

Chapter IV: Implementation

This planning process invited broad participation by public agencies, major landowners, diverse stakeholders, local residents, and corridor visitors to share their perspectives about how best to position the region to meet the demands of growing recreation use and development in the corridor over the next ten years. In developing the CAP, the Steering Committee considered the needs and interests of these divergent groups and put together a list of priority actions and objectives that will start to address those needs and interests in consideration of their own budgets and planning processes. The broad range of priority actions and objectives identified through this process provide multiple opportunities for teamwork amongst these divergent groups, while recognizing that each Steering Committee member organization has a unique mission, goals and funding mechanisms which will result in differences in how actions will be implemented.

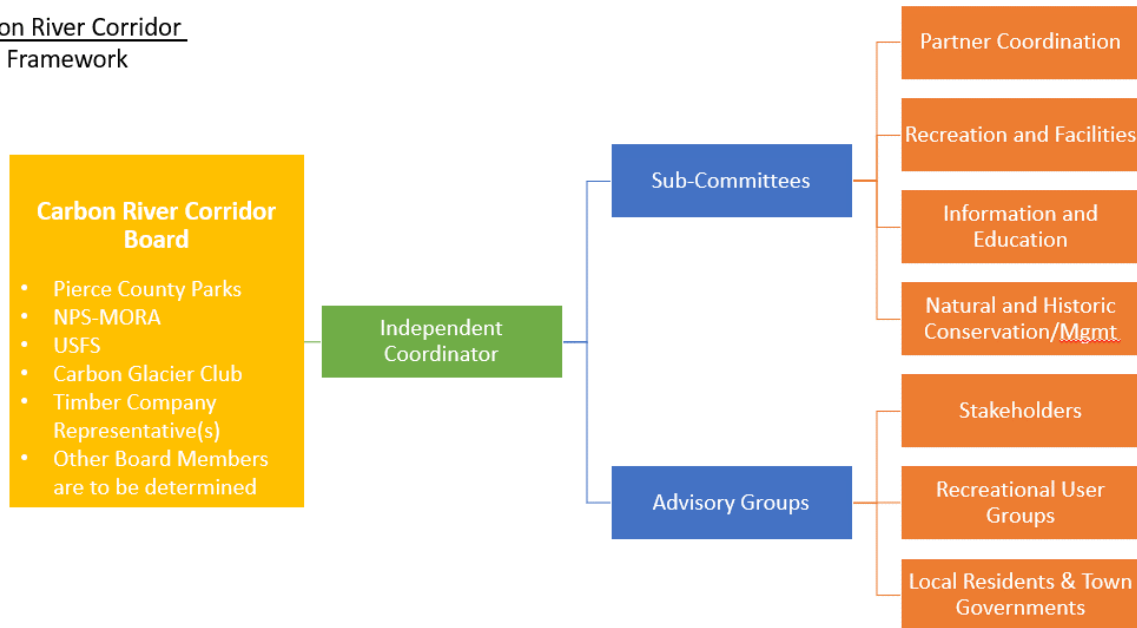
While the current effort, which has been led by Pierce County Parks, ends with adoption of the CAP, the members of the Steering Committee have developed the Carbon River Corridor Partnership Framework as a sign of their intention to continue working together to implement the priority actions and objectives listed in this plan over the next ten years.

Coordination - Carbon River Corridor Partnership Framework

Implementation of the objectives and priority actions will require cooperative management of a vast land resource with various landowners with different priorities. To ensure that future efforts are productive and efficient, a Carbon River Corridor Partnership Framework (Framework) was deemed necessary. The Framework will help the member organizations determine the appropriate leadership composition, organizational structure, coordination, decision-making processes, funding, and ongoing coordination/legacy planning as they continue their work toward implementation of the CAP. To assist the Steering Committee in designing this framework, ECONorthwest, a consulting partner with Pierce County Parks, developed a study of cooperative management frameworks used in similar planning processes. The full text of this study can be found in Appendix F. The Steering Committee considered these examples and adopted the following framework.

[Graphic for this section: Carbon River Corridor Partnership Framework, based on the below graphic]

Carbon River Corridor Framework



Carbon River Corridor Board

Following adoption of the CAP in late 2021, the current organizational structure will sunset and be replaced with the adopted Framework. Many members of the current Steering Committee will continue as members of the Carbon River Corridor Board, while a few will instead lead or serve on Sub-Committees. The Board will focus on many of the Partner Coordination functions, including managing the framework and plan itself. Other Partner Coordination actions will occur at the Sub-Committee level on a regular or ad-hoc basis.

The Board will convene regularly to share grant opportunities and project progress and successes with one another, and to hear input from Sub-Committees and Advisory Groups through an Independent Coordinator. Each Board member will, however, retain sole decision-making power over the actions and objectives related to their own lands and organizational missions.

Additional board members will be appointed by the board. Additional Board members should be landowners with a legal obligation for one or more action items, who are committed to implementing actions that are consistent with the CAP.

Independent Coordinator

An Independent Coordinator will be funded by a grant and will be staffed by an employee of a local non-profit with a mission that complements the vision of the CAP. The person chosen for this role will steward efforts toward the priority actions and objectives, support the partners in their efforts in seeking grants to fund projects, help educate the public about the progress of the CAP, and serve as the single point of contact between the Board, Sub-committees and Advisory Groups.

The Independent Coordinator will be responsible for tracking progress on the priorities and objectives outlined in this plan and will be accountable to the Board on overall progress. The position may also provide administrative support to the sub-committees.

Sub-Committees and Advisory Groups

The Board will rely on an Independent Coordinator to provide information and advisement from the Sub-Committees and Advisory Groups.

Sub-Committees are designed to mirror the four main topics found in the CAP and will include a combination of Board members and stakeholders, as appropriate. These Sub-Committees will be charged to discuss and suggest improvements and actions to the Board as follows:

- **Partner Coordination:** Encompasses issues regarding long-range planning and law enforcement. The Board will determine if specific inter-agency work groups are necessary.
- **Recreation and Facilities:** This Sub-Committee will likely have two topic-oriented work groups. One to focus on expanding recreational opportunities and expanding related visitor services, and another to focus on developing infrastructure to support increased demand.
- **Information and Education:** Focuses on providing consistent and readily available visitor information.
- **Natural and Historic Use and Conservation:** Focuses on characterizing, managing, conserving, and protecting natural and historic resources.

Advisory Groups can include groups of stakeholders, recreational user groups and local residents and town governments. These groups may organize themselves, or act individually, to provide advice and suggestions to the Board through the Independent Coordinator.

Next steps

Adopting a partnership framework was the first step toward achieving the objectives and priority actions outlined in Chapter III. Next steps for the Board will include:

- Developing a Memorandum of Agreement.
- Working together to seek funding for and hire an Independent Coordinator.
- Imbedding CAP action plan items into agency work plans and budgets.

The development of Memorandum of Agreement will make it possible for partners to develop joint grant proposals, sponsor projects of mutual interest, and work together to gather data that is well-documented and readily shareable.

Current members of the Steering Committee were surveyed on their ability to commit to each aspect of the Framework. Steering Committee members identified their roles and commitment of resources to the Framework in the following capacity:

[Graphic for this section: Framework members and roles.]

Steering Committee member	Intended role in Framework	Intended commitment of resources
Timber Company Representative	Board	<ul style="list-style-type: none"> • Staff participation • Funding for own actions
National Park Service – Mount Rainier National Park	Board	<ul style="list-style-type: none"> • Staff participation • Participate in sub-committees, as needed • Funding for NPS-MORA specific projects
Pierce County Parks	Board	<ul style="list-style-type: none"> • Staff participation • Contribute partial funding for Independent Coordinator • Participate in Sub-committees, as needed • Funding for Pierce County Parks projects
United States Forest Service	Board	<ul style="list-style-type: none"> • Staff participation • Participation on sub-committees, as needed • Apply for grants to accomplish USFS actions
Washington Department of Transportation	Sub-Committee	<ul style="list-style-type: none"> • Staff participation on sub-committee

Implementing short-term actions

An important consideration for the implementation of the CAP will be the sequencing of the objectives and priority actions. Short-term actions may be the first step in a multi-step plan, while long-term objectives may require that other efforts occur first. Those actions that are chosen in the short-term may influence the sequence of future priorities. Coordination between the Board members will be needed to efficiently align actions.

During the planning process, members of the Steering Committee pursued short-term actions in advance of the adoption of the CAP through the formation of Work Groups. These Work Groups will be rolled into the Framework Sub-Committees as the project moves forward. Work Groups currently operating are as follows:

Work Group	Lead	Partners	Goals	Intended Framework role

Signage	National Park Service – Mount Rainier National Park	Pierce County Parks, Fruit Grower’s Supply, US Forest Service	<ul style="list-style-type: none"> • Develop a signage plan for the Carbon River Corridor that ensures all signs have a similar look and feel. • May consider logo creation or branding. 	Information and Education Sub-committee
Roads	Pierce County Parks	WSDOT, Pierce County Roads Dept.	<ul style="list-style-type: none"> • Ensure and improve public roadway access throughout the corridor. • Coordinate roadside clean-up events • Discuss maintenance issues 	Partner Coordination Sub-Committee
Enforcement	Pierce County Parks	Pierce County Sheriff, National Park Service – Mount Rainier National Park, WA Department of Fish and Wildlife, US Forest Service, Fruit Growers Supply	<ul style="list-style-type: none"> • Clarify responsibilities between the different enforcement agencies. • Prioritize enforcement issues. • Develop recommendations for their respective organizations regarding opportunities to work together to tackle the most pressing public safety issues. 	Partner Coordination Sub-Committee
Timber Roundtable	Fruit Growers Supply	Rayonier, Green Crow, USFS, Lusignan Forestry, Manke Timber, Hancock Timber	<ul style="list-style-type: none"> • Discuss issues related to timber production 	Partner Coordination Sub-Committee

After the CAP is adopted, it is expected that the Board or Sub-Committees will develop additional work groups as needed.

Opportunities for other partners

The Steering Committee recognizes that successful implementation of the priority actions and objectives will require the assistance and support of other organizations and leaders throughout the corridor. Stakeholder groups, local town leaders, and other entities who have not been members of the Steering Committee have valuable skills and resources that are essential to achieving certain objectives and priority actions. The Steering Committee further recognizes that there may be actions outside of the scope of the CAP that would support the vision of balancing recreational opportunities and access with conservation of the corridor's historic and natural resources. The Framework provides a forum for coordinating with the Board in the form of Advisory Groups. Stakeholders, recreational user groups, local governments and residents' groups can organize and pose suggested actions to the Board through the Independent Coordinator. Should the Board determine that these suggested actions would benefit the corridor, further coordination between landowners and stakeholders can occur to determine whether there is a broad interest and capacity among landowners to support these projects. Stakeholders may be invited to Board or Sub-Committee discussions as part of the public process or if an action directly impacts their organizations.

Listed below are some actions and objectives identified by the Steering Committee that the Board will not directly be able to implement but may be viable opportunities for other groups to partner on or lead.

[Graphic for this section: Table with opportunities for other partners to lead.]

Opportunities for other partners or businesses to explore:

- Develop a legal shooting range.
- Install Wi-Fi hotspots or trailers.
- Increase cell-service throughout the corridor.
- Host virtual tours of the corridor.
- Establish a shuttle service.
- Develop additional camping opportunities

Funding suggestions and opportunities

Funding, to provide resources such as staff time and materials, will be required for most objectives and priority actions. In some cases, funding has already been secured or is in the process of being secured through the agency's base operational budget request. For other objectives and priority actions, sources of funding are still uncertain. Identifying funding sources and opportunities for cost-sharing as well as prioritizing needs not supported within current budgets will be an important short-term action for implementation. It is expected that this document could be used to guide funding requests within individual organizations and to develop cooperative grant asks by organizations that choose to partner. Coordination will be necessary to alleviate the potential for unnecessary overlaps in funding. See Table XX for a list of known funding sources for current and future objectives and priority actions.

[Graphic for this section: Table with possible funding sources.]

Topic	Potential funding sources
General	<ul style="list-style-type: none"> • Legislative budget asks, state and federal • Donations – Collected by third-party advocate / “Friends of” opportunity • Local Pierce County Foundations: Forest, Sequoia, Russell Family Foundation, etc. • Corporate Sponsors, such as within the outdoor recreation industry
Recreation	<ul style="list-style-type: none"> • Recreation and Conservation Office Grants • Federal Lands Access Program (FLAP) Grants • Revenue-generating enterprises
Visitor Information	<ul style="list-style-type: none"> • Pierce County Lodging Tax Program Grants • Pierce County Historic Preservation Grants • Recreation Economy for Rural Communities Smart Growth US EPA
Infrastructure	<ul style="list-style-type: none"> • Ticketing income • OSMRE (U.S. Department of the Interior) Grants
Enforcement	<ul style="list-style-type: none"> • Re-allocation of the Payments in Lieu of Taxes (PILT) • Dedicated state, federal, or local funding
Conservation	<ul style="list-style-type: none"> • Conservation Futures Program • Private Land Donations • Land Trust Purchases • Puyallup Watershed Council Small Grants Program • WA Trust for Historic Preservation Third Places Grant • Conservation Alliance Grant

Outreach

Robust public outreach informed development of the CAP, and implementation of the CAP will require ongoing public engagement. To share the progress of the CAP with stakeholders and the public, the Independent Coordinator will be tasked with developing outreach methods which meet the needs of all stakeholders. Outreach efforts that could be employed by the Independent Coordinator may include:

- Annual meetings.
- Expert Panels on specific CAP topics, separate or in conjunction with Board or Sub-Committee meetings.
- Feature stories in online or local newspapers and magazines.
- A Field Office – possibly in coordination with the visitor contact station listed in Action R-3-1/R-3-2.
- Updates posted at the Wilkeson kiosk.
- Emails, Social Media, and other electronic forums.
- Regular fact sheets, newsletters and/or progress reports mailed to homes and included in the materials provided to visitors at the Carbon River Entrance of Mount Rainier National Park.

- Development of a Carbon River Corridor website.

Until the Independent Coordinator is hired, Pierce County Parks will provide progress updates via the Carbon River Cooperative Action Plan website as well as at bi-annual meetings of the Carbon River Forum.