

A GUIDEBOOK TO:

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# DEVELOPING OFFICES OF OUTDOOR RECREATION

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CONFLUENCE  
OF STATES



**OUTDOOR  
INDUSTRY**  
ASSOCIATION



THE VF FOUNDATION



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# This Guidebook



## Why we're creating this guidebook:

Offices of outdoor recreation have grown across the nation, providing states the opportunity to coordinate efforts in economic development, conservation, education, public health, and more. This guidebook provides best practices and strategies sourced from existing state directors to ensure new staff members have an overview of what has worked well in other states.

## Who this guidebook is for:

This guidebook serves as a resource for new staff members who are in leadership of an office of outdoor recreation.

# Welcome.

We are so glad you came!

Heading up or creating a state outdoor recreation office (OREC) will be one of the most exciting, difficult, and fun things you'll ever have the opportunity to do. Kind of like going ice climbing for the first time. Or maybe whitewater rafting? Or running your first trail marathon? Pick your metaphor, the point is: it won't be easy.

It's way better than easy – it's *adventurous*. There is no one-size fits all OREC or one-size fits all job description. There's also not one ideal state agency to house you, or staffing level to aspire to, or budget amount to ask for.

Instead, there's a set of values, a host of innovative and proven tools, and a shared vision: that outdoor recreation is more than great fun, it's also critically important for mental and physical health. It provides meaningful, people-empowering careers. It supports amazing places and keeps communities whole and healthy.

To quote the Confluence of States Accords, OREC states are those with a “shared passion for the outdoors and a commitment to cultivating a strong outdoor recreation economy, and believe that outdoor recreation is core to the very character and quality of life we should all enjoy.”

This year, I'm grateful to be the chair of the Confluence of States, an intrepid group of state leaders who have taken a run at this specific adventure – and who are still on it with you. Thanks to our amazing Confluence of States Fellow, Maribel Castaneda, and the generous support of our sponsors at ORR, OIA, The VF Foundation and REI, we are offering this guidebook.

Speaking on behalf of the Confluence of States directors, we love the adventure inherent in this job, and we love to bring others along with us. But like any guide worth their salt, our goal is to inspire and (sometimes) feed you – not to prescribe an experience or take the joy of discovery out of a journey that is ultimately yours to take.

And if you get lost, call us! You don't even need a satellite phone.



**Brad  
Garmon**

2023 Confluence of States Chair

Senior Strategic Advisor &  
Executive Director of the  
Michigan Outdoor Recreation  
Industry Office



## Katherine Andrews

Director  
Arkansas Office of Outdoor Recreation

Welcome to your new role! OREC directors play a central position in outdoor recreation and conservation successes. In Arkansas, outdoor recreation is inherent to our DNA. We are, after all, "The Natural State." Growing our outdoor recreation economy enhances the quality of life for all Arkansans and visitors to the state.



## Daryl Anthony

Executive Director  
Maryland Office of Outdoor Recreation

Hello Directors and welcome to the growing team of State Offices of Outdoor Recreation Directors. Our mission, in Maryland, is to enhance the quality of life for Maryland's citizens and guests by championing and expanding the outdoor recreation industry. This office joins forces with all in environmental conservation, stewardship, education, workforce development, economic development, health, wellness, equitable access, and inclusion.



Confluence of States team at the 2023 Outdoor Economy Conference

Head over to Appendix A for contact information and state links!

# THE IMPACT OF OUTDOOR RECREATION

**\$1.1**  
**TRILLION**

The Bureau of Economic Analysis calculates the economic output of outdoor recreation to be \$1.1 trillion, surpassing industries such as mining, utilities, farming and ranching, and chemical products manufacturing.

**4.98**  
**MILLION**  
**JOBS**

Outdoor recreation generates millions of quality, high-paying jobs in the United States across a wide variety of industries.

**168.1**  
**MILLION**  
**AMERICANS**

The number of Americans ages 6 and over that participated in at least one outdoor activity.

Data sources\* are from  
[Outdoor Recreation Roundtable](#) and  
[Outdoor Industry Association](#)

\*Economic and job numbers rely on Bureau of Economic Analysis [Outdoor Recreation Satellite Account](#), which is updated every November.

# GLOSSARY OF COMMON LANGUAGE

Abbr.	Term	Definition	Website
AORE	Association of Outdoor Recreation and Education	The Association of Outdoor Recreation and Education (AORE) is the premier organization dedicated to serving the needs of recreation and education professionals in non-profit settings.	<a href="http://aore.org/">aore.org/</a>
BEA	U.S. Bureau of Economic Analysis	The BEA provides accurate and objective data about the nation's economy. All from a source that's nonpartisan, nonpolitical, and neutral on policy.	<a href="http://bea.gov">bea.gov</a>
BLM	U.S. Bureau of Land Management	The BLM administers 264 million acres of America's public lands, located primarily in 12 Western States.	<a href="http://blm.gov">blm.gov</a>
COS	Confluence of States	A bipartisan network of state offices of outdoor recreation guided by four pillars: conservation and stewardship; education and workforce training; economic development; public health and wellness.	<a href="http://confluenceofstates.com">confluenceofstates.com</a>
FWS	U.S. Fish & Wildlife Service	FWS strive to conserve, protect and enhance fish, wildlife, and plants and their habitats.	<a href="http://fws.gov">fws.gov</a>
NGA ORLN	National Governors Association Outdoor Recreation Learning Network	A network of state-level outdoor recreation staff that advance outdoor economy and workforce, conservation, and wellness.	<a href="http://nga.org/outdoors">nga.org/outdoors</a>
NPS	National Park Service	NPS manages all national parks and preserve natural and cultural resources.	<a href="http://nps.gov">nps.gov</a>
OIA	Outdoor Industry Association	The premier trade association for companies in the active outdoor recreation business.	<a href="http://outdoorindustry.org">outdoorindustry.org</a>
OREC	Outdoor Recreation	Outdoor recreation is defined by BEA as "all recreational activities undertaken for pleasure that generally involve some level of intentional physical exertion and occur in nature-based environments outdoors."	
ORR	Outdoor Recreation Roundtable	A coalition of made up of 36 outdoor recreation trade associations – as well as other nonprofit organizations and business entities – serving more than 110,000 businesses.	<a href="http://recreationroundtable.org">recreationroundtable.org</a>
SCORP	State Comprehensive Outdoor Recreation Plan	SCORP is a five-year plan that establishes grant priorities to address unmet need for public outdoor recreation land throughout states.	<a href="http://recpro.org/scorp-library">recpro.org/scorp-library</a>
SOBAN	State Outdoor Business Alliance Network	A network of outdoor business alliances that strive to strengthen America's outdoor recreation economy.	<a href="http://soban.org">soban.org</a>
SORP	Society of Outdoor Recreation Professionals	SORP is the nation's leading association of outdoor recreation and related professionals who strive to protect our natural and cultural resources while providing sustainable recreation access.	<a href="http://recpro.org">recpro.org</a>
USFS	U.S Forest Service	USFS manages and protects public lands in national forests and grasslands.	<a href="http://fs.usda.gov">fs.usda.gov</a>

# Why State Offices of Outdoor Recreation?



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Offices of Outdoor Recreation

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States/Territories Prioritizing ORECs

In recent years, there has been an unprecedented interest in outdoor recreation. States are seizing the moment by creating offices of outdoor recreation to cultivate economic development opportunities, improve public health benefits, connect people to the outdoors, and invest in their residents.

Offices of Outdoor Recreation are created through a number of measures, including legislation, budget line item, executive order, or gubernatorial action. They are created with the support of stakeholders, business leaders, government, and non-profit partnerships. See Appendix A for guidance on how existing state offices throughout the nation were created.



# The Role of Outdoor Recreation Directors

Outdoor Recreation Directors have an important role as leaders and, often, the only staff of their offices. They can be tasked with many of the following roles:

- Administering and managing grants
- Bringing outdoor businesses to the state
- Building the state's outdoor brand
- Developing conservation partnerships
- Ensuring outdoor recreation perspectives are included in interagency conversations
- Growing the outdoor recreation economy
- Improving trail networks
- Leveraging rural economic development
- Monitoring outdoor recreation policy
- Strategizing about outdoor recreation to support workforce retention
- Supporting equitable outdoor access
- Working to bridge federal/state resources



“

*My role is to talk about outdoor recreation as a process. It is a social force for delivering goods and benefits to the state of Pennsylvania. Fishing isn't about catching fish, it's about spending time with friends and family. It's about being a community. That positions outdoor recreation and the work as a mechanism for delivering benefits to people.*

”

Nathan Reigner  
Pennsylvania



Source: Elevating Outdoor Recreation Together

## List of Titles:

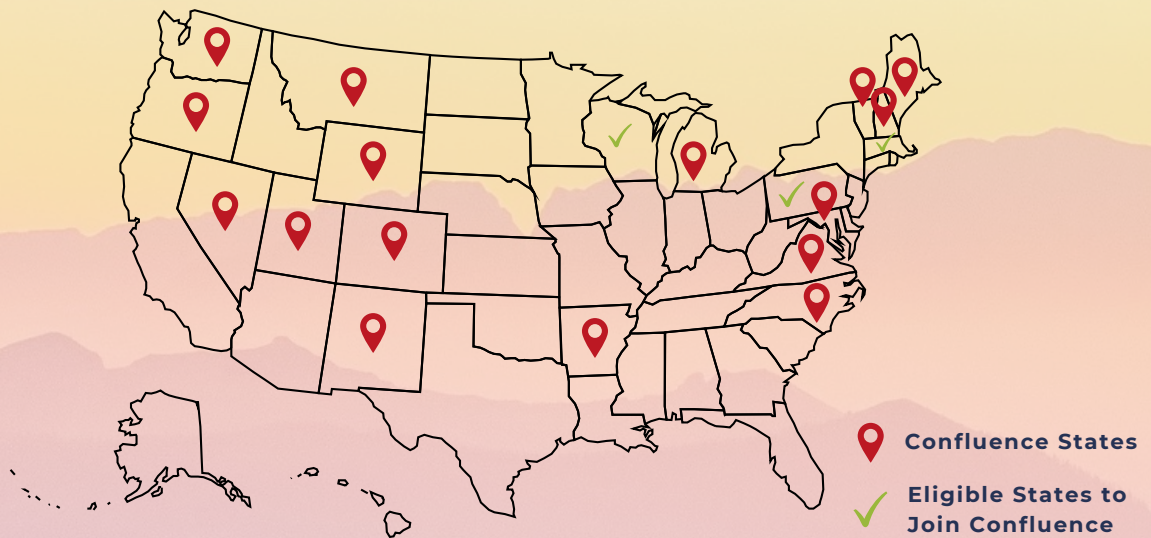
- Administrator
- Director
- Executive Director
- Manager
- Senior Policy Advisor

Head over to Appendix B for example job postings.



# CONFLUENCE OF STATES

The Confluence of States is a bipartisan network of 16 state offices of outdoor recreation guided by four pillars: **conservation and stewardship; education and workforce training; economic development; and public health and wellness.**



2018	2019	2022
<b>First States Join</b>	<b>Second States Join</b>	<b>Third States Join</b>
Colorado Montana North Carolina Oregon Utah Vermont Washington Wyoming	Maine Michigan Nevada New Mexico Virginia	Arkansas Maryland New Hampshire

[Learn more](#) about the Confluence of States Accords and eligibility requirements.

# OPERATIONALIZING THE OFFICE



## **Learning the Lay-of-the-Land:**

Understanding the context of your office.



## **Strategic planning:**

Developing goals for an office.



## LEARNING THE LAY-OF-THE-LAND

Congratulations on your new role! You are now part of the outdoor recreation family that has a number of leaders and organizations ready to cheer you on. The first step in operationalizing your office is understanding the context you'll be working in. Ask yourself the following:

### *How was your office created?*

Get to know the history behind your office and how it was created, whether through legislation, budget line item, executive order, or gubernatorial action. Learn about the effort that led to creating your office and who its biggest advocates are, both inside and outside state government. (We'll discuss partnerships and stakeholders later.)

### *Where is your office located?*

State government can be difficult to navigate and the locations of OREC offices vary. Existing offices are located under departments of economic development, natural resources, tourism, or within the Governor's office. Take time to familiarize yourself with how the department operates. Who will be your allies? Or potential detractors? Learn about the other offices you'll be sharing resources with and how you might be able to leverage them for support.

### *How does your state government operate?*

Some of the most successful OREC offices understand the political climate they work in. Get to know when your legislative body meets, how and when the budget gets created, and what priorities matter to the current Governor.

### *Who are your biggest champions?*

Identifying collaboration partners across state government is an important part of this process. Keep a list of individuals you'll plan to meet with in the first few months.

“

*Spend time focusing on how state government functions and gets things done. I was hired based in part on my private sector experience. I had to spend time learning the unwritten rules of how things get done in government. Once the levers of power are located good policy wins aren't too far behind.*



Jon Snyder  
Washington

”



## TAKEAWAYS

- 1) **Take the first month to learn about your office,** your department, learn about state government, and meet with key partners who you'll be leaning on in the future.
- 2) **Get to know your counterparts!** If you're located in natural resources, plan to meet with leaders in tourism, economic development, and policy advisors in the Governor's administration. Learn about the work they do and how you can support them. Partnerships are a two-way street.

## STRATEGIC PLANNING

Strategic planning is a process that helps leaders define a mission for their work, construct a vision for the future, and identify goals for the office or organization. A strategic plan is a helpful document to share these pieces outwardly. It contains an action plan of goals and objectives you're going to take to move in the right direction. The planning process can include participation from the following:

- Advisory Board Members
- Businesses
- Community Members
- Interagency Partners
- Legislators
- Management
- Staff

### Why should OREC offices have strategic plans?

There are many reasons why OREC offices decide to create strategic plans. Some want to better define the work they do as their office may appear duplicative of other state agencies. A strategic plan is a good way of developing relationships with stakeholders, understanding the issues and priorities for different communities, and helps communicate the role of your office to others.

### CHECK OUT THESE TOOLS

There are so many tools to help you get started in developing a strategic plan:

- [How to build a strategic plan for your nonprofit](#)
- [The Five Stages of Strategic Planning](#)
- [Sample Timeline/Workplan for Strategic Planning](#)



## GETTING STARTED

### Utilizing Task Force Reports

Oftentimes task force reports precede the formation of outdoor recreation offices and catalyze their creation, whereas in others the office actually participate in the creation of the report. Task forces usually develop a set of recommendations that will organize and guide the work of the office. These groups are made up of outdoor recreation stakeholders and consider input from the general public on what key action items should be. See Appendix H for a list of task force reports. These task force reports can provide a roadmap to how an office is structured and help in developing a formal strategic plan.

### Utilizing Advisory Boards

At the time of OREC office creation, advisory boards may also be created to serve as a group of stakeholders to support the work of the director. Advisory boards might be established or there may be an opportunity to invite new members. Take the time to meet each board member and understand their buy-in to the office. If there is no advisory board, consider creating an informal network of stakeholders who could serve as key contributors to the strategic plan.

### Going on a State Tour

Creating a strategic plan can be a part of your learning process and an opportunity to learn from others. There are a number of directors who (at the start) held listening tours around their state to meet business owners, nonprofit leaders, and others in the outdoor recreation industry who appreciate getting to know you and your new role in the state.



“

*Creating a strategic plan and trying to figure out how to start the office from scratch has been a challenge for me. A piece of advice – sit down with your advisory board or a group of key stakeholders to figure out what the main mission of your office will be and then expand upon that.*

”

Katherine Andrews  
Arkansas

## TAKEAWAYS AND RECOMMENDATIONS

- 1) A strategic plan helps build relationships with stakeholders, understand the issues and priorities for different communities, and communicate the role of your office to others. It is appropriate to develop this plan in the first year.
- 2) Bring in as many people as you can to help you throughout the process. The more voices, the better.
- 3) Use what you have – task force reports and advisory board members are a great place to start.
- 4) Strategic plans aren't for every office. The important part of the process is developing goals and understanding your office's role. This can still be achieved by creating a network and reaching out to the OREC community.



# BUILDING SUPPORT

- **Partnerships:** Developing relationships with stakeholders.
- **Communications and Outreach:** Creating a plan for meaningful engagement.



## PARTNERSHIPS

Developing relationships with stakeholders is a key part of every OREC office. Most directors describe themselves as facilitators or connectors within outdoor recreation so maintaining strong partnerships is important. Some of the strongest include:

- **Chambers of Commerce**
- **Economic Development Offices**
- **Outdoor Recreation Roundtable**
- **Outdoor Industry Association**
- **State Agencies**
  - Economic Development
  - Natural Resources
  - State Parks
  - Tourism
- **State Outdoor Business Alliances**

See next page for a comprehensive list of stakeholders.

“

*I came into a framework that was oriented to learning and listening. I don't have a budget to speak of besides staff so relationship building with federal land managers and leaders in landscape based recreational experiences were important to my engagement strategy.*

”

Colin Robertson  
Nevada





## TYPES OF STAKEHOLDERS

### Businesses

- Chamber of Commerces
- Gear Representatives Associations
- Guides and Outfitters
- Outdoor Business Incubators
- Outdoor Business Alliances

### Local Government

- Cities
- Counties
- Depts. of Parks and Recreation
- Legislators
- Mayors

### State Government

- Boards and Commissions
- Border Regional Commissions
- Budget Office
- Colleges and Universities
- Dept. of Community Development
- Dept. of Economic Development
- Dept. of Game and Inland Fisheries
- Dept. of Health
- Dept. of State Parks and Lands
- Dept. of Tourism
- Dept. of Transportation
- Economic Development Authorities
- Health Authority
- Housing and Conservation Board
- Marine Board
- Rural Development Office

### Federal Government

- Bureau of Land Management
- Fish and Wildlife Service
- Forest Service
- National Park Service

### Non-Profits

- Land Trusts
- Philanthropic Foundations

### Trade Associations

- Gear Associations
- Outdoor Associations
- National Marine Manufacturers Association
- RV Industry Association
- Many others

### Tribal Nations

### User Group Associations

- Trail Associations
- Bicycle Clubs
- Mountain Clubs
- Surfing Groups
- Off-Road Vehicles

“

*It is important to understand state government, how power flows, and understand politics. Take the time to educate yourself and form close relationships with other agency heads, including members of the Governor's administration.*

”

Conor Hall  
Colorado



## UTILIZING PARTNERSHIPS THROUGH PILLARS

There are different kinds of organizations in the outdoor recreation industry that it might be challenging to see how they could support your work. Consider thinking about partnerships through different pillars or policy priorities that are important to your state. For example, thinking of partners in public health, conservation and stewardship, economic development, or education and workforce training:

### Public Health

- Dept. of Health
- Dept. of Parks and Recreation

### Conservation and Stewardship

- Bureau of Land Management
- Nature Conservancy

### Economic Development

- Chambers of Commerce
- Outdoor Business Incubators
- Outdoor Business Alliances

### Education and Workforce Training

- Colleges and Universities



“

*I lead an interagency outdoor recreation team with members from Game and Fish, Tourism, Office of State Lands, Wyoming Department of Transportation, and The Business Council. This allows us to work and inform state government quickly, and to scale solutions adequately.*

”

Patrick Harrington  
Wyoming

### STATE OUTDOOR BUSINESS ALLIANCE NETWORK

Does your state have an outdoor business alliance? Outdoor business alliances across the country have joined forces to elevate the vital importance of a thriving outdoor industry. See Appendix J for more information or visit [soban.org](https://soban.org).

## TAKEAWAYS AND RECOMMENDATIONS

- 1) **Developing relationships with stakeholders** is a key part of every OREC office.
- 2) **Take the list of stakeholders and add to it!** Each state is different from one another. This list is to inspire you.
- 3) **Think about what matters to your state.** Is your Governor prioritizing education, public health, or workforce development? This would make for a great start in developing your own pillars for your office.
- 4) **Don't forget to build partnerships** within your own department. OREC offices are usually small but their departments could support your work as you get started.

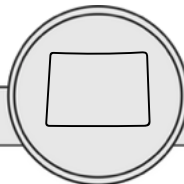




## COMMUNICATIONS AND OUTREACH

One of the challenges of having a small office is finding the time to share and communicate the work that your office is doing. Developing a communications and outreach plan can help answer:

- Who is your audience?
- What will you be sharing with them?
- Where will they receive the information?
- How often will they receive it?



### COLORADO: BUILDING CAPACITY

Governor John Hickenlooper launched the **Colorado Outdoor Recreation Industry Office** in 2015 to champion industry, communities, and people to come to life through Colorado's great outdoors. The office was placed in the Colorado Office of Economic Development and International Trade with little resources at their disposal. The team decided to look internally for support and leveraged the skills of the Marketing and Communications Office. Together, they were able to share messaging regarding the outdoor economy in Colorado.

## STRATEGIES FOR ENGAGEMENT

Delivering information is part of telling your state's story of outdoor recreation. Here are a few ways that directors spread the word:

- Advisory Boards
- Blogs
- Budget Summary Calls
- Community Conversations
- Conferences
- Grant Programs
- Inviting Governor to Events
- Media Interviews
- Newsletters
- One-on-ones with Elected Officials
- One-Pagers for Legislators
- Press Releases
- Social Media - LinkedIn, Facebook, Twitter
- Speaking Opportunities
- Statewide Listening Tour
- Webinars/Workshops
- Websites

See Appendix D for website templates and Appendix E for social media examples.

# STRATEGIC INITIATIVES

Conservation and Natural Resources

Economic Development

Grant Management

Tourism



## CONSERVATION AND NATURAL RESOURCES

OREC Directors are good stewards of land, air, water, and wildlife. They work with the public, private, and nonprofit sectors to advocate for conservation policies and efforts. There may be a number of departments in your state government that work on these issues. You'll become a part of the shared space to be an added office of support.

## PARTNERS WITH OVERLAPPING EFFORTS

- Dept. of Conservation and Recreation
- Dept. of Game and Inland Fisheries
- Dept. of State Parks and Lands
- Bureau of Land Management
- Local Parks and Recreation Offices
- Trail Coalitions

## SHARED ISSUES

- Aging infrastructure
- Increasing outdoor access
- Land management
- Overcrowding on public lands and waters
- Pedestrian access and walkways
- Trail maintenance



“OREC directors help tackle issues that are too big for one agency. Our offices take on work that no one has been able to step up to lead creating a shared space to tackle the shared priorities together.”

Cailin O'Brien-Feeney  
Oregon

## STRATEGIES AND RECOMMENDATIONS

1) **Identify your role and vision.** One of the most common arguments against OREC offices is that they may seem duplicative of other state offices especially those in conservation and natural resources. Get to know your partners with overlapping efforts and share your vision for the work you plan to do.

2) **Learn about your state's Statewide Comprehensive Outdoor Recreation Plan (SCORP),** which identifies recreation issues of statewide importance and the actions the state will take to address them. These plans must be updated every five years. If there is an update coming up, ask to be a part of the process.



## ECONOMIC DEVELOPMENT

One of the biggest tasks for OREC directors is helping grow the outdoor recreation economy through economic development. Economic development refers to policies, programs, or initiatives that seek to improve the economic well-being and quality of life for a community.

Outdoor recreation is multifaceted; it supports workforce retention, improves mental health, creates new businesses and jobs, and much more. Economic development is an important priority for OREC offices.



“

*Having an economic development background was an asset to help make the argument for the office.*

”

Janel Lawton  
New Hampshire

### CHECK OUT THESE TOOLS

There are so many tools to help you support economic development:

- [Outdoor Recreation Roundtable's Rural Economic Development Toolkit](#)
- [U.S. Bureau of Economic Analysis Data on Outdoor Recreation](#)

## STRATEGIES AND RECOMMENDATIONS

- 1) **Get to know your economic development office**, regional economic development offices and small business development offices. OREC offices are most commonly housed under economic development. By building these partnerships, you can create a network of resources and supports. For example, some offices have processes to help recruit and retain companies and employees. Leverage these resources to bring new business to your state or help existing ones.
- 2) **Develop a grant program to help fund outdoor recreation projects** in local communities. Grant programs are a great way to support community needs. See next page for more information on grant management.
- 3) **Elevate the awareness of the outdoor industry in your state.** You are the biggest cheerleader for outdoor recreation and no one will have a bigger voice to share its benefits. Meet with elected leaders, present data on the state's outdoor economy, say yes to any opportunities to share why outdoor recreation matters.
  - Partner with colleges and universities to create or support programs in outdoor recreation. Cultivating the next generation of outdoor leaders develops a pipeline of talent.

## GRANT MANAGEMENT

OREC offices will often develop grant programs, or work alongside existing state grants that are run through other agencies, to fund outdoor recreation infrastructure or initiatives in local communities. Administering and managing grants can expand the footprint of the office and support investments in outdoor recreation.

### TYPES OF GRANT PROGRAMS

- Outdoor Equity Fund
- Community Grant Program
- Outdoor Recreation Grant

### WHAT DO GRANT PROGRAMS FUND?

- Marketing and promotion of outdoor recreation events and assets
- New outdoor recreation infrastructure
- Outdoor recreation infrastructure upgrades
- Outdoor recreation workforce development
- Redevelopment of local parks and recreation areas
- Technical and planning assistance related to outdoor recreation

### WHERE DO I FIND FUNDS FOR A GRANT PROGRAM?

For most states, funding for grant programs come from state and federal dollars. Some states have created new funding streams through taxes, lotteries, and fee systems.

#### Land and Water Conservation Fund

Federal funds will often come from the Land and Water Conservation Fund (LWCF). The The Land and Water Conservation Fund Act of 1965 (Act) was enacted by Congress in 1964 "to strengthen the health and vitality of the citizens of the United States" through planning, acquisition, and development of land and water outdoor recreation facilities. To be eligible for LWCF funding, each state must prepare a Statewide Comprehensive Outdoor Recreation Plan (SCORP) that identifies recreation issues of statewide importance and the actions the state will take to address them. These plans must be updated every five years.



“

*Developing a grant program can be the biggest way to get the word out for outdoor recreation. Our office has funded communities in almost every county in Vermont. It is seen as an opportunity for community development through outdoor recreation.*

”

Jackie Dagger  
Vermont

## EXAMPLES OF STATE GRANT PROGRAMS

- [Arkansas Outdoor Recreation Grants Program](#)
- [Colorado State Outdoor Recreation Grant](#)
- [Utah Outdoor Recreation Grant](#)
- [Minnesota Outdoor Recreation Grant Program](#)
- [New Mexico Outdoor Recreation Grants](#)
- [Vermont Community Grant Program](#)
- [Washington No Child Left Inside Grant Program](#)
- [Wyoming Outdoor Recreation Grant Program](#)





## TOURISM

Tourism helps grow local economies. Since the COVID-19 pandemic, we have seen a growth in outdoor tourism where travelers visit places for outdoor experiences. From hiking to mountain biking or participating in running races, outdoor tourism is creating jobs. Manufacturers are making tools for the outdoors, guides are providing person to person interactions, and new businesses are thriving from the growing demand.

### How can I support outdoor tourism?

- Get to know your tourism office. Tourism is a part of every sector of the state. Outdoor tourism is most likely on their radar already and would value your partnership.
- Visit communities that rely on outdoor tourism. Directors will often say that their roles are more inside work than outside work, so always find opportunities to see outdoor recreation in action. Take trips to areas that have seen an increase in visitation.
- Consider an economic impact study. Some states have commissioned studies on the impacts of the outdoor recreation. Results from the analysis can breakdown data for counties, cities, legislative districts, and more. OREC offices that have more data are better equipped to show their value to decisionmakers. See below for Oregon's study.



“

I had prior relationships that I had developed in the tourism industry as a former tourism business owner and then as the Director of the Office of Tourism. Early on, it's important to establish partnerships and a strong working relationship with the tourism industry, as well as other industries that are connected to the broader outdoor recreation economy. It helps define where outdoor recreation intersects with other industries in the state.

”

Carolann Ouellette  
Maine

## HOW STATES SUPPORT OUTDOOR TOURISM

- **Virginia** Tourism, in partnerships with the Virginia Office of Outdoor Recreation, developed a campaign called "[Virginia is for Outdoors Lovers](#)," as well as a website to help visitors plan their trip to Virginia.
- **Travel Oregon**, in partnership with the Oregon Parks and Recreation Department (OPRD), the Oregon Office of Outdoor Recreation (OREC), Oregon Fish & Wildlife (ODFW) and Earth Economics, released a [2019 Outdoor Recreation Economic Impact Study](#) that demonstrated the importance of Oregon's vast range of outdoor recreation opportunities to the state's economy. They created [tourism region fact sheets](#) to show the impact of outdoor recreation.
- In a collaborative effort with the **Wyoming** Office of Tourism, Wyoming created an interactive asset map called the [WONDER Map](#) that connects visitors with outdoor recreation opportunities across the state. The map includes outdoor recreation businesses, hiking trails, campgrounds, bicycle paths, park information, and much more.



# Guiding an Office with Four Pillars

**Offices of outdoor recreation often have diverse priorities and lists of initiatives. Developing key pillars or focus areas helps place the work into manageable goals. Learn about the Confluence of States' common principles and how outdoor offices are catalyzing important on-the-ground work:**

## Conservation & Stewardship

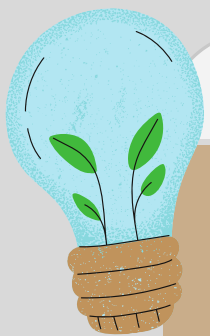
- Work with the public, private, and nonprofit sectors to advocate for conservation and stewardship of land, air, water, and wildlife, and for public access to them.
- Facilitate public-private partnerships to enhance public outdoor recreational access, infrastructure improvements and conservation efforts.
- Educate and empower the public on the importance and interrelatedness of a healthy environment, outdoor recreation and a vibrant economy.



## Examples of conservation and stewardship

The Colorado Outdoor Recreation Industry Office worked with Colorado Parks and Wildlife (CPW) and Great Outdoors Colorado (GOCO) to support and fund new and existing coalitions to join a statewide initiative working to ensure that Colorado's land, water, and wildlife thrive while also providing for equitable access to quality outdoor recreation experiences.

The Nevada Division of Outdoor Recreation led the creation of the Nevada Agreement for Recreation Shared Stewardship. Signed by Governor Steve Sisolak and state and federal land management, tourism, and transportation agencies, the shared stewardship agreement formalizes a strategic partnership among agencies focused on advancing sustainable, equitable, and accessible outdoor recreation opportunities across Nevada.



## Education & Workforce Training

- Engage with educators to support environmental and outdoor learning opportunities for early and life-long outdoor activity, career development, and advocacy for outdoor recreation.
- Promote workforce training programs for technical training, skill mastery, and business opportunities across the spectrum of outdoor industry careers.
- Promote interest, participation, and diversity in the outdoors for all, supporting opportunities for early and life-long outdoor learning.



### Examples of education & workforce training

The Arkansas Office of Outdoor Recreation welcomed outdoor recreation leaders for the 2022 National Governor's Association (NGA) Outdoor Recreation Learning Network Policy Institute.

The New Mexico Outdoor Recreation Division partnered with Western New Mexico University to launch the state's first professional development certificate aimed at developing the next generation of bike industry leaders.

The Vermont Outdoor Recreation Economic Collaborative (VOREC) partnered with the Vermont Outdoor Business Alliance (VOBA) to provide business and workforce resources for entrepreneurship, innovation and marketing. As part of this partnership, VOREC is funding VOBA to work with the University of Vermont to develop a Vermont Outdoor Career Guide.

Washington State's bipartisan House Bill 2078 Outdoor School For All Program established new programs and new funding for K-12 outdoor education, including career connected learning.

## Economic Development

- Collaborate with all stakeholders to establish and improve sustainable outdoor recreation infrastructure and funding.
- Engage federal, tribal, state, and local governments, as well as local and regional economic development organizations to attract, retain, and expand business and market the outdoor recreation economy.
- Address barriers to businesses' success in the outdoor recreation economy.



### Examples of economic development

The **Maine Office of Outdoor Recreation** partnered with Maine Outdoor Brands to help accomplish key initiatives including a workforce study; the Compass Accelerator Program; and shared exhibit space at Outdoor Retailer which provides collective opportunity for Maine brands to showcase products.

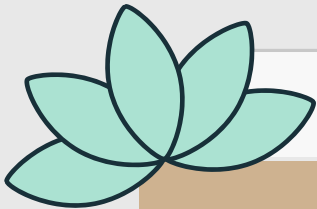
The **North Carolina Outdoor Recreation Industry Office** supported the yearly Outdoor Economy Summit that connects, educates, and inspires leaders and doers working to grow the outdoor industry and craft an economy that's tied to the well-being of our places and communities.

**Utah's Division of Outdoor Recreation** hosted two Outdoor Recreation Summits with over 500 attendees. Convening officials came from all over the state to help discuss the economic value of outdoor recreation and public land management.

The **Virginia Office of Outdoor Recreation** grows the state's outdoor industry through promotion, coordination, and recruitment of manufacturers of outdoor products, such as kayaks, bicycles, and other gear.

## Public Health & Wellness

- Address social determinants of health by increasing outdoor recreation opportunities for people of all backgrounds and abilities.
- Partner with health & wellness stakeholders to determine shared values and common goals, build relationships, and generate innovative partnerships to fulfill shared visions.
- Assist in quantifying impacts of access to outdoor recreation and related social determinants on healthcare outcomes and costs.



### Examples of public health & wellness

The Maryland Department of Natural Resources opened two new state parks to the public in 2022: Bohemia River State Park and Cypress Branch State Park. The addition of two new state parks ensure that more Marylanders and visitors have increased access to green space and nature, which provide societal and environmental benefits for the population.

The Oregon Office of Outdoor Recreation is incorporating the Oregon Outdoor Recreation Health Impacts Estimator Tool (OR Tool) into planning projects. The OR Tool was developed to quantify the health benefits of Oregonians participating in 30 outdoor recreation activities of moderate- to vigorous-intensity as part of the 2019-2023 Statewide Comprehensive Outdoor Recreation Planning project. This data has been a key resource for calculating health benefits derived from physical activity.

# 3MOS/6MOS/1-YEAR TIMELINE

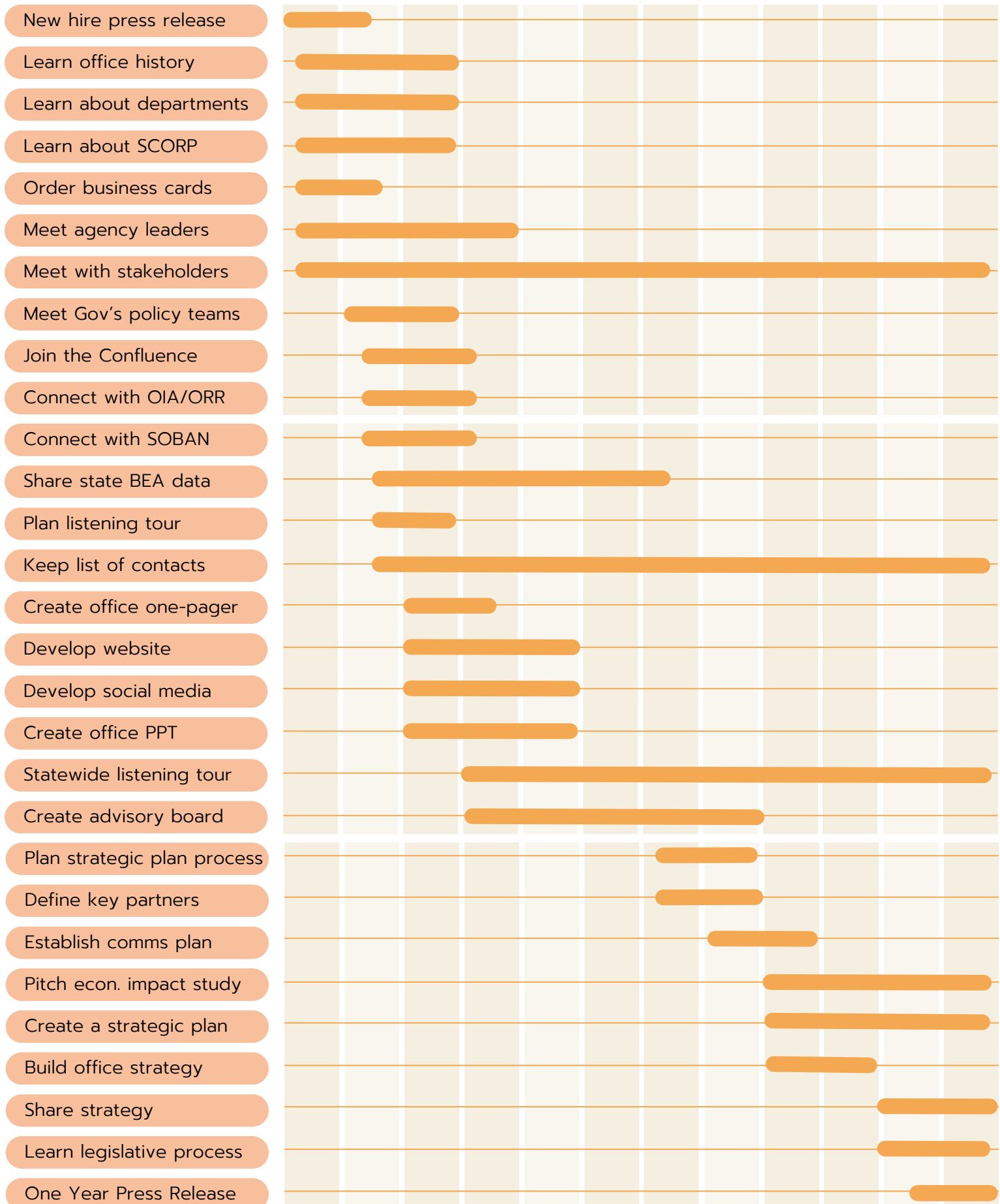
## TASK / PROCESS

1 MONTH

3 MONTHS

6 MONTHS

1 YEAR



# Nuggets of advice from Confluence Members

“

*Think of a structure to the four pillars. Pick one as a place of strength and get success in one pillar to afford the flexibility to work on the others.*



Cailin O' Brien-Feeney  
Oregon

”

“

*The outdoor recreation industry is broad so define who you serve and who your constituents are. Don't forget who is in your industry and be as neutral as possible.*



Conor Hall  
Colorado

”

“

*Be cognizant of whatever made you viable. For example, if legislation created the office, you will need something to show for if you want to continue to exist. If you aren't covering the political spectrum, you're missing out.*



Tara McKee  
Utah

”

“

*Consider how stakeholders can work together. Through collaboratives, we convene industry leaders in communities across the state. These take a lot of time, but have significant payoff. This creates access to county commissioners, city government, industry leaders, and federal land managers.*



Patrick Harrington  
Wyoming

”

“

*Be a better record keeper from the start. Create an archive of press clippings, a geo-database for everyone you talk to, a database of businesses, etc. I'm currently going back collecting contact information from presentations I've done, folks I've met at conferences, and building a list of stakeholders for future use.*



Nathan Reigner  
Pennsylvania

”

# Why the Confluence of States?



“

*The Confluence is an informal community of practice that consists of state directors. We support each other broadly, engage with each other, and advocate concepts that are beneficial. Our state offices are baked into policy or state statute that provide weight and gravity around outdoor recreation.*

”

Colin Robertson  
Nevada



“

*The Confluence has a lot of institutional knowledge with members who have been doing the work for years. We welcome new directors who maybe haven't had outdoor recreation experience but they bring other types of experience. We're able to brainstorm with one another – experimentation and iteration is so valuable.*

”

Axie Navas  
New Mexico



“

*This is a terrific group — they can help you get outside your state bubble and see other perspectives. The Confluence of States is a space for sharing strategies, bouncing ideas off others, and finding out what works. We are all facing similar issues. There's nothing wrong with stealing good ideas from other states.*

”

Jon Snyder  
Washington



## Connect with us!

The Confluence of States holds monthly meetings to discuss important issues affecting state offices of outdoor recreation. We release monthly [newsletters](#) and share updates on [LinkedIn](#). If you have any questions about our work, see [Appendix D](#) for contact information or visit [confluenceofstates.com](http://confluenceofstates.com).

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# Appendix A - Office Creation

	Creation	Agency	Funding
Arkansas (2021)	<u>Executive Order</u>	Department of Parks, Heritage and Tourism	General Funds
Colorado (2015)	<u>Legislation</u>	Office of Economic and International Trade	General Funds
Maine (2018)	<u>Legislation</u>	Department of Economic & Community Development	Tourism Marketing Promotion Fund
Maryland (2021)	<u>Budget Line Item</u>	Department of Natural Resources	General Funds
Massachusetts (2022)	<u>Press Release</u>	Executive Office of Energy and Environmental Affairs	Executive Budget
Michigan (2019)	Governor's <u>Press Release</u> & Memorandum of Understanding	Department of Natural Resources	Executive Budget
Montana (2017)	<u>Gubernatorial Action</u>	Department of Commerce	Big Sky Economic Development Trust Fund
Nevada (2019)	<u>Legislation</u>	Department of Conservation and Natural Resources	General Funds
New Hampshire (2019)	<u>Legislation</u>	Division of Economic Development	General Funds

	Creation	Agency	Funding
New Mexico (2019)	<u>Legislation</u>	Economic Development Department	General Funds
North Carolina (2017)	Budget Line Item	Economic Development Partnership	General Funds
Oregon (2017)	<u>Legislation</u>	Oregon Parks and Recreation Department	Oregon Parks and Recreation Department
Utah (2013)	<u>Legislation</u>	Department of Natural Resources	General Funds and Transient Room Tax
Vermont (2017)	<u>Executive Order</u>	Department of Forests, Parks, and Recreation and the Agency of Commerce and Community Development	Grant Funding and General Funds
Virginia (2019)	<u>Executive Order</u>	Secretariat of Commerce and Trade	Executive Budget
Washington (2015)	<u>Legislation</u>	Office of the Governor	General Funds
Wisconsin (2020)	<u>Budget Line Item</u>	Department of Tourism	General Funds
Wyoming (2015)	<u>Gubernatorial Action</u>	Wyoming State Parks & Cultural Resources	General Funds

Want to learn more about creating an office of outdoor recreation?  
[Connect with us here.](#)

# CONTACT INFORMATION

A hiker with a large backpack is walking away from the camera on a trail. The trail is covered in tall, golden-brown grass. In the background, there are trees and a hazy landscape under a sunset sky. The hiker is wearing a dark jacket and light-colored pants.

## Arizona

[E-mail](#) | [Website](#)

## Arkansas

[E-mail](#) | [Website](#)

## Colorado

[E-mail](#) | [Website](#)

## Maine

[E-mail](#) | [Website](#)

## Maryland

[E-mail](#) | [Website](#)

## Massachusetts

[E-mail](#) | [Website](#)

## Michigan

[E-mail](#) | [Website](#)

## Minnesota

[E-mail](#) | [Website](#)

## Nevada

[E-mail](#) | [Website](#)

## New Hampshire

[E-mail](#) | [Website](#)

## New Mexico

[E-mail](#) | [Website](#)

## North Carolina

[E-mail](#) | [Website](#)

## Oregon

[E-mail](#) | [Website](#)

## Pennsylvania

[E-mail](#) | [Website](#)

## Utah

[E-mail](#) | [Website](#)

## Vermont

[E-mail](#) | [Website](#)

## Virginia

[E-mail](#) | [Website](#)

## Washington

[E-mail](#) | [Website](#)

## Wisconsin

[E-mail](#) | [Website](#)

## Wyoming

[E-mail](#) | [Website](#)

# Appendix B

## EXAMPLES OF JOB POSTINGS AND SALARIES

### Colorado (2022)



STATE OF COLORADO  
invites applications for the position of:  
**Colorado Outdoor  
Recreation Industry Office  
Director**

This announcement is not governed by the selection processes of the classified personnel system. Applications will be considered from residents and non-residents of Colorado.

**CLASS TITLE:** NON-CLASSIFIED

**LOCATION:** Denver Metro, Colorado

**PRIMARY PHYSICAL WORK ADDRESS:** 1600 Broadway Suite 2500 Denver, CO 80202

**SALARY:** \$4,615.39 - \$5,683.08 Biweekly  
\$120,000.14 - \$147,760.08 Annually

**OPENING DATE:** 01/05/22

**CLOSING DATE:** 01/08/22 11:59 PM

**JOB TYPE:** Full Time

**DEPARTMENT INFORMATION:**

The Office of Economic Development and International Trade ("OEDIT") was created to foster a positive business climate that encourages quality economic development through the support of local and regional economic development activities throughout the State of Colorado. A comprehensive slate of programs within OEDIT's divisions work together to offer economic development services for all Colorado businesses – new and expanding, traditional and emerging, small and large – including retention programs to ensure continued competitiveness of Colorado's economic base, and job training to keep Colorado's workforce the best in the nation.

**DESCRIPTION OF JOB:**

The Colorado Outdoor Recreation Industry Director is a position within the Colorado Office of Economic Development and International Trade responsible for initiating, designing, and executing against strategy in support of growing and enhancing Colorado's outdoor recreation industry. The Director serves as the lead for the State of Colorado in the Outdoor Industry, establishing strong relationships throughout the industry and working with other State, local, and municipal government agencies to leverage assets, resources, and infrastructure in the State to advocate for, promote, and advance a strong Outdoor Industry. The Director supports establishing, marketing, and maintaining the State of Colorado as the best place for outdoor industry businesses to locate and thrive.

**KEY DUTIES AND RESPONSIBILITIES:**

- Work closely with OEDIT's Executive Director and peer senior leaders to define, direct and execute the strategy of the Outdoor Industry agenda for the next term, including setting and achieving clear goals and reporting on the goals regularly.
- The Director is appointed to serve on the Governor's Interagency Council on Conservation and Recreation.
- The Director is appointed to serve as a non-voting member of the Outdoor Equity Fund Board.
- Act as senior advisor to the Governor and State Cabinet on the Outdoor Industry.
- Develop strategy and actions to build Colorado's outdoor recreation industry which align with the state's goals to promote collaboration, innovation, and efficiency to serve the greatest good for the people of Colorado.
- Engage key constituents and regional stakeholders to ensure the office receives constructive input from constituents and stakeholders to inform program and policy development. Design and implement a program for effective engagement, which may include meetings, round table events, surveys, phone conferences, and other tools.
- Build coalitions with key partner organizations across the state, identify key leaders throughout the Outdoor Industry ecosystem, and expand the constituencies supporting the office's efforts, leveraging their experience and relationships to advance the outdoor industry.
- Promote collaboration on statewide initiatives for the sustainable economic development of the industry through proactive relationship building with industry representatives in key regions across the state.
- Work closely with other State and local agencies to leverage existing resources and infrastructure for the benefit of the Outdoor Industry.
- Raise awareness of the value and impact of the Outdoor Industry on the State's healthy economy.
- Navigate complex and sensitive relationships with legislators, agencies and administrators, national and state organizations' management, nonprofits, industry leaders, and other high-level officials at the state and national level.
- Represent Colorado and the outdoor recreation industry at key functions across the country to further connect the industry beyond state lines.
- Represents Colorado and the outdoor recreation industry within key organizations across the country including NGA Outdoor Recreation Learning Network and Confluence of States Coalition.
- Recommend and implement policies and initiatives that support the continued health of the outdoor recreation industry across the State.

**MINIMUM QUALIFICATIONS, SUBSTITUTIONS, CONDITIONS OF EMPLOYMENT & APPEAL RIGHTS:**

**COMPETENCIES:**

- **Leadership-** Creates and communicates a compelling vision; engages others to implement the vision; builds enthusiasm, participation, positive morale and loyalty; takes charge of groups and situations; sets a strong leadership role by walking the talk; promotes a safe, work environment.
- **Strategic Planning-** Identifies and forecasts trends and emerging needs; frames strategic questions; makes decisions and deploys resources in alignment with strategic priorities; plans for future problems and opportunities by forecasting business trends and outside forces.
- **Negotiation & Issue Resolution-** Openly manages conflict and disagreement through collaborative discussion to reach positive conclusions; arrives at constructive solutions while maintaining positive working relationships; seeks win-win situations; diplomatically explores common and opposing options to reach mutually acceptable positive solutions.
- **Communication-** Is understood and understands others; clearly articulates key points when writing and speaking; actively listens; effectively interprets non-verbal communication and truly hears what a wide variety of people are trying to say; accurately assesses personal styles and adjusts own style of communication to optimize personal effectiveness.
- **Results Driven-** Drives for successful results; makes things happen and conveys a sense of urgency; sets aggressive goals and works hard to achieve these goals; move tasks and assignments toward closure; invests considerable effort to ensure goals are met in a high-quality manner.

**REQUIRED KNOWLEDGE, SKILLS & ABILITIES:**

The Director must have the capability to be a national leader with the capacity to drive a new and creative vision for increasing economic vitality in Colorado. As such, the following qualifications are sought:

- Deep experience and credibility within the outdoor industry generally, derived from direct leadership and participation in reputable organizations.
- Clear understanding of the State's natural assets, community and industry access to those assets, and the balance required between all constituents.
- Self-starter who is versatile, patient, and has a positive attitude and good judgment.
- Ability to effectively work with OEDIT's Executive Director and peer Division Directors to achieve objectives/deliverables in various areas of responsibility.
- Leadership experience in management or supervisory positions.
- Ability to work through and leverage others not in direct reporting line.
- Exceptional interpersonal, public relations, oratory and presentation skills.
- Excellent organizational skills and attention to detail; strong oral and written communication skills; problem-solving acumen; demonstrate personal integrity, confidence, and tact/diplomacy as well as flexibility.
- Effective interaction with businesses, communities, and decision-makers during conversations or meetings.
- Strong analytical skills and ability to draft clear and concise written documents.
- Assessment and analysis of political, social, economic, environmental climates and projections to formulate initiatives.

**EDUCATION AND EXPERIENCE:**

- A Bachelor's Degree in business, economics, marketing, or equivalent experience.
- At least 10 years experience in a leadership or management position within an organization in the outdoor industry.



Source: Colorado Outdoor Recreation Industry Office

# Massachusetts (2022)



An Official website of the Commonwealth of Massachusetts

## MassCareers Job Opportunities

**Executive Order #595 requires Executive Department employees to have received COVID-19 vaccination or to have been approved for exemption as a condition of employment. Finalists will be given details about how to demonstrate receipt of vaccination or request an exemption due to a sincerely held religious belief or if the vaccine is medically contraindicated.**

[Back to prior page](#)

### Job Description

**Director of the Massachusetts Office of Outdoor Recreation - (22000BUN)**  
Description

The Executive Office of Energy and Environmental Affairs seeks to protect, preserve, and enhance the Commonwealth's environmental resources while ensuring and promoting a clean energy future for the state's residents. Through the stewardship of open space, protection of environmental resources, and enhancement of clean energy, the Executive Office of Energy and Environmental Affairs works tirelessly to make Massachusetts a wonderful place to live, work, and raise a family.

#### Who We Serve:

Massachusetts was the first state in the nation to combine energy and environmental agencies under one Cabinet secretary. The Executive Office of Energy and Environmental Affairs (EOEEA) serves Commonwealth residents interested in outdoor recreational activities, clean energy solutions and those who work with animals and livestock. Equally, EOEEA works with energy consumers, power companies, clean energy providers and farmers to delicately balance the interaction with environmental protection laws and regulations while being a cornerstone for our economic prosperity.

#### Secretariat Overview:

The Executive Office of Energy and Environmental Affairs Secretariat (EOEEA) provides oversight of the Commonwealth's energy and environmental agencies, namely, the Division of Energy Resources (DOER), Department of Public Utilities (DPU), Department of Environmental Protection (DEP), Department of Conservation and Recreation (DCR), Department of Fish and Game (DFG), and Department of Agricultural Resources (DAR). EOEEA also has divisions within the Secretariat, including the Office of Law Enforcement (OLE or Massachusetts Environmental Police), Massachusetts Environmental Policy Act (MEPA) office, Coastal Zone Management (CZM) office, and Division of Conservation Services (DCS). All agencies and divisions promote the environmental or energy related goals and initiatives of the Administration and the Secretary of EOEEA.

#### The Executive Office of Energy and Environment Affairs is accepting resumes and applications for the position of Director of Outdoor Recreation.

The Director of the Massachusetts Office of Outdoor Recreation, reporting to the Undersecretary for the Environment within the Executive Office of Energy and Environmental Affairs, oversees and manages critical work in advancing outdoor recreation in the Commonwealth. The Director will create and implement a strategy to achieve 5 key objectives: 1) promote the Massachusetts outdoor recreation economy through partnerships with businesses, non-profit organizations, and local communities to advance outdoor recreation as an economic driver; 2) advance equity and access to outdoor recreation opportunities; 3) coordinate policy and recruit funding across federal, state, regional, and local governments; 4) work with land owners and managers throughout the Commonwealth to promote public access and recreation infrastructure; and 5) promote Massachusetts as a great place to work, live, and recreate, and improve quality of life for residents and visitors.

In addition to establishing a strategic plan, the Director will need to establish metrics and baselines to evaluate the impacts of programs and initiatives of the office. The Director will also be responsible for identifying and recruiting funding for outdoor recreation projects via federal grants and partnerships with non-profit organizations and businesses.

The Director will serve as the central point of contact for the outdoor recreation industry, and work with industry partners to address potential challenges and opportunities.

The Director will work closely with key state agencies and secretariats including the Massachusetts Office of Travel and Tourism, the Department of Conservation and Recreation, the Department of Fish and Game, Housing and Economic Development, and the Department of Public Health to implement cross-agency initiatives and priorities.

The Director will be responsible for hiring and managing any additional staff, contractors, and interns that may be hired by the office. The Director will represent the Commonwealth in regional and national learning networks and utilize best-practices to inform initiatives and priorities.

#### MAJOR RESPONSIBILITY AREAS

Work with peer agencies, local governments, the federal government, businesses, and non-profit organizations to establish a strategic plan and associated initiatives, projects, and policies to advance the economic, quality of life, natural resource, and health benefits of outdoor recreation, and to ensure they are accessible to all.

Identify, recruit, and secure funding for outdoor recreation infrastructure and programs from federal, non-profit, and private grant programs, and distribute to projects and programs throughout the Commonwealth.

Develop and build the structure for the Office of Outdoor Recreation, including operational procedures and the hiring/management of contractors and additional staff.

Represent the Commonwealth at events, conferences, and speaking engagements related to outdoor recreation and the outdoor recreation economy.

Create and promote marketing materials in coordination with the Massachusetts Office of Travel and Tourism to attract and retain visitors and investment in Massachusetts communities.

Develop and maintain a network of businesses, non-profits, and government partners who work in the outdoor recreation or outdoor recreation-adjacent fields.

Develop and maintain metrics to track the Office's impact.

Other duties, as assigned.

#### Preferred Qualifications

Candidate must possess significant knowledge of key issues pertaining to outdoor recreation and the outdoor recreation economy, with Massachusetts-specific knowledge a plus. Candidate should have knowledge and experience with most of the following: business development, branding and marketing for tourism, policy development, promoting equity and access to outdoor recreation, developing marketing and communications materials, implementing grant programs, and collaborating across levels of government.

**Please submit a cover letter and resume as part of the application process and attach "as relevant" to the requisition.**

#### Qualifications

##### MINIMUM ENTRANCE REQUIREMENTS:

Applicants must have at least (A) six (6) years of full-time or, equivalent part-time, professional, administrative, supervisory, or managerial experience in business administration, business management, public administration, public management, clinical administration or clinical management of which (B) at least two (2) years must have been in a supervisory or managerial capacity or (C) any equivalent combination of the required experience and substitutions below.

##### Substitutions:

- I. A certificate in a relevant or related field may be substituted for one (1) year of the required (A) experience.
- II. A Bachelor's degree in a related field may be substituted for two (2) years of the required (A) experience.
- III. A Graduate degree in a related field may be substituted for three (3) years of the required (A) experience.
- IV. A Doctorate degree in a related field may be substituted for four (4) years of the required (A) experience.

#### Comprehensive Benefits

When you embark on a career with the Commonwealth, you are offered an outstanding suite of employee benefits that add to the overall value of your compensation package. We take pride in providing a work experience that supports you, your loved ones, and your future.

Want the specifics? [Explore our Employee Benefits and Rewards!](#)

**Executive Order #595:** As a condition of employment, successful applicants will be required to have received COVID-19 vaccination or an approved exemption as of their start date. Details relating to demonstrating compliance with this requirement will be provided to applicants selected for employment. Applicants who receive an offer of employment who can provide documentation that the vaccine is medically contraindicated or who object to vaccination due to a sincerely held religious belief may make a request for exemption.

#### An Equal Opportunity / Affirmative Action Employer. Females, minorities, veterans, and persons with disabilities are strongly encouraged to apply.

The Commonwealth is an Equal Opportunity Employer and does not discriminate on the basis of race, religion, color, sex, gender identity or expression, sexual orientation, age, disability, national origin, veteran status, or any other basis covered by appropriate law. Research suggests that qualified women, Black, Indigenous, and Persons of Color (BIPOC) may self-select out of opportunities if they don't meet 100% of the job requirements. We encourage individuals who believe they have the skills necessary to thrive to apply for this role.

**Official Title:** Program Manager VIII

**Primary Location:** United States-Massachusetts-Boston-100 Cambridge Street

**Job:** Environmental and Energy

**Agency:** Exec Office Of Energy and Environmental Affairs

**Schedule:** Full-time

**Shift:** Day

**Posting Date:** Dec 5, 2022

**Number of Openings:** 1

**Salary:** 96,597.00 - 115,000.00 Yearly

**If you have Diversity, Affirmative Action or Equal Employment Opportunity questions or need a Reasonable Accommodation, please contact Diversity Officer / ADA**

**Coordinator:** Melizza Eseryie - 6176261282

**Bargaining Unit:** M99-Managers (EXE)

**Confidential:** No

**Hybrid Work Eligible:** Yes

# New Hampshire (2022)

## Director Outdoor Rec. Industry Development

POSTED ON 12/9/2022 AVAILABLE BEFORE 6/15/2023

 The State of New Hampshire  Concord, NH  Full Time

### Job Posting for Director Outdoor Rec. Industry Development at The State of New Hampshire

State of New Hampshire Job Posting

NH Business & Economic Affairs

BEA Office of the Commissioner

Complete Address

ADMINISTRATOR II

Director of Outdoor Recreation Industry Development

Labor Grade 29

\$61,893.00 - \$88,744.50

Position # 44645

**\*See total compensation information at the bottom of announcement.**

The State of New Hampshire, BEA Office of the Commissioner has a full time vacancy for Administrator II

Summary:

Serves as the Director of the Office of Outdoor Recreation Industry Development. Administers agency objectives of outdoor recreation industry development in New Hampshire, including programs, operations and promotion, to optimize opportunities for economic growth and diversity and contribute to a healthy, connected community.

Responsibilities:

Develops, maintains, evaluates and implements statewide standards, procedures and policy for outdoor recreation industry development.

Develops marketing strategies with stakeholders as well as state, federal and local government entities to market New Hampshire as an outdoor recreation destination. Manages the implementation of promotional services utilizing state outdoor recreation assets to recruit employers, workforce, students, and tourists to the state.

Advances economic development strategies including business and workforce recruitment through stewardship, expansion, and promotion of state outdoor recreational infrastructure and industry.

Develops relevant trainings and curricula including, but not limited to, trail building, regulatory guidance, and environmental impacts for outdoor recreation industry stakeholders in partnership with academic and training entities.

Tracks and analyzes outdoor recreation industry metrics and trends in New Hampshire and reports on resulting economic impact. Prepares and presents materials and information depicting program impact on communities and/or locations within the state.

Facilitates development of outdoor recreation manufacturing workforce in partnership with stakeholders and academic institutions. Recommends policies and initiatives to enhance recreational amenities and experiences in the state and helps to implement those policies. Advances sustainable land stewardship initiatives recognizing the relationship between outdoor recreation and economic benefit to the state.

Develops and administers operating budget to accomplish office goals and objectives. Ensures adequate funds are available to support legislatively mandated programs and operations and that appropriations are not exceeded. Seeks resources such as grants from government and nonprofit entities to promote the state's outdoor recreation industry development.

Serves as the liaison to the outdoor recreation industry development established pursuant to RSA 12-0:23-a. Represents Office of Outdoor Recreation Industry Development at meetings, industry trade shows, and events, and prepares and delivers presentations for public, civic groups, and media appearances.

Identifies legislative requirements to support outdoor recreation industry development; drafts proposed legislation to implement necessary revisions; writes and delivers testimony for explaining and defending agency objectives and goals at legislative hearings.

Serves as resource for expertise and information on issues for outdoor recreation industry development as an official agency representative to the Governor's Office, Executive Council, legislators, state, local, and federal authorities, associations and organizations, and the general public.

Other information:

MINIMUM QUALIFICATIONS:

Education: Master's degree from a recognized college or university with major study in recreation management, marketing, economic development, community development or a related field.

Experience: Six years' experience in recreation management, marketing, economic development, community development or a related field, four years of which must have been in a management level position involving administrative or supervisory duties concerned with program administration, program planning and evaluation, business management or related management experience.

OR

Education: Bachelor's degree from a recognized college or university with major study in recreation management, marketing, economic development, community development or a related field.

Experience: Seven years' experience in recreation management, marketing, economic development, community development or related field, four years of which must have been in a management level position involving administrative or supervisory duties concerned with program administration, program planning and evaluation, business management or related management experience.

License/Certification: Must possess a valid driver's license for statewide travel and a valid passport for international travel.

PREFERRED QUALIFICATIONS: Knowledge of economic and community development practices and experience as a practitioner of outdoor recreation.

DISCLAIMER STATEMENT: The supplemental job description lists the essential functions of the position and is not intended to include every job duty and responsibility specific to the position. An employee may be required to perform other related duties not listed on the supplemental job description provided that such duties are characteristic of that classification.

# Appendix C

## LEVERAGING DATA

### WHY DATA MATTERS

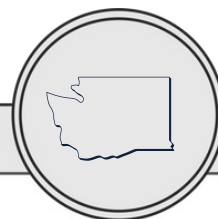
Data provides a quantitative and qualitative assessment of outdoor recreation in each state. Whether you're looking for the number of hiking trails or the number of jobs outdoor recreation brings, there is extensive research and information you can leverage for different audiences.

### FINDING DATA

There are a number of resources that provide data and statistics for outdoor recreation:

-  [U.S. BUREAU OF ECONOMIC ANALYSIS](#)
-  [HEADWATERS ECONOMICS](#)
-  [OUTDOOR INDUSTRY ASSOCIATION](#)
-  [OUTDOOR RECREATION ROUNDTABLE](#)
-  [INTERNATIONAL MOUNTAIN BICYCLING ASSOCIATION](#)

#### WASHINGTON: LEVERAGING DATA



When Jon Snyder was hired as Senior Policy Advisor to Governor Jay Inslee in 2015, most data we know today was unavailable. He was eager to make his case for outdoor recreation and economic development putting together lists of outdoor recreation projects and companies for each legislator's district.

During the legislative session, Jon went to meetings with these handouts to show the power of the outdoor recreation in the communities of each legislator to see understand the importance of the industry.

# Appendix D

## WEBSITE FEATURES

### WEBSITE FEATURES

For new offices, setting up a website should be a part of the 90-day plan and can contain the following features:

- About the Office
- Blog
- Board Members
- Calendar of Events
- Community Toolkits
- Connect with the Office - social media links, e-mail form, speaker requests
- Helpful Links - state and federal agencies, partner organizations, outdoor business alliances
- Information on Outdoor Grants and Programs
- Learn More About the Director and Staff
- News
- Media and Press Kit
- Mission and Vision
- Outdoor Business Directory
- Resources - links to data, SCORP, task force reports, strategic plan

### WEBSITES ACROSS OFFICES

- [Arkansas Office of Outdoor Recreation](#)
- [Colorado Outdoor Recreation Industry Office](#)
- [Maine Office of Outdoor Recreation](#)
- [Michigan Outdoor Recreation Industry Office](#)
- [Nevada Division of Outdoor Recreation](#)
- [New Mexico Outdoor Recreation Division](#)
- [North Carolina Outdoor Recreation Industry Office](#)
- [Oregon Office of Outdoor Recreation](#)
- [Pennsylvania Office of Outdoor Recreation](#)
- [Utah Division of Outdoor Recreation](#)
- [Vermont Outdoor Recreation Economic Collaborative](#)
- [Wisconsin Office of Outdoor Recreation](#)
- [Wyoming Outdoor Recreation Office](#)



# Appendix E

## SOCIAL MEDIA

### SOCIAL MEDIA LINKS

Social media supports the messaging and outreach of what an office of outdoor recreation is doing. It can support communicating any grant opportunities for local communities. The top social media links across offices of outdoor recreation include:

- 1 LINKEDIN
- 2 FACEBOOK
- 3 INSTAGRAM
- 4 TWITTER

### SOCIAL MEDIA POST EXAMPLES

 **NM Outdoor Recreation Division** @NMoutdoorrec · Dec 7



New Mexico's Outdoor Recreation Division newsletter: [conta.cc/3F95y4Q](https://conta.cc/3F95y4Q)

In ORD's biweekly, find the latest on New Mexico's outdoor recreation initiatives. This week Axie says goodbye in her last letter as ORD Director.

[#Newsletter](#) [#NMORD](#) [#ORD](#) [#NewMexico](#) [#OutdoorRec](#)

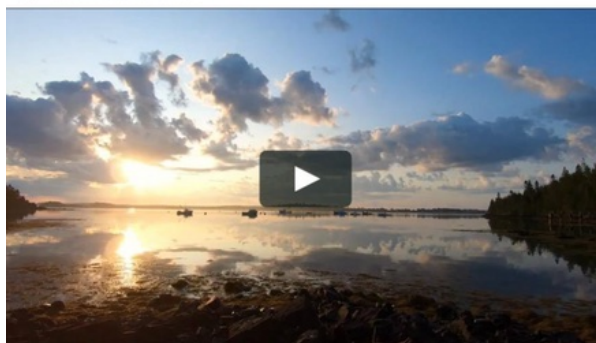


1 3

 **The Maine Office of Outdoor Recreation**  
113 followers  
1mo · 

A few weeks after the ME Outdoor Economy Summit and we're still reflecting on a great event. A big thank you to all sponsors, speakers, panelists and attendees who made our first Summit a success. Looking forward to next year! 🌲 [#moesummit](#) [#MaineOutdoorEconomy](#) [Maine Outdoor Brands](#)

 : 360 Media Ventures



MOB2022.mp4

vimeo.com

 Carolann Ouellette and 11 others

1 repost

 **Colorado Outdoor Recreation Industry Office**  
December 16 at 3:19 PM · 

This week Governor Jared Polis, Colorado Parks and Wildlife, and the Outdoor Equity Grant Board announced over two dozen organizations will receive more than \$1.3 million from the latest round of Outdoor Equity Grants.

The grant program uses revenue from the state lottery to support organizations that help reduce barriers to Colorado's outdoors for underserved youth and their families.



COLORADOPOLITICS.COM

**Colorado grant program awards \$1.3 million to reduce barriers to the outdoors**

More than two dozen organizations throughout the state received over \$1.3 million from the...

1

# Appendix F

## EVENTS AND PRESENTATIONS

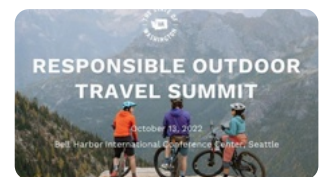
### TYPES OF EVENTS AND PRESENTATIONS

Offices of outdoor recreation will often partner with organizations or government agencies to hold events or participate as speakers. The most common are:

- Grant Trainings
- Listening Tours
- Outdoor Economy Summits
- Outdoor Recreation Summits

### OFFICES OF OUTDOOR RECREATION ALSO SUPPORT

- [AORE's Annual Conference](#)
- [Outdoor Retailer](#)
- [NGA's Annual ORLN Policy Institute](#)
- [SORP's National Outdoor Recreation Conference](#)
- State Trails Conferences



### EXAMPLES OF EVENTS

- [Colorado Outdoor Industry Leader Summit](#)
- [Maine Outdoor Economy Summit](#)
- [New Mexico Outdoor Economies Summit](#)
- [North Carolina Outdoor Economy Summit](#)
- [Oregon Outdoor Recreation Summit](#)
- [Utah Outdoor Recreation Summit](#)
- [Washington Responsible Outdoor Travel Summit](#)



*The Maine Outdoor Economy Summit was a great way to highlight our partnership with Maine Outdoor Brands – Maine's outdoor business coalition.*



Carolann Ouellette  
Maine

# Appendix G

## TRIBAL RELATIONS

### GETTING TO KNOW TRIBAL GOVERNMENTS

Federally recognized Indian tribes are sovereign nations exercising formal government-to-government relations with the United States. The U.S. government officially recognizes 574 Indian tribes in the contiguous 48 states and Alaska. These federally recognized tribes are eligible for funding and services from the Bureau of Indian Affairs, either directly or through contracts, grants, or compacts.

### DEVELOPING TRIBAL RELATIONS

Consider the following for developing strong relationships with Indian tribes:

- Get to know the tribal communities in your state and your state's formal liaison to the Indian tribes. This may be a member of the Governor's cabinet or a director of a natural resources department.
- Invite tribal members to serve on state boards and commissions, outdoor recreation workgroups, or task forces. Tribal members should have a seat at the table and be represented during discussions regarding natural resources.
- See tribal members as co-managers of natural resources and engage often during key decisions.

### RESOURCES

- 2021 Article: [Increased outdoor recreation impacts tribal treaty rights](#)
- [United States Department of Agriculture Office of Tribal Relations](#)
- [National and Regional Tribal Relations Contacts at the Forest Service](#)
- [USDA Forest Service Tribal Relations Strategic Plan: Fiscal Year 2019-2022](#)
- [Search Federally Recognized Tribes](#)



**Shared Stewardship and Partnerships**  
This video explains the concept of shared stewardship and how the Forest Service is working in rural communities across the country.

[Read more](#)

#3 JOINT PRIORITY SETTING

# Appendix H

## TASK FORCE REPORTS

### TASK FORCE REPORTS

Oftentimes task force reports precede the formation of outdoor recreation offices and catalyze their creation, whereas in others the office actually participate in the creation of the report. Task forces usually develop a set of recommendations that will organize and guide the work of the office. These groups are made up of outdoor recreation stakeholders and consider input from the general public on what key action items should be. The following task reports are helpful to see how other states have set up their offices and their goals:

#### Maryland

[2019 Maryland Outdoor Recreation Economic Commission Final Report](#)

#### Minnesota

[2021 Minnesota Outdoor Recreation Task Force Recommendations](#)

#### Oregon

[2020 Governor's Task Force on the Outdoors: Framework for Action](#)

[2021 Oregon Outdoor Recreation Network Sunset Report](#)

#### Utah

[2018 Elevating Outdoor Recreation Together](#)

#### Vermont

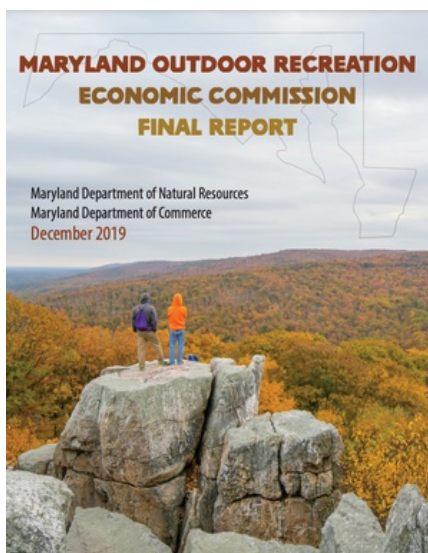
[2017 Vermont Outdoor Recreation Economic Collaborative Recommendations](#)

#### Washington

[2014 Governor's Blue Ribbon Parks & Outdoor Recreation Task Force Report](#)

#### Wyoming

[2017 Wyoming Governor's Task Force Report on Outdoor Recreation](#)



“

*The MORE commission report (based on a year of research) was the driver behind hitting the ground running.*

”

Daryl Anthony  
Maryland



# Appendix I

## LEGISLATIVE SUPPORT

### LEGISLATIVE SUPPORT

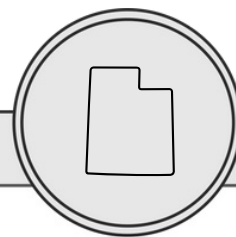
For some states, OREC offices are created through legislation provide a layer of protection from any changes in administration. Offices established in legislation can only be removed through a vote on new legislation. Having an office in legislation highlights the importance outdoor recreation is in the state. For offices that are not established in statute, new directors will often work on strategies to help establish their office permanently.

#### How can I help pass legislation for my OREC office?

There is no right way to pass legislation in a state. During the legislative session, legislators are inundated with issues and information so consider reaching out when they are not at the Capitol. Here are some strategies that have helped other states in the past:

1. **Identify stakeholders who can advocate on your behalf.** Your supporters will be your biggest advocates for funding or identifying the reasons why your office should be kept.
2. **Consider inviting stakeholders to an advocacy day.** See below for Utah's OREC Day on the Hill.
3. **Develop relationships with legislators who prioritize outdoor recreation.** Legislators are champions for different causes. Get to know who supports outdoor recreation or related topics such as outdoor businesses, outdoor interests, conservation, natural resources, etc.
4. **Schedule one on one meetings with elected officials.** This includes mayors, board of supervisors, legislators, city council members, etc. Come prepared with data and statistics to show them the impact outdoor recreation has on their communities.
5. **Reach out to the Outdoor Recreation Roundtable and Outdoor Industry Association.** These coalitions have broad memberships that might have leaders in your state. The two organizations have government affairs teams that work on state/federal issues. Both would be happy to advocate on your behalf whether it means writing a letter to the Governor or cabinet members, writing op-eds in the press, holding webinars, talking with legislators, or setting up meetings for more information.

#### UTAH: OREC'S DAY ON THE HILL



For nearly five years, the Utah Division of Outdoor Recreation has invited the public to celebrate the depth, uniqueness, and innovation of the outdoor recreation industry in Utah with legislators and industry professionals.

Outdoor Recreation Day on the Hill has become an annual event where members of the outdoor community can meet with local organizations and brands and learn about the outdoor industry's impact on Utah's economy and quality of life. This free event includes booths, breakfast, and a chance to talk with policy makers, industry leaders, and the outdoor recreation community.

# Appendix I

## LEGISLATIVE SUPPORT

### EXAMPLE OF OFFICES IN STATE LEGISLATION

The following are a list of states that have established their office through legislation:

#### Colorado

- [Bill Text](#)
- [Bill Information](#)
- Year: 2021
- Bill Summary: The act creates the outdoor recreation industry office in the office of economic development. The director of the outdoor recreation industry office is designated by and reports to the director of the office of economic development. The outdoor recreation industry office serves as a central coordinator of outdoor recreation industry matters.

#### Nevada

- [Bill Text](#)
- [Bill Information](#)
- Year: 2019
- Bill Summary: Creates the Division of Outdoor Recreation within the State Department of Conservation and Natural Resources.

#### New Mexico

- [Bill Text](#)
- [Bill Information](#)
- Year: 2019
- Bill Summary: Creates Outdoor Recreation Division in the Economic Development Department and the Outdoor Recreation Advisory Committee

#### Oregon

- [Bill Text](#)
- [Bill Information](#)
- Year: 2017
- Bill Summary: Creates Office of Outdoor Recreation within State Parks and Recreation Department.

#### Utah

- [Bill Text](#)
- [Bill Information](#)
- Year: 2013
- Bill Summary: This bill creates the Outdoor Recreation Office; establishes the purposes of the Outdoor Recreation Office; provides for the appointment of a director to administer the Outdoor Recreation; establishes the duties of the director; and requires the director to submit an annual report to legislative committees.

#### Washington

- [Bill Text](#)
- [Bill Information](#)
- Year: 2015
- Bill Summary: Requires the director of the parks and recreation commission, when setting priorities and developing criteria for the awarding of grants to outdoor environmental, ecological, agricultural, or other natural resource-based education and recreation programs, to consider programs that use veterans for at least fifty percent of program implementation or administration. Requires the governor to appoint and maintain a senior policy advisor to the governor to focus on promoting, increasing participation in, and increasing opportunities for outdoor recreation in the state.

# Appendix J

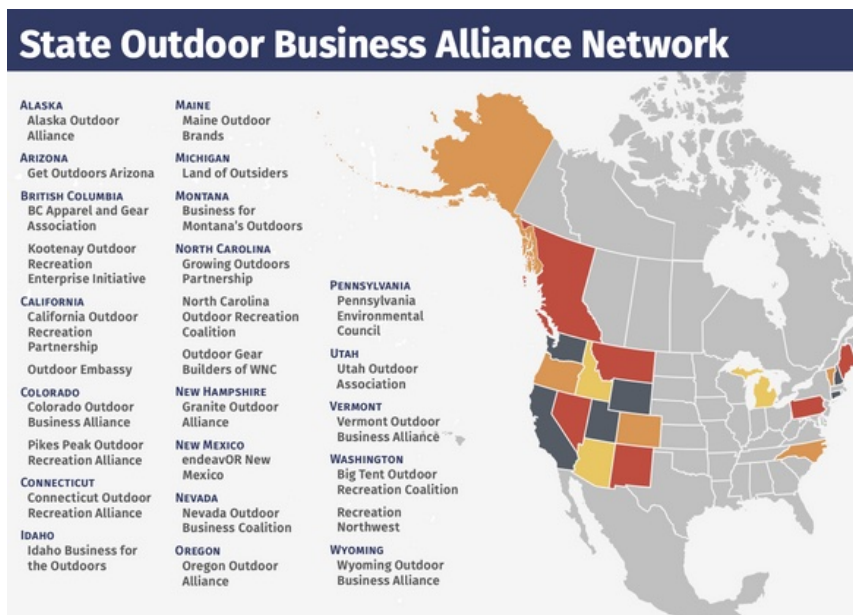
## STATE OUTDOOR BUSINESS ALLIANCES

### STATE OUTDOOR BUSINESS ALLIANCES

Outdoor business alliances (OBAs) share knowledge, opportunities, and best practices, working alongside national industry partners and state offices of outdoor recreation. While OBAs are becoming more common across the nation, some states do not have these alliances to lean on. Outdoor businesses can come together to support your work and create a closer network within your state to advocate for the outdoor recreation economy.

#### State Outdoor Business Alliance Network

The State Outdoor Business Alliance Network (SOBAN) is made up of state outdoor business alliances across the country. They focus on what can best be accomplished together through collaboration on policy and advocacy, research and branding, leadership and partnerships, and sector development. See below for their membership:



#### WANT TO LEARN MORE?

SOBAN prepared a report called *Inspiring the Future of Outdoor Recreation Economy* to inspire pathways for the outdoor recreation economy in every state. [Click here for the full report.](#)

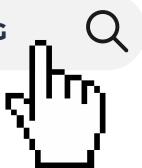
#### Outdoor recreation consists of many activities.

Value-added (or GDP) contribution by activity in 2019.<sup>3</sup>



Source: State Outdoor Business Alliance Network

VISIT SOBAN.ORG



# Appendix K

## MEDIA PRIMER

*Developed in partnership with the Outdoor Writers Association of America*



### STAY FOCUSED

For many of us, a part of our jobs include telling our story and sharing the work of our collective efforts. Storytelling can be challenging but the following bullets can help breakdown the process to stay focused:

- First, who do you want to influence? Your state's outdoor community? Trail clubs specifically? Legislators? The general public?
- Then determine where they congregate (online or in real life). Online outdoors groups. Local outdoor retail stores and their events. Festivals.
- What media reaches them? Is it a club newsletter? A state or local outdoors publication? Larger, urban media that occasionally covers outdoors?

### BUILD LONGTERM RELATIONSHIPS

Now that you know what media you're targeting, get to know the publishers, editors and reporters/anchors within those media. Play the long game! Seek to ultimately develop longterm relationships built on honesty, collaboration and trust.

Once you get to this point of trust with someone at a media outlet, you may even get to the point where they actually proactively call you for quotes, data and other key information.

### PRESS RELEASES

There are many in the media landscape that might declare press releases to be 'dead'. And while you shouldn't use a 'shotgun' approach of just sending release after release after release to a long list of media, they can come in handy in some situations.

Generally, you want to keep your pitches targeted to the media that you're approaching and with some consideration to the person who you're reaching out to. But in some instances, like for big events, sending out the occasional press release isn't a bad idea. But don't assume that they'll just run something because you send them a release. You've got to follow up! Be professional, brief and respectful of their time, but definitely, definitely follow up! [Here is a link](#) to a helpful press release template to get you started.



# Appendix K

## MEDIA PRIMER

### STRATEGIES ON HOW TO PITCH

Mass media including TV, newspapers, and magazines, all want new stories. And they'll appreciate you bringing them good stories to tell. Here are a few (general) concepts that will be of interest:

- Things that are new - i.e. electrification of outdoor vehicles, new rural economic development statistics
- Public events (especially new or milestone ones, such as a festival to recognize the opening of a new trail - or perhaps the 50th anniversary of an established one)
- Great human interest stories - i.e. a ranger that volunteers to teach inner city youth about the outdoors, a charismatic new parks manager, a dynamic volunteer, etc.
- Outdoor related holidays - i.e. Great Outdoors Month, National Trails Day, etc.

### BUILD YOUR ONLINE MEDIA TOOLKIT

Online media toolkits are helpful to share information about your office of outdoor recreation. See below for Maine's online press kit and consider adding the following to yours:

- Downloadable Logos
- Press Contact Information
- One Pager on Office (start with the very basic, general information and describe your office in just a few sentences, then expand upon what you do)
- Fact Sheet
- Story Ideas and News for that year
- Photos (always consider offering photos that showcase a variety of different types of people enjoying the outdoors in a myriad of different ways to help make your story, and the outdoors in general, as attractive and as inviting as possible to all peoples)

### RESOURCES

- [A Media Manual for Grassroots Activists](#)
- [Grassroots Marketing Guide: Strategy, Tactics and Benefits](#)
- [Maine Office of Outdoor Recreation Media Toolkit](#)
- [Press Release Template](#)
- [Strategic Communications Plan Template](#)
- [Outdoor Writers Association of America](#)

“ Develop a plan that does not focus on the results but on the process. Have a clear idea of what you are trying to accomplish, map out a plan focusing on the work, and how to amplify the work. Don't focus on the coverage. ”



Wesley Robinson  
Press Secretary for  
Pennsylvania's Department of  
Conservation and Natural Resources



February 2023