

Background

The Forest Service is taking a new organizational approach to Land Management Planning to address past problems

Planning Service Organization (PSO)

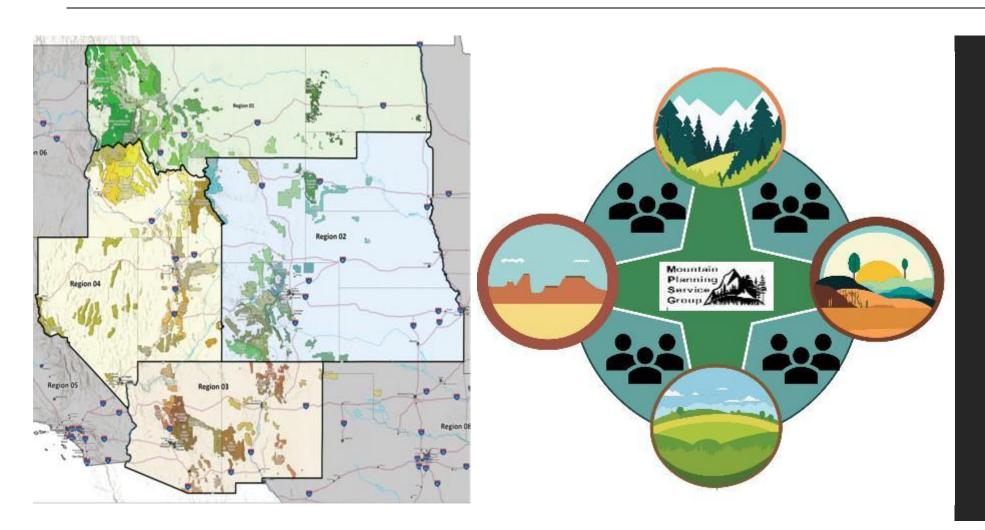
The PSO will provide technical assistance to forest and grasslands with dedicated expert employees and contractors. Three Planning Service Groups and a national Planning Service Center anchor this coordinated approach.



While land management planning is not a new thing, changing the approach requires a look to see if there are opportunities, resources, or efficiencies to capitalize on.

- New Planning
 Organization within the
 Forest Service to support units in Land
 Management Planning.
- 2. Focused on addressing staffing, consistency, efficiencies, adaptive management, and crossboundary collaboration around land management planning

Organization



- Support across
 Regions 1-4 for
 plan revision
- Support public, government and tribal engagement
- Gather feedback from public

Why Plan?

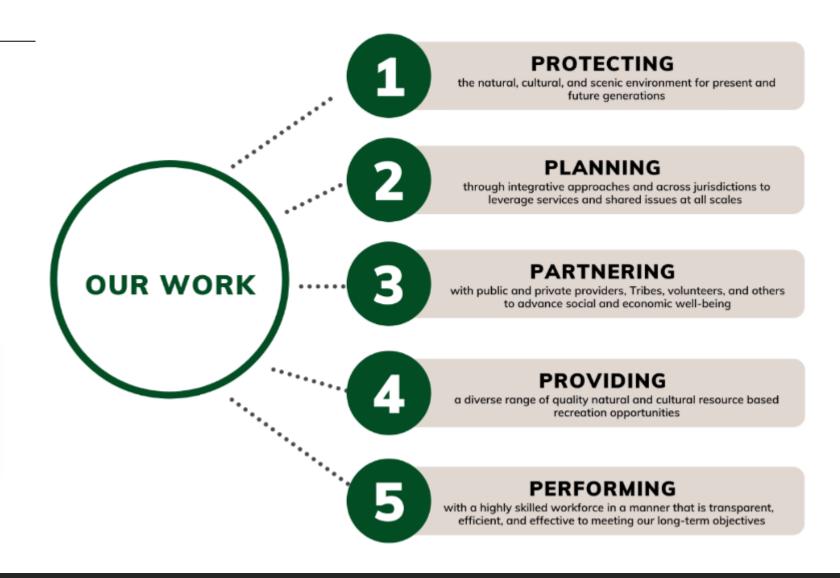


MISSION

Sustain the health, diversity, and productivity of the Nation's forests and grasslands to meet the needs of present and future generations.

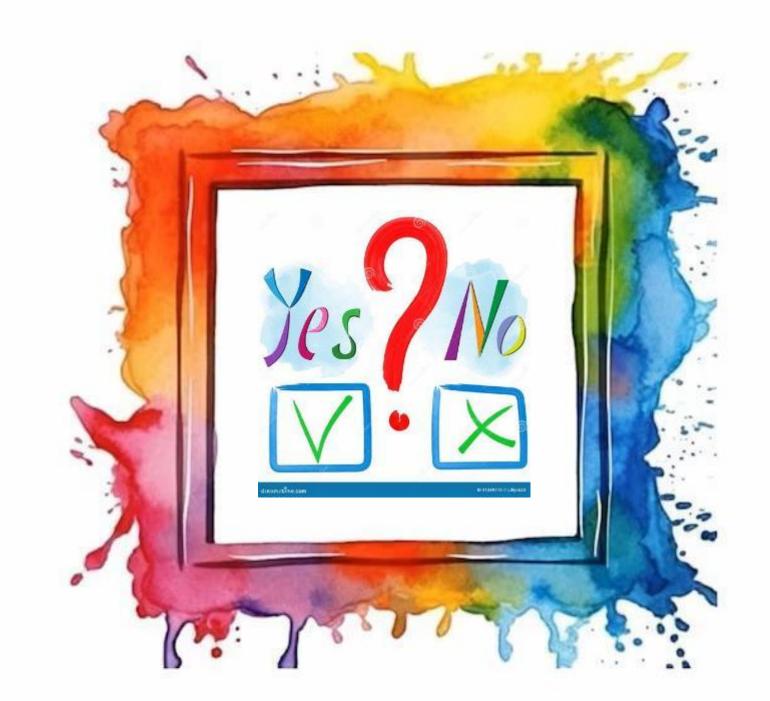
MOTTO

Caring for the Land and Serving People



Developing a Framework

- Identify what you are trying to do and why
- Structurally evaluate data and staffing involvement
- Identify how you will address any gaps or needs
- How to ask the right questions and use the right words



Share Your Experience

If you have made comments on a plan revision before:

Did you feel valued?

Could you see your critical values in the final product?

What could have been done differently?



Recreation Opportunity Spectrum (ROS) in a Nutshell

ROS is the primary tool for providing recreation input to Forest planning

The premise ... Activity + Setting = Opportunities

- Visitors engage in an activity
- •The Forest provides the setting
- •The end products (outcomes) are experiences and benefits

By managing for certain setting characteristics, we will provide specific recreation experience opportunities and beneficial outcomes.

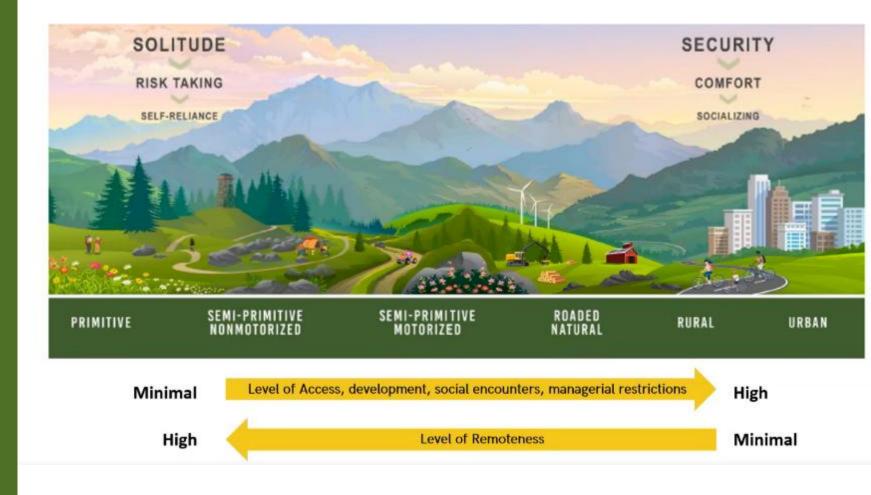


Somethings to Keep in Mind

ROS is about visitor experience, it is not travel management.

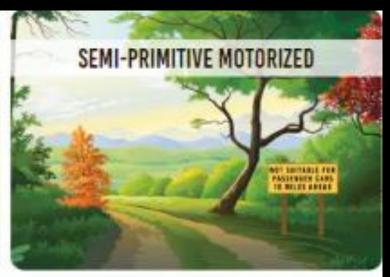
ROS Definitions are specific and matter

ROS Maps are created using a National Protocol to create a model. It is refined using local knowledge and subject matter expertise.

















Same Activities but Different Settings

PRE WORK -GATHER DATA AND CHECK ACCURACY AND LIMITATIONS.



STEP 1 -CATEGORIZE TRAVEL ROUTES FOR ROS MAPPING.

Physical Setting Applies evidence of humans (route and area development).

Managerial Setting Applies visitor management

(travel management) criteria. This portion of managerial setting is a component of all subsequent steps.



STEP 2 -BUFFER MOTORIZED ROUTES AND AREAS.

Physical Setting Applies remoteness criteria.



STEP 3 -APPLY REMOTENESS CRITERIA TO MOTORIZED AREAS.

Physical Setting Applies remoteness criteria.



STEP 4 -APPLY REMOTENESS CRITERIA TO NONMOTORIZED AREAS.

Physical Setting Applies remoteness criteria.



STEP 7 -APPLY EVIDENCE OF HUMANS CRITERIA.

Physical Setting Applies evidence of burnans criteria (differentiate between RN, Rural, and Urban settings).



STEP 6 -CONDUCT ADJACENCY ASSESSMENT.

Physical Setting Applies size and remoteness criteria.



STEP 5 -APPLY SIZE CRITERIA.

Physical Setting Applies size criteria (applied to P. SPNM, SPM areas).



STEP 8 -APPLY OTHER CONSIDERATIONS AND RECREATION SUBJECT MATTER EXPERTISE.

Physical Setting

Applies remoteness criteria (include needed adjustments for steep topography).



STEP 9 -REVIEW WILDERNESS SETTINGS.

Applies all mapping criteria to refine ROS settings in designated wilderness.



STEP 10 -MAP INCONSISTENCIES WITH INVENTORIED ROS SETTINGS.

Applies visitor interaction criteria. Applies additional visitor management criteria.



STEP 11 IDENTIFY AND MAP
SPECIAL ACTIVITIES OR
UNIQUE OPPORTUNITIES.



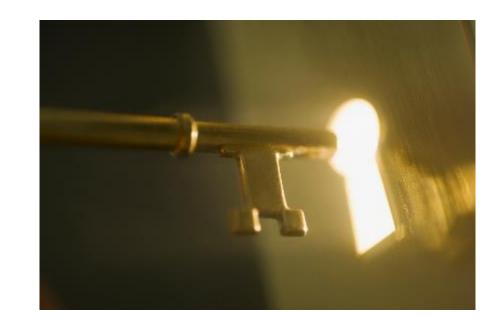
DOCUMENT THE PROCESS, ASSUMPTIONS, AND RATIONALE.

DRAFT EXISTING ROS

The KEY is to ...

understand what the existing settings are and what the desired settings are so that your actions either maintain what you have (if existing and desired are the same) or narrow the gap between existing and desired.

And to have accurate data.



Brainstorm

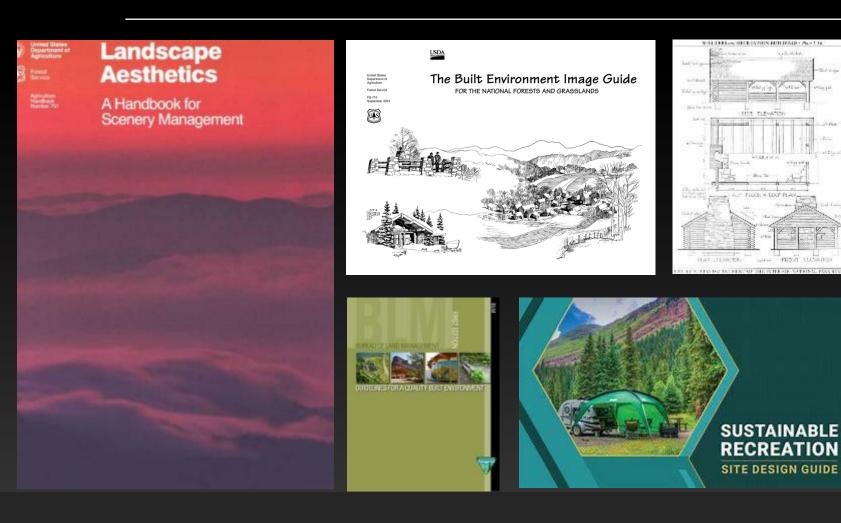
BRAIN DOODLE

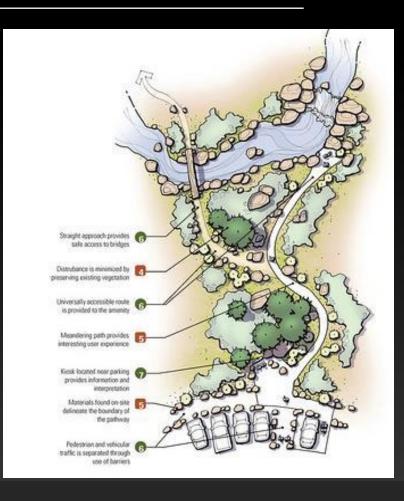






What is a Landscape Architect?





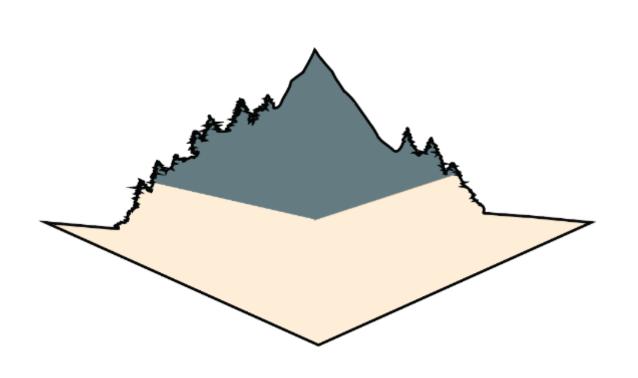
SMS Process

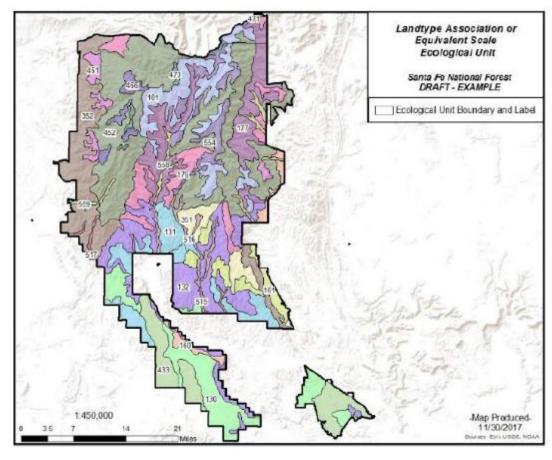
A Public Engagement

B Conduct Scenery Management System Inventories

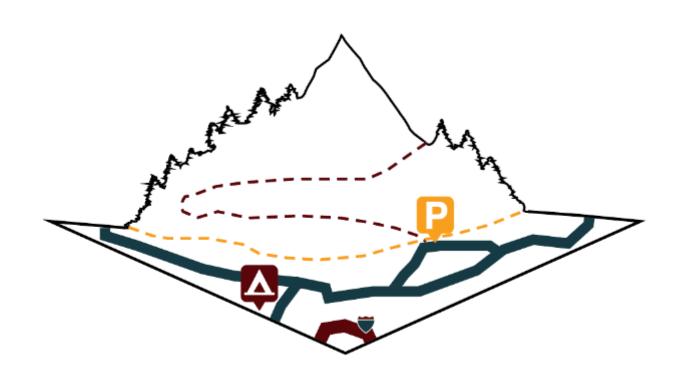
C Create Appendix for Assessment and Plan Revision

Scenic Character Units



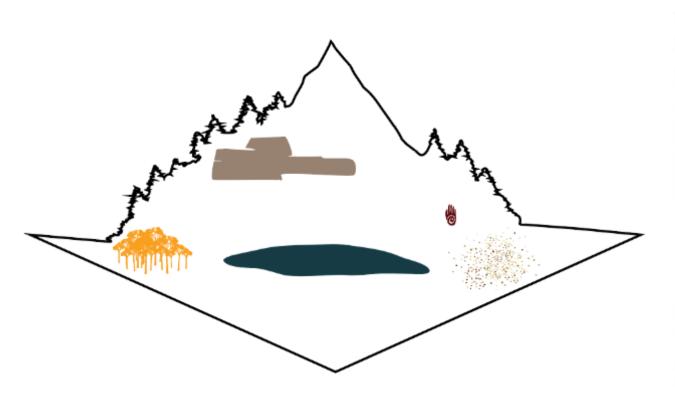


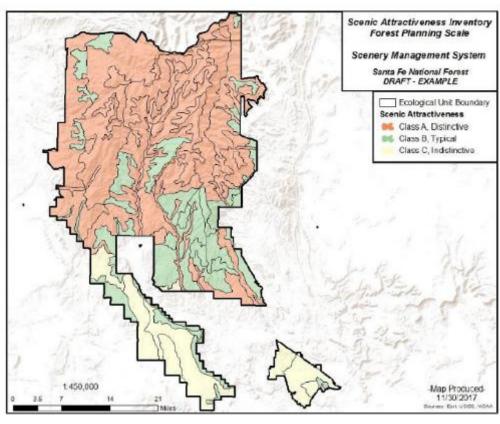
Concern Levels



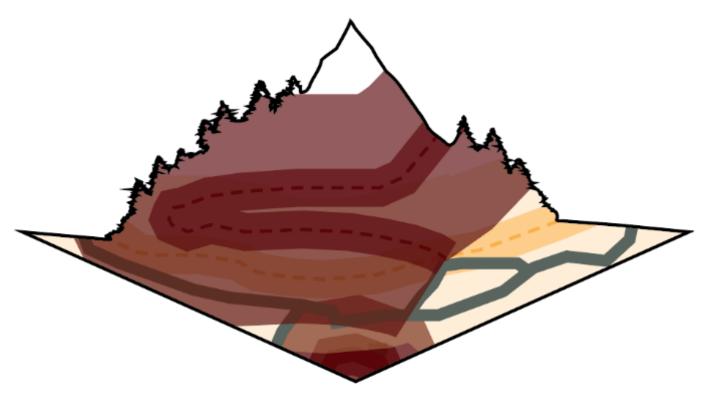


Scenic Attractiveness





Landscape Visibility



Immediate Foreground 0 to 300 Feet

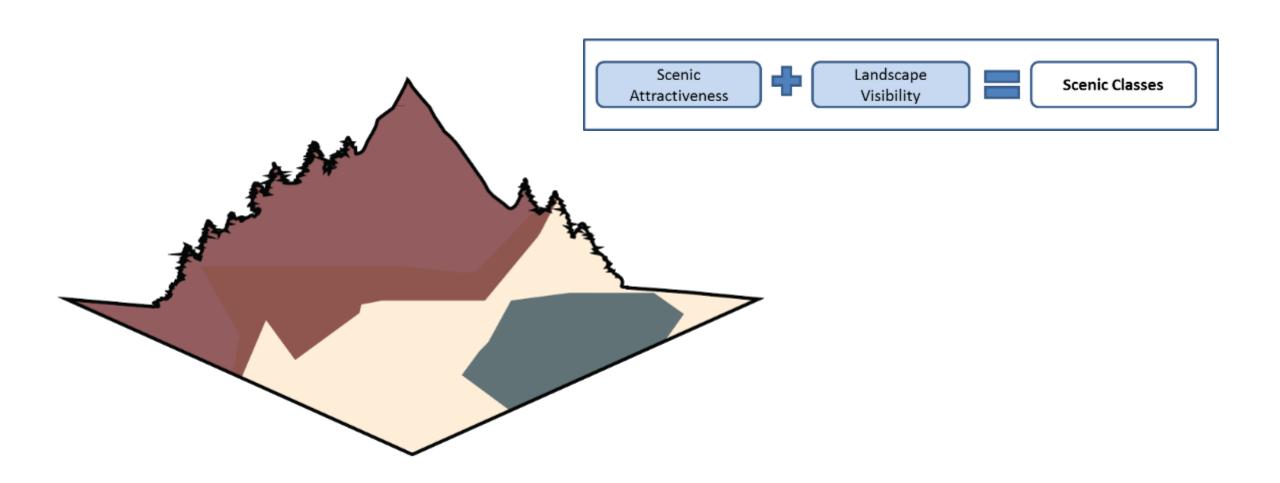
Foreground: Less than ¼ Mile

Middle Ground: ¼ Mile to 4 Miles

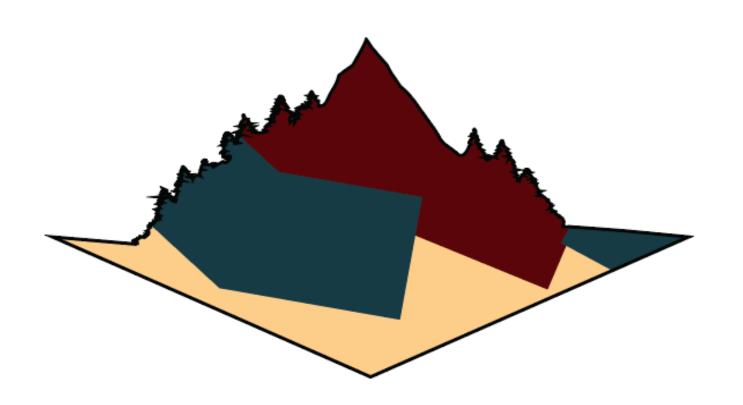
Background: 4 Miles to the Horizon



Scenic Class



Existing Scenic Integrity







Trust Ecology



Individual tendencies to trust or distrust



Rational

Past performance, goal alignment, competence



What we have in common, affinity



Systems-based

AKA Procedural: Guiding rules, joint agreement, fair process

What forms of trust do we operate under?

Dispositional trust is different with every person

Building Affinitive Trust

Rational goal alignment

System-based following rules and guidelines

Radical Candor

SAY WHAT YOU MEAN WITHOUT BEING MEAN

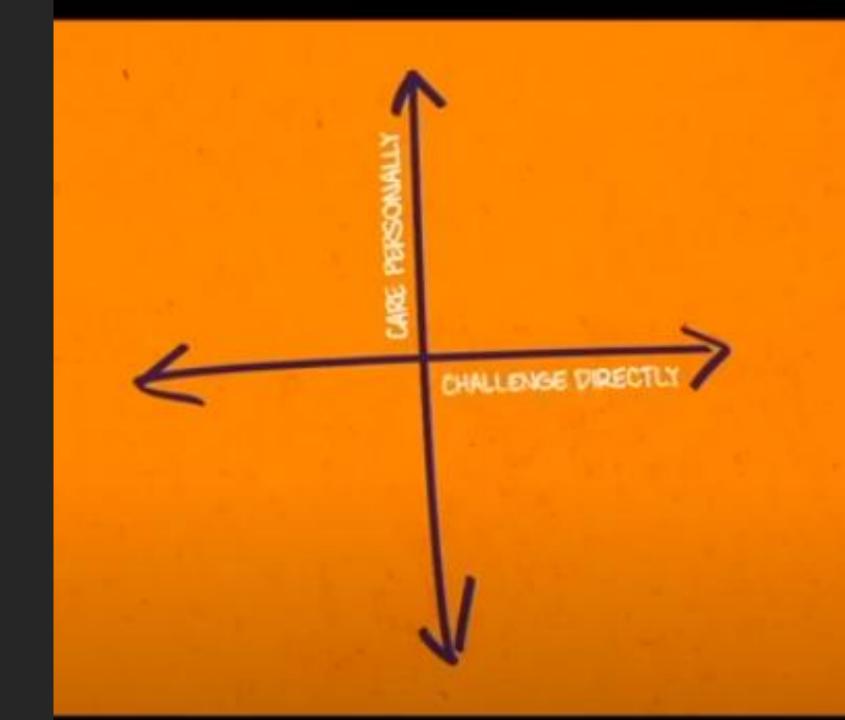


2x2 Framework

Care Personally

Challenge Directly

Outcoming is real human relationships at work



Radical Candor

Radical Candor, a transformative approach in interpersonal communication that seeks to foster a work environment where:
Honesty
Empathy
Constructive Feedback

Are the cornerstone of professional relationships.

Care Personally

RUNIOUS EMPATHY

- Only says good things and avoids raising difficult issues
- Believes that people 'can't handle the truth'

RADICAL CANDOR

- Avoid surprises, ongoing check-ins, clear expectations, just-in-time feedback, coaches to develop
- Affirms, appreciates and recognizes contributions

Challenge Directly

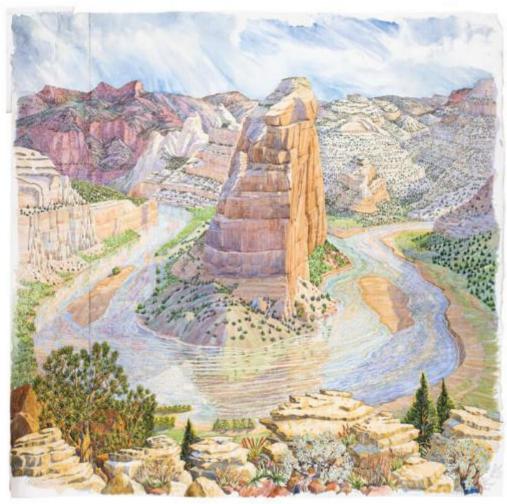
MANIPULATIVE INSINCERITY

- 'No news equal good news' approach
- Avoids feedback, frequently uses vague words such as 'ok', 'no problem'

OBNOXIOUS AGGRESSION

- Hurtful criticism to demean staff
- Bullying, intimidating, shaming staff to achieve own needs

Adapted from the book Radical Candor by Kim Scott





Examples of Radical Candor

- **1.The Growth-Oriented Critique**: Provide constructive criticism with a growth mindset.
- 2.Transparent Personal Boundaries: Share your own experiences to build trust.
- **3.The Immediate Recognition Loop**: Acknowledge and appreciate good work promptly.
- **4.The Radically Candid "Thank You"**: Express gratitude sincerely.
- **5.The "Challenge Directly, Care Personally" Reminder**: Balance direct feedback with empathy.
- **6.Constructive Disagreement Approach**: Engage in respectful disagreements.
- 7. "Walk in Their Shoes" Narratives: Understand others' perspectives.
- **8.The Appreciation Challenge**: Regularly express appreciation to team members.

Be a constellation and not a star!

