 3  
Columbia River Gorge Compact..... 4  
Mission..... 4  
Statutory Authorities ..... 4  
Gorge Commission Administrative Rules ..... 4  
Management Plan..... 5  
Agency Plans ..... 5  
    Structure of Long-Term and Two Year Plans ..... 5  
    Goal #1..... 6  
    Goal #2..... 7  
    Goal #3..... 9  
    Goal #4..... 10  
    Goal #5..... 11  
    Partner Agencies..... 13  
Criteria for 2019-2021 Budget Development ..... 15  
Workplan Summary ..... 17  
    Administration ..... 17  
    Program Initiatives ..... 17  
Workplan ..... 18

### **National Scenic Area**

The spectacularly beautiful Columbia River Gorge National Scenic Area stretches 85 miles and includes portions of three Oregon and three Washington counties. Formed by ancient volcanoes and sculpted by incredible floods, the Columbia River Gorge carves an impressive corridor through the Cascade Mountains in Oregon and Washington as the great Columbia River flows to the Pacific Ocean. As the only sea-level route from the Great Basin to the Pacific Ocean, the Columbia River Gorge is a land of contrasts. The western Gorge, with an average annual rainfall of 75 inches, is a place of misty mountains, rich forestlands and more waterfalls than any area in the country. The eastern Gorge, with an annual rainfall of less than 15 inches, is a place of rim-rock bluffs, rolling hills, farms and ranchlands.

The Columbia River Gorge is renowned for its cultural resources and geologic history. Cultural resources, epitomized by the Indian petroglyph “She Who Watches,” trace a human history in the Gorge that is 10,000 years old. They include prehistoric sites and historic structures. Natural Resources include wildlife, plants, streams, lakes, wetlands and riparian corridors that are found in abundance throughout the National Scenic Area. The National Scenic Area is known worldwide for the variety and quality of recreational opportunities: windsurfing, hiking, fishing, mountain biking, kayaking, kiteboarding, and rafting on the two Wild and Scenic Rivers—the Klickitat and White Salmon Rivers in Washington. The Gorge's scenic resources span a diverse array of landscapes including rain forests, rolling farmlands and semi-arid grasslands.

### **Commission's Responsibilities**

The Gorge Commission acts as the primary regional planning agency and one of the chief stewards of a national treasure – the Columbia River Gorge National Scenic Area. Among its many its roles, the Commission develops and implements policy for land use and resource protection on non-federal lands. The Commission is responsible for coordinated and consistent implementation of the National Scenic Area Management Plan and land use ordinances. In order to effectively protect resources and support the regional economy the Commission is responsible to coordinate and facilitate the efforts of two states, six counties, four Columbia River Treaty tribes, several federal agencies, residents and citizens. The Commission is also responsible to hear and resolve appeals of land use decisions in the National Scenic Area. The Commission's programs are based on its federal statutory responsibilities described by the National Scenic Act, and in the bi-state Columbia River Gorge Compact.

### **National Scenic Area Act**

The Columbia River Gorge National Scenic Area Act (16 U.S.C. §§ 544–544p) was passed by Congress and signed into law by President Ronald Reagan on November 17, 1986. The Act mandates the protection and enhancement of scenic, cultural, natural and recreation resources and the protection and support of the Gorge economy. A total of 292,500 acres were designated for special protection on both sides of the Columbia from the outskirts of Portland-Vancouver in the west to the semi-arid regions of Wasco and Klickitat counties in the east.

The Act created the National Scenic Area, authorized the states to enter into a compact creating the Gorge Commission, required the Commission and U.S. Forest Service to adopt a regional management plan, and required counties to adopt land use ordinances consistent with the management plan. The National Scenic Area is categorized into three areas: Special Management Areas, General Management Area, and Urban Areas

**Special Management Areas** cover approximately 114,600 acres and contain some of the Gorge’s most sensitive resources. Special Management Areas are managed by the US Forest Service National Scenic Area Office in Hood River, Oregon.

**General Management Area** covers approximately 149,400 acres of land and all of the Columbia River – which contain a mixture of land uses including farming, logging, cattle grazing, public recreation and rural residential uses. Development on private lands is administered by Columbia River Gorge counties and the Gorge Commission in Klickitat County, Washington. Development on Federal lands is reviewed by the U.S. Forest Service National Scenic Area Office.

**Thirteen Urban Areas** are exempt from Scenic Area regulations: Cascade Locks, Hood River, Mosier and The Dalles in Oregon, and North Bonneville, Stevenson, Carson, Home Valley, White Salmon, Bingen, Lyle, Dallesport and Wishram in Washington. Lands held in trust by the Bureau of Indian Affairs are also exempt from National Scenic Area regulation.

### **Columbia River Gorge Compact**

The Columbia River Gorge Compact is the agreement between Oregon and Washington establishing the Gorge Commission. It is codified at RCW 43.97.015 and ORS 196.150. The Washington and Oregon governors each appoint three commissioners; one of those three must be a resident of the National Scenic Area. The six gorge counties each appoint one commissioner. The Area Manager for the U.S. Forest Service National Scenic Area office is a nonvoting member. This structure creates an even balance between state and local appointees and Washington and Oregon appointees. The compact also specifies how the states fund the CRGC and other specific CRGC authorizations. The Gorge Commission’s authority is derived from the compact and the compact incorporates the Act by reference, so references to the Gorge Commission’s authority typically cite directly to the Act.

### **Mission**

The Columbia River Gorge Commission's mission is to establish, implement and enforce policies and programs that protect and enhance the scenic, natural, recreational and cultural resources of the Columbia River Gorge, and to support the economy of the area by encouraging growth to occur in existing urban areas and allowing economic development consistent with resource protection.

### **Statutory Authority**

The Columbia River Gorge Commission was authorized by Congress in the 1986 Columbia River Gorge National Scenic Area Act (P.L. 99-663). The Act provided advance consent for an interstate compact between Washington and Oregon to create the Columbia River Gorge Commission. The Columbia River Gorge Compact (codified at ORS 196.150 and RCW 43.97.015) enacted in 1987, created the Commission and directed it: “to perform all functions and responsibilities in accordance with the provisions of this compact and the Columbia River Gorge National Scenic Area Act.[Compact Article 1(a)].”

### **Gorge Commission Administrative Rules**

The Gorge Commission has adopted administrative rules for open meetings, disclosure of public records, financial disclosure, conflicts of interest, public contracts, and administrative procedures. The Act requires these rules must be consistent with the more restrictive of the two states’ statutes on these subjects. The Gorge Commission reviews its rules after each legislative session to ensure they continue to comply with that requirement. Additionally, the Gorge Commission maintains specific rules for appeals, enforcement, and other actions it

handles on a regular basis. The Gorge Commission files its rules with the Oregon Secretary of State and Washington Code Reviser, but the rules are not technically part of the Oregon Administrative Rules (OAR) or the Washington Administrative Code (WAC) because they are not state agency rules. Oregon includes the Gorge Commission's rules in its printed and online versions of the OAR compilation, but Washington does not include them in the WAC compilation.

### **Management Plan**

Congress called for the preparation of the Management Plan for the Columbia River Gorge National Scenic Area to ensure that land in the National Scenic Area is used consistently with the purposes and standards of the National Scenic Area Act. The Gorge Commission and Forest Service must revise the management plan at least every 10 years. The Gorge Commission and Forest Service adopted the management plan in 1991 with input from Indian tribal governments, county and city governments, state and federal agencies, citizens, and non-governmental organizations. In 2004, the agencies completed the first 10-year revision. The Gorge Commission may amend the management plan between revisions if it finds that conditions in the National Scenic Area have significantly changed. The Secretary of Agriculture must concur with revisions and amendments to the management plan.

The management plan contains the land use and resource protection standards, non-regulatory programs, and projects for protecting and enhancing Columbia River Gorge resources, as well as a description of roles and relationships of governments and agencies responsible for implementation of the National Scenic Area Act. The Forest Service develops the land use regulations for federal land and land in the "special management areas." The Gorge Commission develops the land use regulations for the general management area. The management plan does not directly apply to the 13 urban areas.

### **Agency Plans**

#### **Structure of Long-Term and Two-Year Plans**

The Columbia River Gorge Commission's long-term plans and two-year plans remain related to five strategic goals and adopted agency performance measures, long-term objectives, and two-year initiatives. The five goals are to:

1. Protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge
2. Support the economic vitality of the Gorge by encouraging growth to occur in existing urban areas; by allowing future economic development in a manner that is consistent with scenic, natural, cultural, and recreational resource protection; and by protecting and encouraging agriculture and forestry in the Scenic Area.
3. Increase citizen participation in decision-making processes in the National Scenic Area.
4. Coordinate effective and consistent implementation of the Management Plan by county governments.
5. Enhance the Gorge Commission's unique position as a bi-state regional agency to provide a Gorge-wide, bi-state approach to issues, make efficient use of public resources throughout the Gorge, and support interagency projects and problem-solving.

**GOAL #1: PROTECT AND PROVIDE FOR THE ENHANCEMENT OF THE SCENIC, CULTURAL, RECREATIONAL, AND NATURAL RESOURCES OF THE COLUMBIA RIVER GORGE**

Performance Measures

*Higher Level Outcome or Agency Mission*

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

*Outputs*

Percentage of participants in presentations made by the Gorge Commission who state they have a better understanding of the National Scenic Area after the presentation.

Long Term Objectives

- Review, revise and implement a revised Management Plan for the Columbia River Gorge National Scenic Area. The Commission is required to begin its mandatory review of the Management Plan Review every ten years. Since the last review was finalized in 2004, a new review and update process was to begin in 2014. Due to reduced funding, the Commission was unable to begin the process in 2014, but did begin the process in late 2016 even with no additional staff to be in compliance with federal law. The goal is to complete it in 2019-2021 biennium. When the update of the Management Plan is completed, the Commission will work with Gorge counties, agencies and other regional stakeholders to implement the revised Plan through amendments to county land use development ordinances.
- Provide National Scenic Area planning services in any county that does not directly implement the Management Plan through a land use ordinance. Hear appeals of land use decisions. Provide code compliance and enforcement services.
- Monitor the effect of development and other land use activities on National Scenic Area resources. Resource monitoring is one of the highest priority areas for improving service and making equitable land use policy decisions. The Commission is committed to continue working on the Vital Signs Indicators Project with local, state and federal agencies as resources permit. The Vital Signs Indicators Project monitors 51 measurable outcomes and performance measures of land use policy in the National Scenic Area. The work also includes data collection and analysis.

Two-Year Strategies

- The Commission established four priorities for its work as part of the "Gorge 2020" Management Plan update process for the new 2019-2021 biennium:
  - Integrated planning for regional recreation.
  - urban area boundary revisions policy.

- supporting economic vitality, and
  - measuring success in meeting the purposes of the National Scenic Area Act.
- Continue to build and strengthen working relationships with the four Columbia River Treaty tribes and convene annual Government to Government summits to exchange information and develop mutual priorities.
  - Continue current efforts to clarify and adopt the legal descriptions of external NSA boundaries and the boundaries between the Special Management Areas and the General Management Areas.
  - Continue efforts to engage the region in a collaborative discussion of long range urban area and recreation policy.
  - The National Scenic Area Act requires the Commission to complete a formal Management Plan Review no less than every five years and no more than every ten years. The Commission began the Management Plan Review in mid-2016 and will continue working on it through the 2019-21 biennium. The final review and any needed policy updates will require two additional staff and IT resources.
  - Support Gorge counties implementing the revised Plan through amended local land use ordinances.
  - Inspect all building permits for code compliance and conduct enforcement services as needed for Klickitat County. Provide technical assistance to five county governments in their work with inspections, code compliance and enforcement actions.
  - Continue efforts to develop and compile data to measure the effectiveness, efficiency, and equity of Management Plan implementation. Use existing data to improve development review processes throughout the National Scenic Area. The Vital Signs Indicator Project includes measurable outcomes and identifies research data for these measures or indicators. The project will use existing and shared data to the extent possible.

**GOAL #2        TO SUPPORT THE ECONOMIC VITALITY OF THE GORGE BY ENCOURAGING GROWTH TO OCCUR IN EXISTING URBAN AREAS; BY ALLOWING FUTURE ECONOMIC DEVELOPMENT IN A MANNER THAT IS CONSISTENT WITH SCENIC, NATURAL, CULTURAL, AND RECREATIONAL RESOURCE PROTECTION; AND BY PROTECTING AND ENCOURAGING AGRICULTURE AND FORESTRY IN THE SCENIC AREA.**

Performance Measures

*Higher Level Outcome or Agency Mission*

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

## *Outputs*

Percentage of participants in presentations made by the Gorge Commission who state they have a better understanding of the National Scenic Area after the presentation.

## Long Term Objectives

- Monitor policies and regulation that promote agricultural and forest activities in the National Scenic Area. Monitor policies that discourage replacement of existing agricultural and forest uses with other types of uses that displace farming and forestry.
- Engage with economic development agencies, chambers of commerce, visitor's associations, agriculture and forest products businesses, and ports as well as conservation groups to develop an integrated "Gorge Economic Vitality Plan" that protects resources while promoting a healthy economy.
- Monitor policies and regulation that encourage industrial and heavy commercial activities to locate in urban areas.
- Support the State of Oregon and State of Washington economic development agencies in planning that supports the grant and loan program created by the National Scenic Area Act. Assist the Oregon and Washington Investment Boards in identifying economic opportunities for Gorge communities.

## Two-Year Strategies

- Convene and manage an "Economic Vitality Work Group" with membership that represents 28 entities from Oregon and Washington who are economic drivers in the National Scenic Area, to advise the Commission on how best to implement the second purpose of the Act that requires the Commission to support economic development outside urban areas where it is compatible with resource protection. This has never been clearly defined and needs to be part of the revised "Gorge 2020" Management Plan.
- Coordinate with the Oregon Investment Board and Washington Investment Board to support their grant and loan programs. Process and approve requests for certification of grants and loans for applications to assure they are compatible with protecting resources.
- Support efforts to increase grant funds that support economic development activity in the Columbia River Gorge. This strategy largely consists of coordinating annual appropriations requests and public information effort to secure \$1.9 million in federal funds that were authorized by the National Scenic Area Act but have not yet been appropriated. This is outlined further in the objectives and strategies under Goal #5 below.
- Protect agricultural and forest land in the NSA and promote industrial and commercial activities inside urban areas. Seek to understand agriculture and forestry market forces and land management practices. Evaluate the consequences of Management Plan practices on agriculture and forestry, and create a regulatory structure that allows those industries to respond to larger market forces. This strategy

relates to the objectives and strategies described under Goal #1 to assess the success of the Management Plan in meeting the goals and standards of the Scenic Area Act.

**GOAL #3: INCREASE CITIZEN UNDERSTANDING AND PARTICIPATION IN DECISION-MAKING PROCESSES IN THE NATIONAL SCENIC AREA.**

Performance Measures

*Higher Level Outcome or Agency Mission*

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

*Outputs*

- Percentage of participants in presentations made by the Gorge Commission who state they have a better understanding of the National Scenic Area after the presentation.

Long Term Objectives

- Ensure that Gorge Commission decision-making processes are easy to understand, open and accessible to the public.
- Provide leadership and a regional vision for the successful long-term effective management of the National Scenic Area.
- Participate in civic and community efforts in the National Scenic Area. Provide regular and consistent information about the Commission's role in implementing the National Scenic Area Act. Train Gorge Commission staff to give presentations about the Commission, National Scenic Area, and current challenges. Improving agency performance in this area remains a high priority.

Two-Year Strategies

- Meet with and communicate regularly with diverse audiences in the NSA and throughout both states.
- Develop a variety of written and electronic communication tools and outreach materials that more clearly engage the public and stakeholders, and communicate the Gorge Commission's role and regulations to landowners seeking permits.
- Continue electronic archiving of Commission records to improve public records access and reduce the cost of maintaining Commission records.
- Use technology where possible to improve public access to agency records, data and publications.

- Offer alternative dispute resolution options for parties involved in appeals, enforcement and litigation in the National Scenic Area.
- Develop an effective landowner engagement and public communications strategy with better, more understandable information about the National Scenic Area and an improved, more readable and indexed Gorge 2020 Management Plan.

**GOAL #4: COORDINATE EFFECTIVE AND CONSISTENT IMPLEMENTATION OF THE MANAGEMENT PLAN BY COUNTY GOVERNMENTS**

Performance Measures

*Higher Level Outcome or Agency Mission*

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

*Outputs*

- Percentage of Development Reviews issued by the Commission within 72 days in Klickitat County and timely review of development applications prepared by the planners in the other five NSA counties.

Long Term Objectives

- Ensure effective implementation of the federal-regional-state-local partnerships established by the National Scenic Area Act. Provide effective support for local implementation of Columbia River Gorge NSA policies.
- Strengthen working relationships between the Columbia River Gorge Commission and all Gorge counties. Facilitate communication among counties, communities, agencies, tribes and citizens.

Two-Year Strategies

- Provide technical assistance to county planners implementing ordinances that enact the Management Plan.
- Convene county policy makers, administrators and technical staff to promote collaboration on regional issues. Meet regularly with planning directors and planning staff.
- Hear appeals of county development decisions.
- Provide training to Commission and county staff on the technical aspects of the Management Plan.

- Convene a work group of local, regional and state agencies to advise the Commission on emerging new land uses and finding ways to be more efficient and streamlining the development review process to reduce the time landowners need to wait for their permit, once their development application is deemed complete.

**GOAL #5: ENHANCE THE GORGE COMMISSION’S UNIQUE POSITION AS A BI-STATE REGIONAL AGENCY TO PROVIDE A GORGE-WIDE APPROACH TO ISSUES, MAKE EFFICIENT USE OF PUBLIC RESOURCES THROUGHOUT THE GORGE, SUPPORT INTERAGENCY PROJECTS AND PROBLEM SOLVING.**

Performance Measures

*Higher Level Outcome or Agency Mission*

Protect and enhance the scenic, natural, cultural and recreational resources of the Columbia River Gorge, and support the economy of the area by encouraging growth to occur in urban areas and allowing economic development consistent with resource protection.

*Outputs*

- Percentage of participants in presentations made by the Gorge Commission who state they have a better understanding of the National Scenic Area after the presentation.

Long Term Objectives

- Convene and participate actively to address issues that cross jurisdictional or operational boundaries. Support other government agencies in collaborating with interests in implementing cross-disciplinary projects.
- Collaborate with Federal, State, Local, and private interests to implement the Management Plan.

Two-Year Strategies

- Collaborate and coordinate with the US Forest Service National Scenic Area office, US Geological Survey, tribes, northwest universities, state agencies and others to support and provide information for activities that implement the National Scenic Area Act, including budget requests, the Vital Signs Indicators project, and other key projects.
- Coordinate services and response with all other federal, state, and local government agencies that share responsibility for aspects of the National Scenic Area implementation.
- Complete the review and update of the Gorge 2020 Management Plan, re-design and re-format the plan for easy reading and reference, and index it for search functions. Complete the new, revised and updated “Building in the National Scenic Area Handbook” to help landowners better understand the NSA policies and building standards.

- Collaborate with Soil and Water Conservation Districts that assist landowners with voluntary stewardship plans for their property to help landowners better understand conservation and mitigation measures needed to protect the resources when developing their applications.

### Environmental Factors

Key factors affecting the Columbia River Gorge Commission's implementation of the strategic plan:

Continued population and changing employment environment of the Portland/Vancouver metropolitan area and mid-Columbia region create several key pressures including:

- Demand for residential development in the Gorge. The Portland/ Vancouver area is within easy commuting distance for many Gorge communities. Telecommuting and flexible scheduling make Gorge communities viable for commuter residents.
- Increased recreation demands in the Gorge. Increased recreational visitors support the tourism economy and promote the area as a local, national and international destination. Gorge regional recreation attracts an estimated 3 million visitors and generates an estimated \$500 million annually. Recreation can also adversely affect resources if not appropriately managed. Several state and local parks already need additional infrastructure to accommodate park visitors.
- Increasing population and increasing tourism impact water quality degradation; air quality pollution; degradation of natural resources in unmanaged and undermanaged recreation sites (e.g. off-road biking, unauthorized hiking trails).
- The outbreak of invasive species such as the pine bark beetle and the fivespined ips have decimated certain tree species, leading to stark visual impacts, hazardous conditions for structures, and an increasing risk of wildfire.

### Larger economic forces that affect the sustainability of the Gorge economy:

- Annual declines in the US Forest Service and other federal agencies' funding affect the Gorge Commission and the regional community. Federal agencies are key partners in the Scenic Area; without their adequate funding, the management burdens fall to local governments and state agencies. The USFS Scenic Area office has not been able to replace employees who leave or retire there are fewer resources for environmental research and fewer funds are available for a shared GIS staff position.
- Closure and/or weight restrictions on the Bridge of the Gods have presented economic and cultural impacts on communities in the heart of the Gorge and as far away as Yakima, Tri-Cities and Spokane.
- Increasing need for some Gorge communities to share municipal infrastructure, such as the Gorge Commission-supported Three-Cities Initiative, an initiative of Cascade Locks, North Bonneville (WA) and Stevenson (WA) to explore alternatives for shared municipal wastewater treatment, fire and emergency services, and K-12 education.
- Declining housing affordability for a viable work force as the region attracts new and additional industries, and attracts retirees, absentee and part-time home owners, and seasonal visitors.
- Increasing pressure and demand on public infrastructure, such as roads for fire suppression and emergency services.
- Changing citizen and customer expectations. The public increasingly expects access to information and services 24 hours a day, 7 days a week with advances in technology and information sharing. The public also expects timely customer service with an emphasis on accuracy and efficiency.

- Continued decline in the timber and forest industry. This directly impacts the ability of the Columbia River Gorge Commission and other partners under the National Scenic Area Act to achieve the second purpose of the Act.
- Shifts in the markets for agricultural production. New agricultural products, especially vineyards and wineries, are emerging.
- Decisions by several high-technology businesses to locate in Gorge communities. Tech and manufacturing businesses choose to locate in the Gorge because of the high quality of life, the availability of technology infrastructure, and proximity to the Portland metropolitan area. These businesses generally import a workforce from outside of the Gorge. E.g. Google, Boeing/Insitu, and others.
- Vulnerability of tourism-based businesses to recession.
- Changing recreation uses and demographics.
- Energy costs are influencing travel and transportation within and through the National Scenic Area. The relative cost of energy also impacts housing affordability, creates regional tension between different economic uses, and the demand for recreation of all types. The size and scale of energy costs directly and indirectly underscores the growing need for regional planning to assess the impacts of future growth - positive and negative – and the unique needs of Gorge communities.

#### Partner Agencies

The Columbia River Gorge Commission is a regional planning agency for the Columbia River Gorge National Scenic Area. In its regional role, the Commission works closely with local communities, state and federal agencies, and four Treaty Tribes. Among the Commission's agency partners are the following:

- *The United States Forest Service.* The Columbia River Gorge National Scenic Area Act charges the Forest Service with managing federal lands, which include significant recreational sites in the Columbia River Gorge, such as Multnomah Falls and many trails in both states. In addition, the Forest Service oversees policy for the Special Management Areas (SMA), purchases SMA land, and provides other services such as fire management. Moreover, the Forest Service has many technical resources, such as archeologists, landscape architects, botanists, and biologists who assist the Columbia River Gorge Commission and Gorge counties with implementation of the Management Plan.
- *The U.S. Fish and Wildlife Service.* The US Fish and Wildlife Service maintains two National Wildlife Refuges within the National Scenic Area.
- *Four Columbia River Treaty Tribes.* The National Scenic Area Act recognizes that four northwest tribes have a treaty interest in the Columbia River Gorge. The Act charges the Commission with working with the Confederated Tribes of the Warm Springs, the Confederated Tribes of the Umatilla, the Nez Perce, and the Yakama Nation. The tribes are an important and integral part of the Gorge history, cultural and economy; they are also an important and vital part of its future. In addition, the tribes provide critical technical support, particularly related to protection or cultural resources.
- *State of Oregon and State of Washington.* The National Scenic Area Act assigns direct responsibilities for several issues to the states. In addition, state agencies have maintained their responsibility for other services in the Gorge, independent of the Act. Key partner agencies in Oregon and Washington are:

- Business Oregon and Washington Department of Commerce. The National Scenic Area Act gives these two state agencies responsibility for planning and management of economic development funds.
- Oregon Department of Forestry and Washington Department of Natural Resources. These agencies manage forest practices in the Gorge.
- Oregon Parks and Recreation Department and Washington State Parks. These agencies manage state parks, which represent many key recreation sites in the Columbia River Gorge.
- Oregon and Washington Departments of Transportation. These agencies not only manage key state highways, but also several scenic and recreation routes, and the railroads in the Columbia River Gorge.
- Oregon Fish and Wildlife and Washington Department of Natural Resources/Washington Department of Fish and Wildlife. These agencies provide expertise and guidance on natural resources and fish/wildlife issues.
- Oregon and Washington State Historic Preservation Officers. These agencies are responsible for key decisions related to cultural and historic resources in the Columbia River Gorge.
- Oregon Department of Land Conservation and Development. This is the agency that manages land use in Oregon and was used as the model for land use planning and land use designations in the NSA.
- Oregon Department of Environmental Quality and Washington Department of Ecology. Coordinate with them regarding air quality and water quality as well as terrestrial quality and water rights when reviewing permits on private lands.
- Oregon Governor's Natural Resources Agency Cabinet
- *Six County Governments.* The National Scenic Area Act provides several key incentives for county governments to implement the Management Plan including access to economic development funds and recreation project funds. In addition, both state governments fund counties that have enacted land use ordinances that implement the Management Plan. This allows counties to provide direct service to their residents and provides for enhanced local control. As of July 1, 2004, five of the six Gorge counties have elected to administer the Management Plan. Those five counties are Clark County and Skamania County in Washington and Hood River County, Multnomah County, and Wasco County in Oregon. The Columbia River Gorge Commission administers the land use ordinance in Klickitat County, Washington.
- *Thirteen Gorge urban communities.* The National Scenic Area places unique opportunities and constraints on Gorge communities. Under the Act and the Gorge Compact, the Commission is responsible to work with the region to ensure that the National Scenic Area plan policies support the economy of the region, including specifically the urban development inside congressionally established urban areas.
- *Stakeholders.* Ports, landowners, non-profit organizations and many other entities who live and work in the National Scenic Area have a stake in the decisions that the Gorge Commission makes. In some cases, the Gorge Commission writes letters of support for grants or

recognition of the roles of those partners as part of the Gorge community. Developing the new Gorge 2020 Management Plan is an opportunity to engage many more entities in the Gorge- government agencies, businesses, and non-government partners, to help us improve delivery of our services.

- *Difference between Counties and the Commission-* The Commission functions as the regional regulatory authority with the ability to hear appeals, process Management Plan amendments, develop the 10-year review of the Management Plan, implement the Management Plan through a land use ordinance for any county and spearhead projects of regional significance and complexity such as the Vital Signs Indicators Project.

### Trends in Customer Characteristics

- The public increasingly expects rapid and efficient responses to inquiries.
- Population growth and development creates workload demands in counties with significant amounts of private land. This, in turn, puts demands on Commission staff to provide technical support and monitor all the county decisions.
- The public increasingly expects to obtain information and services 24 hours each day. This expectation puts increased demand on the Commission and county partners to make efficient use of technology both as ways to gather and analyze information and also as a way to provide public information and service.
- Members of the public have much higher interests in preservation of individual rights and services than was generally true in the early days of the Commission. Initiatives that describe the effect of regulation as a short-term economic loss, such as Oregon’s Ballot Measures 37, affect public perception and expectations about the Commission and its work.

## **CRITERIA FOR 2019-2021 BUDGET DEVELOPMENT**

### Long Term Objectives Used to Develop the Budget

- Recommendations outlined in a Collaborative Assessment Report conducted jointly by Oregon Consensus and the Ruckelshaus Center resulted in the following Commission priorities that are important for the for 2019-2021 biennium:
  - Integrated planning for regional recreation,
  - urban area boundary revisions policy,
  - supporting economic vitality, and
  - measuring success in meeting the purposes of the National Scenic Area Act.
- Build on initial phases of the regional Vital Signs Indicators Project. Monitoring the effect of development and other activities on the resources is one of the most effective means for improving land use policy. The Vital Signs Indicators project is a long-term project

which will influence future Commission decisions and the next Management Plan Review. Use the VSI project to continue to build emerging partnerships with the US Forest Service, US Geological Survey, Portland State University School of the Environment, Washington State University School of the Environment, Oregon State University College of Forestry, and Lewis & Clark Law School.

- Engage in a comprehensive review of the “Gorge 2020” Management Plan as mandated by the National Scenic Area Act and as needed to meet the needs of the Commission and Gorge communities. The Commission will be working with Gorge counties and cities to implement the revised Management Plan through local land use and development ordinances.
- Provide current planning services in any county that does not implement the Management Plan through a land use ordinance. Hear appeals of land use decisions. Provide code compliance and enforcement services.
- Use outreach to expand participation of the general public in Commission decision-making. Use outreach tools to gather public input on issues before the Commission. Improving agency performance in this area is a high priority for the Commission.
- Foster consistent implementation of the Columbia River Gorge National Scenic Area Act and Management Plan throughout the Gorge. Support and promote Gorge-wide problem solving and regionally collaborative policy discussions.
- Assist in securing funding, including Congressional appropriations, for projects that implement the Columbia River Gorge National Scenic Area Act and the enhancements section of the Management Plan.

#### Two-Year Strategies Used to Develop the Budget

- Provide current planning services in any county that does not implement the Management Plan through a land use ordinance. Provide code compliance and enforcement services. Provide technical assistance to county governments in their work with code compliance and enforcement.
- Continue the Commission’s work on regional collaborative priorities, including regional recreation planning, urban area policy and measuring the successful implementation of the National Scenic Area Act.
- Continue to build and strengthen relationships with the four Columbia River Treaty Tribes: Confederated Tribes and Bands of the Yakama Nation, Confederated Tribes of Warm Springs, Confederated Tribes of the Umatilla Indian Reservation and the Nez Perce Tribe.
- Support the work of the Oregon Department of Environmental Quality, Southwest Washington Clean Air Agency, and Washington Department of Ecology in creating strategies for Columbia River Gorge Air Quality. Provide technical assistance on Columbia River Gorge National Scenic Area Act issues to DEQ, SWCAA and DOE.
- Implement the revised “Gorge 2020” Management Plan. Work with Gorge counties to implement the Plan through development of land use ordinances.

- Hear and decide appeals of county land use decisions.
- Monitor current planning decisions of counties under their land use ordinances that implement the Management Plan. Strive to prevent potential conflicts, appeals, and enforcement cases by reviewing development applications that have the potential to have the most significant impact on Gorge resources.
- Increase monitoring, compliance and enforcement of the development permits in each of the counties to assure the management plan is being followed.

### **Workplan Summary**

The following workplan is a detailed presentation of the Agency's current programmatic and administrative work obligations and additional initiatives that will need to be completed during this next biennium.

**Current Staff Resources:** 7 FTE plus 1.0 FTE Planner funded by a Klickitat County grant = 8 FTE

**Biennium Budget:** \$2.2 million plus \$155,200 grant from Klickitat County for FY2019-21

#### **Administration**

Agency Program Administration and Budget Management  
 Planning/ Development Reviews  
 Regional Outreach, Coordination and Gorge Partnerships  
 Legal Reviews and Actions

#### **Program Initiatives**

Land Use Designations for six counties  
 Urban Area Boundary Legal Descriptions  
 Vital Sign Indicators 2.0  
 Gorge 2020 Management Plan Review  
 New Funding Source Development  
 Current/Emerging Issues

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
<b>Administration</b>				<b>1.5 FTE</b>	<b>Sub-section Total</b>
	Oregon and Washington Budgets	Prepare and manage two budgets, one for each state's biennial legislative session—	<ul style="list-style-type: none"> <li>Identify Commission priorities, anticipated workloads and staffing needs for the biennium</li> <li>Prepare separate legislative binders for submittal to each state-</li> <li>Prepare and submit agency budget allotment to both states following the completion of both states' legislative sessions</li> <li>Prepare and submit separate adjusted, legislatively approved budget binders for Oregon following the completion of each legislative session</li> </ul>	.3 FTE	This task requires dedicated time from the Executive Director and the Administrative Analyst. The budget also requires time and travel of staff, Oregon and Washington contract fiscal staff, and commissioners.
	Agency Reporting	Complete and submit required reports for each state	Prepare and submit: <ul style="list-style-type: none"> <li>WA IT Security report</li> <li>OR IT Security report</li> <li>WA Asset Inventory Report</li> <li>OR Asset Inventory Report</li> <li>OR Disaster plan</li> <li>WA Disaster plan</li> <li>OR Performance Measures report</li> <li>WA Performance Measures report</li> <li>WA Greenhouse Gas Emissions Report</li> </ul>	.2 FTE	Agency reporting requires time from the Executive Director, Administrative Analyst, GIS manager, and other staff as needed.
	Agency Audits	Complete and submit information as required to satisfy Oregon and Washington audits	<ul style="list-style-type: none"> <li>Operational audits</li> <li>Fiscal audits</li> <li>IT Security audits</li> </ul>	.1 FTE	Agency reporting requires time from the Executive Director, Administrative Analyst, GIS manager, and other staff as needed.

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
	Commission Support	Provides administrative and technical support for monthly Commission meetings and committee activities	<ul style="list-style-type: none"> <li>• Schedule facilities and services for regular Commission meetings –</li> <li>• Prepare and process reimbursement forms for travel and stipends for all commissioners</li> <li>• Develop and distribute Commission meeting agendas</li> <li>• Prepare and distribute general information, updates, and Commission meeting packets</li> <li>• Prepare and submit travel requests for all meetings for Washington Commissioners</li> <li>• Record and prepare minutes for public meetings</li> </ul>	.2 FTE	Commission support is provided primarily by the Administrative Analyst, Planners with strategic support from the Executive Director and Counsel.
	Office Administration & Accounting	Track and report agency expenditures	<ul style="list-style-type: none"> <li>• Receive, review and authorize payment for agency bills</li> <li>• Prepare periodic reports to state fiscal offices</li> <li>• Track and file agency fiscal records as needed</li> <li>• Perform personnel functions, process personnel forms</li> <li>• Assist with coordination of agency contract's billing and reporting</li> <li>• Oversee agency state vehicle – report monthly mileage, coordinate maintenance</li> <li>• Order supplies and maintenance when necessary</li> <li>• Perform notary functions</li> </ul>	.2 FTE	Administrative Analyst, with support and oversight from the Executive Director
	IT and Website Maintenance	Maintain, repair and update agency IT infrastructure and website	<ul style="list-style-type: none"> <li>• Liaise with IT consultant on major issues</li> <li>• Maintain hardware</li> <li>• Perform server backups</li> </ul>	.1 FTE	GIS planner and Administrative Analyst, IT/computer consultant

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
			<ul style="list-style-type: none"> <li>• Provide IT support to staff</li> <li>• Troubleshoot first tier IT problems</li> <li>• Assess and procure hardware and software/ESRI licenses (etc) as needed</li> <li>• Create and maintain user accounts on server and for Office 365</li> <li>• Update website frequently with new information, Commission agendas, etc.</li> </ul>		
	Staff Support	Provide daily support to staff	<ul style="list-style-type: none"> <li>• Legal support: prepare and send out letters to legal parties, set up files, process administrative records for appeals and litigation</li> <li>• Provide daily administrative coordination</li> <li>• Planning support: set up new files for incoming DR applications, send out notices and decisions, help with planning inquiries</li> <li>• Rules coordinator: submit required rule forms to states</li> </ul>	.2 FTE	Administrative Analyst
	Data Management	Maintain and update agency's operational databases	<ul style="list-style-type: none"> <li>• Enter information into the following databases: DR, county DR, economic development, and enforcement-need to develop new data base/software for integrating GIS into DR database and <i>upgrade entire system</i></li> </ul>	.05 FTE*	Administrative Analyst, IT consultants, Planners— <i>to assess replacement of the ACCESS data base will require a consultant</i>
	Public Records Retention	File, manage and produce agency records	<ul style="list-style-type: none"> <li>• Produce and file agency records</li> <li>• Respond to requests for public records</li> <li>• Produce, record, and archive files under record retention schedule</li> </ul>	.05 FTE	Administrative Analyst with support from GIS planner and Counsel
	CRGC Management	Overall agency management	<ul style="list-style-type: none"> <li>• Includes HR functions, staff meetings, annual reviews, workload management, and staff training</li> </ul>	.1 FTE	Executive Director

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
<b>Proactive Outreach, Coordination and Partnerships</b>				<b>.5 FTE</b>	<b>Sub-section Total</b>
	Interagency and Gorge Meetings		<ul style="list-style-type: none"> <li>• Federal delegation meetings-</li> <li>• Federal agency meetings</li> <li>• State agency meetings</li> <li>• Local government meetings (city councils and county commissions)</li> <li>• Port meetings</li> <li>• Tribes' meetings (individual and G2G)</li> <li>• Gorge Partner Meetings (MCEDD etc.), Gorge 2020 Management Plan Review and Update meetings</li> </ul>	.3 FTE	Primarily Executive Director and Planning staff when directly related to projects  Commission to assist
	Governors and State Legislators		<ul style="list-style-type: none"> <li>• Organize and conduct tours</li> <li>• Olympia and Salem meetings as needed</li> </ul>	.01 FTE	Executive Director
	Presentations - Conferences and Workshops		<ul style="list-style-type: none"> <li>• Attend professional conferences and workshops to make presentations about the Commission's work</li> </ul>	.02 FTE	All staff as needed
	Public meetings/ Communication		<ul style="list-style-type: none"> <li>• Media communications</li> <li>• Public or interest group meetings</li> <li>• Gorge 2020 Management Plan meetings</li> </ul>	.12 FTE	Executive Director
	Commission Communication		<ul style="list-style-type: none"> <li>• Updates between Commission meetings as needed</li> </ul>	.05 FTE	Executive Director

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
<b>Legal Counsel</b>				<b>1 FTE</b>	<b>Sub-section Total</b>
	Appeals of land use decisions to the Commission	Receive and process appeals of jurisdictions' NSA decisions	<ul style="list-style-type: none"> <li>• Assist parties with appeal process</li> <li>• Handle legal filings and make recommendations to the Chair</li> <li>• Assist Commission in hearings and prepare final orders</li> </ul>	.3 FTE	Legal Counsel
	Litigation and enforcement	File and respond to legal actions	<ul style="list-style-type: none"> <li>• Respond to claims against the Commission</li> <li>• File claims on behalf of the Commission</li> <li>• Participate in actions that implement Commission policy or impact the management of the National Scenic Area.</li> <li>• Negotiate and prepare settlement agreements</li> <li>• Assist planners with notice of violations, other enforcement actions and settlements</li> </ul>	.2 FTE	<i>Added more time due to pending litigation, mediation and appeals—some weeks it requires full time and other weeks are slow between briefs, mediation and court hearings</i>
	Planning support	Assist with planning decisions	<ul style="list-style-type: none"> <li>• Work directly with planning and GIS staff as needed</li> <li>• Provide legal research to assist with agency decision making <ul style="list-style-type: none"> <li>✓ Assure all Development Reviews for Klickitat County address all the resources</li> <li>✓ Provide oversight on cumulative effects analyses</li> <li>✓ Lead for the Urban Areas Boundaries Work Group as part of Gorge 2020</li> </ul> </li> </ul>	.35 FTE	

	Commission and ED support		<ul style="list-style-type: none"> <li>• Advise Commission, committees and members, especially related to appeals that come before the Commission and all public records requests</li> <li>• Provide strategic advice to ED</li> <li>• Provide briefings on strategic and emerging legal issues</li> <li>• Assist ED with legislative meetings</li> </ul>	.13 FTE	
	Agency rules	Develop and amend Commission rules as necessary.	<ul style="list-style-type: none"> <li>• Draft rule text and state forms for Commission action</li> <li>• Review proposed and adopted state legislation to keep Commission rules current</li> </ul>	.01 FTE	<i>Need to work on this more during 19-21</i>
	Thought Leadership	Review national cases and stay current with compact law;	<ul style="list-style-type: none"> <li>• Analyze and monitor different legal cases and issues that may have influence on compact law and vice versa</li> <li>• Serve as advisor, writer on compact law</li> </ul>	.01 FTE	

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
<b>Planning</b>				<b>2.75 FTE</b>	<b>Sub-section Total</b>
	Development Reviews	Accept and review development applications from land owners in Klickitat County.	<ul style="list-style-type: none"> <li>• Work with applicants to assure complete applications</li> <li>• Conduct site inspections</li> <li>• Draft staff reports and issue permits</li> <li>• Conduct post permit inspections to achieve compliance</li> <li>• Monitor Klickitat County permits</li> <li>• Write bi-monthly progress reports</li> </ul>	1 FTE	Primarily Klickitat County Planner with support from Executive Director and legal counsel (paid by grant from Klickitat County)
	County program monitoring	Oversee the implementation of National Scenic Area regulations in each of the six NSA counties.	<ul style="list-style-type: none"> <li>• Evaluate development review applications and decisions in NSA Counties</li> <li>• Provide technical assistance on request and when needed to ensure compliance with National Scenic Area regulations</li> <li>• Enter development review data into regional information database</li> <li>• Review county land use ordinance amendments</li> <li>• Quarterly meetings with county planners</li> </ul>	.75 FTE*	<i>All Planners involved, workload varies depending on how many DRs each of the counties receives that need CRGC staff review and how complicated the DRs are for each property—there were more than 100 DRs to review in NSA in one fiscal year 2018-19</i>
	Compliance and Enforcement	Enforce National Scenic Area law	<ul style="list-style-type: none"> <li>• Work with landowners on compliance issues--</li> <li>• draft notice of violations and other enforcement actions, conduct hearings</li> </ul>	<b>.52 FTE*</b>	With support from Counsel and ED— <b>*added .25 FTE of new VSI planner time</b>
	Forest practice reviews	Provide oversight for applications in NSA	<ul style="list-style-type: none"> <li>• Review forest practice permit applications from OR and WA state forest management agencies</li> <li>• Determine if located in the NSA</li> <li>• Issue letters/evaluations if located in NSA and consistency with LUD--</li> </ul>	.03 FTE	Very short turnaround time for reviews once received from the states

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
	Technical Assistance to Agencies	Provide advice, guidance and support to county planning departments and other local, state and federal officials on issues pertaining to the National Scenic Area	<ul style="list-style-type: none"> <li>Facilitate and attend interagency coordination meetings—Attend Governors Cabinet meetings every 2 weeks, port meetings, county commissioner meetings, etc</li> <li>Respond to agency inquiries</li> </ul>	.25* FTE	All Planners and Executive Director assist agencies which include local, state, federal and tribal Governments ( <i>reduced from .5 to allow .25 added to compliance and enforcement</i> )
	Economic certifications	Review NSA economic development grant and loan applications as needed, usually quarterly from the Oregon Investment Board and the WA Investment Boards	<ul style="list-style-type: none"> <li>Review economic development grant and loan applications received from Oregon and Washington Investment Boards for consistency with National Scenic Area Act and with states' economic development strategies</li> <li>Write staff report and prepare certificate for signature</li> <li>Consult with city and county officials and other economic professionals as needed</li> </ul>	.05 FTE	Planner and Executive Director reviews grant and loan applications, certify that protect NSA resources
	Regional Resource Planning	Regional planning projects	<ul style="list-style-type: none"> <li>Co-Lead the Interagency Recreation Team meetings</li> <li>Participate in Historic Columbia River highway meetings as needed</li> <li>Work with GIS for analytical support</li> </ul>	.05 FTE	Primarily planners with GIS support
	Public inquiries/ Customer service	Provide information to the public	<ul style="list-style-type: none"> <li>Respond to phone calls, email inquiries and walk-up customers</li> </ul>	.05 FTE	The Commission office currently offers customer service 4 days per week.

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
	Appeals	Provide information and assistance to the Executive Director and Counsel on any appeal of a National Scenic Area decisions.	<ul style="list-style-type: none"> <li>• Provide background information to Executive Director and Counsel</li> <li>• Consult with other agencies to gather additional information as needed</li> <li>• Assist with scheduling and preparation for hearings</li> </ul>	.05 FTE	Planners with Legal Counsel and ED assist
<b>Commission Program Initiatives</b>				<b>2.25 FTE</b>	<b>Sub-section Total</b>
	<b>6 NSA County Land Use Designation Project</b>	Work with 6 NSA counties and Forest Service to clarify LUD boundaries:	<ul style="list-style-type: none"> <li>• Review current County's LUD and compare with SMA and GMA boundaries</li> <li>• Consult with Forest Service on SMA boundary issues as they arise</li> <li>• Finalize boundaries and prepare report clarifying the changes needed</li> <li>• Submit final boundary definitions to FS and Executive Director for approval</li> <li>• Prepare a report for the Commission and County Commissions</li> </ul>	.6 FTE	GIS with input from planners, legal counsel and Executive Director
	<b>Urban Area Boundary Descriptions</b>	Identify and provide accurate descriptions of the location of all thirteen urban area boundaries, exterior boundary and the SMA/GMA boundaries	<ul style="list-style-type: none"> <li>• Coordinate directly with contracted surveyors, city and county staffs, and consensus consultants; digitize with GIS</li> <li>• Clarify technical solutions</li> <li>• Identify policy decisions needed</li> <li>• Prepare report outlining policy options for Commission decision</li> <li>• Commission adoption of updated, clarified boundary locations and process for resolving boundary disputes, write rule, conduct hearings and adopt rule with legal descriptions; submit to Forest Service and publish in Federal Register</li> </ul>	.15 FTE	GIS supports Legal Counsel and Planner, with input from Executive Director

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
	<b>Vital Signs Indicators (VSI) Program - 2.0 conceptual development</b>	Revive and revise the framework for using Vital Signs	<ul style="list-style-type: none"> <li>Review documentation for VSI Development</li> <li>Work with FS, create an advisory committee to determine how best to update, refine and monitor the indicators/Utilize VSI as a tool during management plan review process</li> </ul>	<b>.9 FTE*</b>	Executive Director, GIS and <b>.75 FTE new VSI Planner</b>
	<b>GIS assistance to the Forest Service</b>		<ul style="list-style-type: none"> <li>Work with Forest Service to assist with GIS needs for archeological surveys</li> </ul>	.1 FTE	GIS planner
	<b>GIS</b>	Software and data upgrades to agency GIS system, analysis, and cartography	<ul style="list-style-type: none"> <li>Review satellite data into land use/land cover and perform analysis using these and other data to provide technical assistance for plan review</li> <li>Acquire updated parcel and various natural resource data from counties and state agencies twice yearly</li> <li>Develop and maintain application used by planning to evaluate development Reviews/ work with county planners to refine this as a critical tool for DRs</li> <li>Provide analysis and cartographic products to planning and legal as needed</li> </ul>	.1 FTE *	GIS— <i>*this is basic maintenance only. Additional in depth analyses and classification will require additional resources. This is a critical component of Gorge 2020 management plan review process (need more time of GIS services)</i>
	<b>Gorge 2020 Management Plan Review</b>	Evaluation and Appraisal of Management Plan; rewrite and update Management Plan by fall 2020	<ul style="list-style-type: none"> <li>Review 2000-2004 management plan and all past monitoring reports</li> <li>Review each section of the management plan, work closely with Forest Service</li> <li>Implement the roadmap and timeline for “Gorge 2020” process for conducting a review and revise based on public, tribe and agency technical information</li> </ul>	<b>.32 FTE*</b>	All Staff <i>This estimate will provide an internal staff analysis only. “Scoping and review” involves significant public engagement (open houses, public meetings, public notices, receipt and organization</i>

PROGRAM AREA	MAJOR ACTIVITY	GENERAL DESCRIPTION	MAJOR TASKS	STAFF TIME	NOTES
			<ul style="list-style-type: none"> <li>• Focus area “deep dive” work groups:               <ul style="list-style-type: none"> <li>✓ Economic Vitality</li> <li>✓ Urban Area Boundaries</li> <li>✓ Recreation Resources</li> <li>✓ Emerging Land Uses and Improving the Process for Development Reviews</li> <li>✓ Climate Adaptation and Resiliency</li> <li>✓ Natural Resources Technical Update</li> <li>✓ Scenic Resources Technical Update</li> </ul> </li> <li>• Continue the Government to Government consultation process with four Treaty Tribes for SNCRs</li> </ul>		
		Cumulative Effects Analysis	<ul style="list-style-type: none"> <li>• Work with counties to develop uniform methodology to assess cumulative impacts</li> <li>• Work with counties to conduct ordinance reviews and updates</li> <li>• Submit to Secretary of Agriculture for concurrence</li> <li>• Critical component in management plan review process</li> </ul>	.06 FTE*	Planning staff and GIS with input from county planners
	<b>Funding Source Development</b>	Identify and pursue outside funding or other resources	<ul style="list-style-type: none"> <li>• Research potential private and state grant funding to support VSI and GIS</li> <li>• Write proposals as opportunities arise</li> </ul>	.01 FTE	Executive Director primarily /Commission assist

	<b>Special Issues</b>	Regional issues through the Gorge	<ul style="list-style-type: none"> <li>• Provide Commission's fossil fuel resolution where/when needed</li> <li>• Attend regional meetings and prioritize projects in the NSA as time allows</li> </ul>	.01 FTE*	Executive Director and Commissioner assist
--	-----------------------	-----------------------------------	---	----------	--