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### **MINNESOTA**

# DEPARTMENT OF NATURAL RESOURCES DIVISION OF ENFORCEMENT



### 2012

# Off-Highway Vehicle Safety and Conservation Program Grant Report

(Trail Ambassador Program)



**Report to the Minnesota Legislature** 

OFF-HIGHWAY VEHICLE SAFETY AND CONSERVATION PROGRAM EXPENDITURES AND OUTCOMES OF GRANTS

2011 1st Special Session Article 1 Sec.4 sub7

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STATUTORY REQUIREMENT: OFF-HIGHWAY VEHICLE SAFETY AND CONSERVATION PROGRAM EXPENDITURES AND OUTCOMES OF GRANTS REPORT

The purpose of this report is to comply with Laws, 2009 CHAPTER 37-(SF 2123) Article 1

Sec.4 sub8.

\$250,000 the first year and \$250,000 the second year are from the all-terrain vehicle

account for grants to qualifying organizations to assist in safety and environmental

education and monitoring trails on public lands under Minnesota Statutes, section

84.9011. Grants issued under this paragraph: (1) must be issued through a formal

agreement with the organization; and (2) must not be used as a substitute for traditional

spending by the organization. By December 15 each year, an organization receiving a grant under this paragraph shall report to the commissioner with details on expenditures and outcomes from the grant. By January 15, 2013, the commissioner shall report on the expenditures and outcomes of the grants to the chairs and ranking minority members of the legislative committees and divisions having jurisdiction over natural resources policy and finance. Of this appropriation, \$25,000 each year is for administration of these

grants.

Costs: In accordance with Minnesota Statute 3.197, the following estimated costs are associated with the research, development and delivery of this report as required by Laws, 2011 Special Session, Article 1 Section 4, subsection 7.

Staff: \$1,080

Office supplies and materials: \$75.00

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#### **Program Establishment and Guidelines for Training**

#### 84.9011 OFF-HIGHWAY VEHICLE SAFETY AND CONSERVATION PROGRAM

Subdivision 1.Creation.

The commissioner of natural resources shall establish a program to promote the safe and responsible operation of off-highway vehicles in a manner that does not harm the environment.

#### Subd. 2. Agreements.

- (a) The commissioner shall enter into agreements with organizations for volunteer services that promote the safe and responsible operation of off-highway vehicles in a manner that does not harm the environment to maintain, make improvements to, and monitor trails on state forest land and other public lands. The organizations shall promote the operation of off-highway vehicles in a safe and responsible manner that complies with the laws and rules that relate to the operation of off-highway vehicles.
- (b) The organizations may provide assistance to the department in locating, recruiting, and training instructors for off-highway vehicle training programs.
- (c) The commissioner may provide assistance to enhance the comfort and safety of volunteers and to facilitate the implementation and administration of the safety and conservation program.
- (d) The commissioner shall establish standards, train, and certify organizations and individuals participating as volunteers under this section. The training shall include:
- (1) the identification of invasive species;
- (2) correctly reporting the location of invasive species; and
- (3) basic global positioning system operation.

Subd. 3. Worker displacement prohibited.

The commissioner may not enter into any agreement that has the purpose of or results in the displacement of public employees by volunteers participating in the off-highway safety and conservation program under this section. The commissioner must certify to the appropriate bargaining agent that the work performed by a volunteer will not result in the displacement of currently employed workers or workers on seasonal layoff or layoff from a substantially equivalent position, including partial displacement such as reduction in hours of nonovertime work, wages, or other employment benefits.

Subd. 4.Off-Highway Vehicle Safety Advisory Council.

The commissioner of natural resources shall appoint an Off-Highway Vehicle Safety Advisory Council to advise the commissioner on:

- (1) off-highway vehicle safety; and
- (2) standards and certification for organizations and individuals participating as volunteers under this section.



#### **VOLUNTEER TRAIL AMBASSADOR PROGRAM HISTORY**

In October of 2007, the Division of Enforcement, Safety Training Section was tasked with creating, implementing and managing the Trail Ambassador Program. This was done through a cooperative effort between Enforcement, Parks and Trails, and Forestry Divisions. Trail Ambassadors are specially trained volunteers, sponsored by qualifying organizations, who

play a critical role in assisting land managers efforts to provide a recognizable presence on the lands they enjoy while providing a positive and informative role model for fellow Off-Highway Vehicle (OHV) and trail users. Volunteer Ambassadors are responsible for greeting fellow outdoor enthusiasts, educating trail users, giving minor aid in emergencies, and providing useful information about responsible OHV use on public lands.

In February of 2008, the first Volunteer Trail Ambassadors received training followed by several other training sessions bringing the total of Ambassadors trained and ready to monitor trails in 2008 to 69. In 2008, thirteen qualifying organizations who sponsored two or more trained Ambassadors applied for trail monitoring grants. In 2009, additional training was offered and the complement of Trail Ambassadors grew to 140 with 18 qualifying organizations receiving trail monitoring grants. Again in 2010, training was offered and the number of Ambassadors available to monitor trails grew to 173 with 19 qualifying organizations receiving trail monitoring grants. Again in 2011 training was offered and the number of Ambassadors available to monitor trails grew to 191 with 21 qualifying organizations receiving trail monitoring grants. Again in 2012, training was offered and the number of Ambassadors available to monitor trails grew to 242 with 24 qualifying organizations receiving trail monitoring grants.

The annual expenditure allotted by the Legislature out of the Recreational Vehicle account for the Trail Ambassador Program is \$250,000.00. The amount of funds available for Grants to qualifying organizations is up to \$225,000.00.

\$25,000.00 is allotted specifically for Grant Administration. This allotment is used to partially fund a clerical position within the Division of Enforcement that manages the program administration. These duties involve processing grant requests, awarding grants, tracking eligible Trail Ambassadors, collecting and monitoring training records, processing and data entry of Trail Logs, tracking grant hours, processing mid and end of season grant reimbursements, processing grant expenditure forms, coordinating Ambassador and Advisory Council meetings, distribution of Trail Logs to the appropriate DNR Division and day to day contact with Grant Managers and Ambassadors.

Grant amounts to qualifying organizations are based on proposed monitoring hours to be provided by the Ambassadors sponsored by the organization. However, grants are paid only for actual monitoring hours. Each qualifying organization needs to designate a Grant

manager from their organization who was responsible for handling trail logs and documenting expenses relate to Ambassadors monitoring trails. Grant amounts vary greatly and are usually dependent on the number of Trail Ambassadors within a qualifying organization.

Grant Managers must provide logs to program staff, within 48 hours of completion of monitoring. The information gathered on the Trail Logs is entered in a division data base. Trail Logs that need additional attention are forwarded to designated representatives of Trail and Waterways, Forestry or Enforcement Staff.

Grants are paid twice in a monitoring season. The first is paid on or about August 1<sup>st</sup> and is based on actual hours of monitoring from May 1<sup>st</sup> thru July 31st. The second payment is made at the end of the monitoring season which is October 31<sup>st</sup>. Again the payment is based on actual hours of monitoring from August 1<sup>st</sup> thru October 31<sup>st</sup>.

A formula of \$17.00 dollars per hour of monitoring and \$11.00 for administrative time for every 8 hours of actual monitoring time per Ambassador was established. This is the basis for grant payment. Grant reimbursement rates are based on current reimbursement rates from other Departmental grant programs.

By December 15 each year, an organization receiving a grant under this program must report to the commissioner with details on expenditures and outcomes from the grant.

Expenditures are reported through a standard report form provided by the Division of Enforcement. Outcomes are gathered throughout the monitoring season by compiling information provided by the Trail Ambassadors Trail Logs.

The Trail Ambassador Program was nationally recognized at the 2009 National Off-Highway Vehicle Conservation Council annual awards.

The Trail Ambassador Program is recognized nationally as a model program for other states considering this approach to off highway vehicle education, safety and monitoring.

#### AMBASSADOR AND QUALIFIYING ORGANIZATIONS REQUIREMENTS

Individuals interested in volunteering for the Trail Ambassador Program must meet the following requirements.

- Be 18 years of age or older
- Be an active Certified MN DNR Volunteer Youth ATV Safety Training Instructor
- Submit to a thorough background investigation
- Possess a valid driver's license
- Complete the MN DNR ATV Safety Training CD
- Complete a 'Trail Ambassador' training session
- Be sponsored by a 'Qualified Organization'

Qualified organizations, or sponsors, must meet the following requirements.

- Qualified organizations, or sponsors, are the local area OHV clubs. These committed groups actively work with multiple DNR Divisions to improve our state trail systems and deliver youth safety programs in their local communities.
- Qualified organizations are required to be members in good standing of one of the following state associations:
- Amateur Riders Motorcycle Association (ARMCA);
- All-Terrain Vehicle Association of Minnesota (ATVAM);
- Minnesota United Snowmobilers Association (MnUSA);
- Minnesota 4-Wheel Drive Association (MN4WDA).
- Qualifying organizations must be willing participants in the Trail Ambassador grant program. Grants issued under this program are issued through a formal agreement with the organization and must not be used as a substitute for traditional spending by the organization.

#### MONITORING PRIORITIES AND SCHEDULING

Information relating to known OHV 'Intensive Use Areas' was gathered from three DNR divisions (Forestry, Parks and Trails, Enforcement). From that information, state forest lands with designated trails and other public lands open to OHV use that experience high use or have environmental impact concerns were deemed priority. Other volunteering opportunities may include working lower priority trails or public lands during special events.

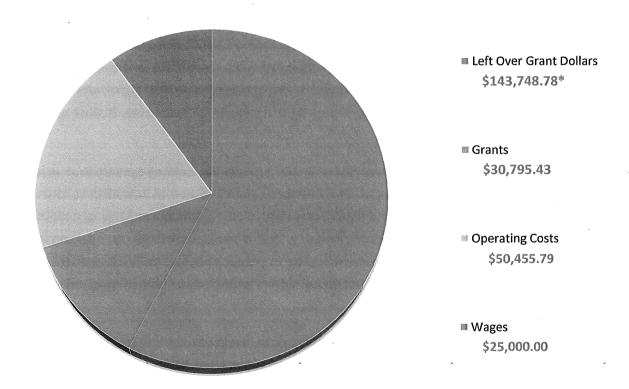
OHV trail data was reviewed/evaluated in 2009 and a trail ranking system was identified. Ranking determination was based on the concerns listed above in addition to the amount of verbal contacts, machines and violations recorded. Trails were ranked accordingly; A trails-High Priority; B trails-Medium Priority; and C trails-Low Priority. Trail Ambassadors are required to schedule their monitoring time correspondingly. In 2011 and 2012 trail ranking was again evaluated and modified which allowed for prioritizing monitoring activities.

Over the years Off-Highway Vehicle activity data has consistently indicated that the majority of accidents and violations occur Thursdays thru Mondays between the hours of 11:00 am and 8:00 pm. These are the days of the week and times of the day that are the primary focus reflected in the scheduling of Trail Ambassadors. This data is a good representative of 'peak' use days and times. These are the days of the week and times of the day that will be the 'preferred' scheduling for Trail Ambassadors. They must also schedule the dates and times of their volunteer trail work ahead of time through the sponsoring clubs grant manager.



In addition to the Grants awarded in 2008 the Division had considerable program expenses involved in supporting the Trail Ambassador Program. This included program development, training, basic equipment, printing, meals and safety equipment. Some of the start-up equipment costs included

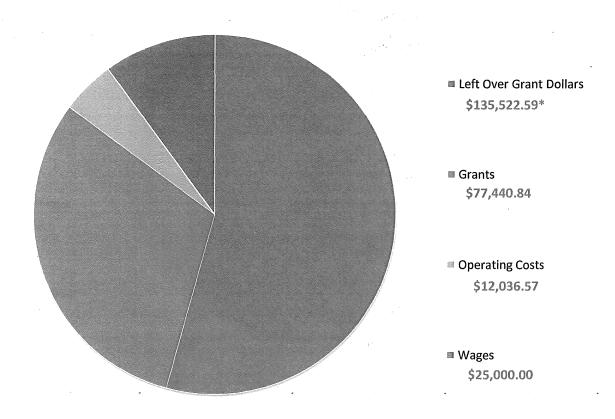
purchasing a basic kit that was supplied to each Ambassador during training that included the following; GPS units, gear bags, clip boards, flagging tape, ANSI vest, first aid kits and program forms. Below is a breakdown of actual 2008 cost for the first year (start-up) of the Trail Ambassador Program.



<sup>\*</sup>At the end of the first year of the program \$143,748.78 was returned to the Off-Highway Vehicle Account.



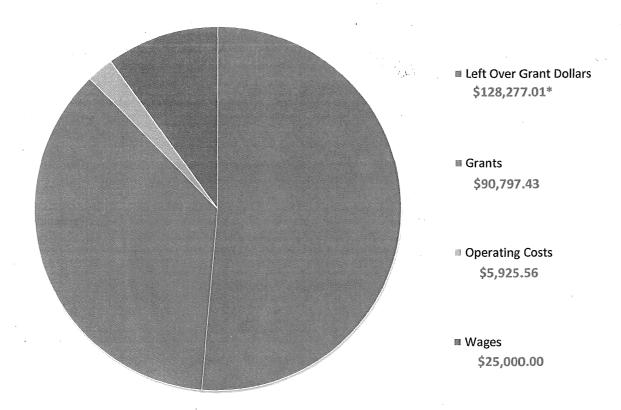
In addition to the Grants awarded in 2009 the Division had program expenses involved in supporting the Trail Ambassador Program. This included program development, training, printing, meals, safety equipment, program forms and Advisory Council meetings. Below is a breakdown of actual 2009 costs for the second year of the Trail Ambassador Program.



<sup>\*</sup>At the end of the second year of the program \$135,522.59 was returned to the Off-Highway Vehicle Account.



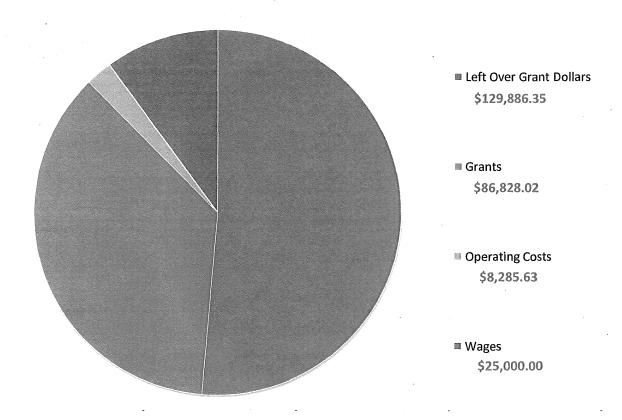
In addition to the Grants awarded in 2010, the Division had program expenses involved in supporting the Trail Ambassador Program. This included program development, training, printing, meals, safety equipment and program forms. Below is a breakdown of actual 2010 cost for the third year of the Trail Ambassador Program.



<sup>\*</sup>At the end of the third year of the program \$128,277.01 was returned to the Off-Highway Vehicle Account.



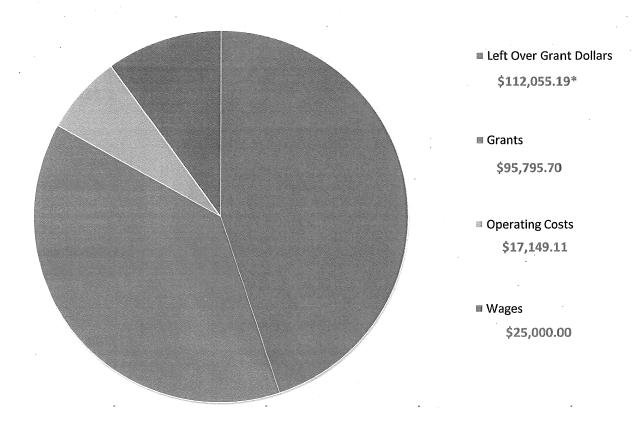
In addition to the Grants awarded in 2011 the Division had program expenses involved in supporting the Trail Ambassador Program. This included program development, training, printing, meals, safety equipment, program forms and Advisory Council meetings. Below is a breakdown of actual 2011 costs for the fourth year of the Trail Ambassador Program.



<sup>\*</sup>At the end of the fourth year of the program \$129,886.35 was returned to the Off-Highway Vehicle Account.



In addition to the Grants awarded in 2012 the Division had program expenses involved in supporting the Trail Ambassador Program. This included program development, training, printing, meals, safety equipment, program forms and Advisory Council meetings. Below is a breakdown of actual 2012 costs for the fifth year of the Trail Ambassador Program.



<sup>\*</sup>At the end of the fifth year of the program \$112,055.19 was returned to the Off-Highway Vehicle Account.



- ➤ Trail Systems Monitored 25
- Trail Monitoring Hours 2,039
- ➤ Trail Monitoring Miles 5, 901
- ➤ Class I-II ATVs Observed 3,813
- ➤ Informational Handouts 592
- ➤ Verbal Contacts Made 1,270
- ➢ ORVs Observed 42
- ➤ OHMs Observed 396
- > <18 No Helmet 94
- ➤ Youth with Passenger 33
- > Extreme Unsafe Riding 22

- ➤ Hazards: Trees – 51 Washouts – 26 Other – 14
- Trail Signs:
   Damaged 62
   Missing 25
   Recommended New Signs 60
- Trail Change Braid/Bypass 20
- ➤ Off Trail Travel 41
- Off Trail Wetland 33
- ➤ Invasive Species 13

#### **Off Trail Travel Observations**

- > ATV tracks on ski trail
- Down to St. Croix River
- > Hill climbing trail
- Logging road
- > Making trail off both sides
- New path
- ➤ New trail
- > No motorized vehicles
- > Not a marked trail
- ➢ Off trail
- > Off trail tracks into water

- Recent heavy ATV travel
- Riding along creek
- > Ruts in wetland
- > Snowmobile only trail
- Trail blocked
- New trail by riders
- > Trail not marked
- Unauthorized trail
- Unmarked trail
- ➤ Up bank travel
- Wetland torn up

#### **Off Trail Travel/Wetlands Observations**

- Cattails trampled at intersection
- Mudding off road
- Ruts in wetland
- Off trail into wetland

- Amur Silver Grass
- Tansy
- Bull Thistle
- Leafy Spurge
- Oxeye Daisy
- > Orange Hawkweed
- Birdsfoot Trefoil
- Siberian Pea Shrub



- > Trail Systems Monitored 29
- Trail Monitoring Hours 4,173
- Trail Monitoring Miles 10,709
- Class I-II ATVs Observed 6,868
- ➤ Informational Handouts 1,094
- ➤ Verbal Contacts Made 2,295
- ➢ ORVs Observed 81
- OHMs Observed 534
- > <18 No Helmet -93
- ➤ Youth with Passenger 29
- Extreme Unsafe Riding 21

- ➤ Hazards: Trees – 56 Washouts – 48 Other – 12
- Trail Signs:
   Damaged 21
   Missing 22
   Recommended New Signs 21
- Trail Change Braid/Bypass 30
- Off Trail Travel 48
- ➢ Off Trail Wetland 22
- Invasive Species 12

#### **Off Trail Travel Observations**

- ➤ Along tracks
- > ATV traveling snow trail
- Blocked area
- > Bypass culvert wetland
- Drove around fences
- Erosion
- > Highline travel
- Hunting trail
- In wet ditch area
- > Looks like new trail
- Marked trail not used

- Off steep bank into swamp
- > Parking with ruts
- > Play area
- Riding up bank
- > Travel through missing fence
- Under power line
- > Trespass

#### **Off Trail Travel/Wetlands Observations**

- Across Stream
- Grassy marsh/ditch
- > New trail in swamp
- Riding in cattails

- > Birdsfoot Trefoil
- ➤ Buckhorn
- Bull Thistle
- Common Tansy
- Orange Hawkweed
- Oxeye Daisy
- Perennial Sow Thistle
- Spotted Knapweed
- Wild Parsnip



- ➤ Trail Systems Monitored 34
- ➤ Trail Monitoring Hours 5,134
- ➤ Trail Monitoring Miles 13,221
- Class I-II ATVs Observed 7,994
- Informational Handouts 745
- ➤ Verbal Contacts Made 4,926
- ➢ ORVs Observed 52
- ➢ OHMs Observed 489
- > <18 No Helmet 116
- ➤ Youth with Passenger 50
- Extreme Unsafe Riding 11

- ➤ Hazards: Trees – 125 Washouts – 80 Other – 34
- Trail Signs:
   Damaged 22
   Missing 20
   Recommended New Signs 23
- Trail Change Braid/Bypass 31
- Off Trail Travel 27
- ➤ Off Trail Wetland 17
- ➤ Invasive Species 12

#### **Off Trail Travel Observations**

- > Around water
- At power line crossing
- Driving on old trails
- > Drove on power line
- ➤ Hill climbing pipe line
- Low area widening
- Marked but going around
- Mud hole created
- Off trail riding blocked off
- OHM single track
- Path around tree

- Path down to river
- > Snowmobile trail
- > Using trail through clearing
- > Running down trees
- Widening of trail

#### Off Trail Travel/Wetlands Observations

- Making path through water
- Trail down slope into pond
- Beside sink hole
- Driving into lake

- ➤ Bull Thistle
- Canada Thistle
- > Orange Hawkweed
- Oxeye Daisy
- Queen Anne's Lace
- Sow Thistle
- > Tansy
- White Clover



- Trail Systems Monitored 32
- Trail Monitoring Hours 5,093
- ➤ Trail Monitoring Miles 12,542
- Class I-II ATVs Observed 7,553
- ➤ Informational Handouts 678
- ➤ Verbal Contacts Made 2,160
- ➤ ORVs Observed 56
- ➤ OHMs Observed 779
- > <18 No Helmet 76
- ➤ Youth with Passenger 28
- > Extreme Unsafe Riding 11

#### **Off Trail Travel Observations**

- > 3 trails flagged
- > Across grass up hill
- > Between exposed culvert & beaver dam
- Birm
- By Crystal Creek
- ➢ Ditch
- Driving in water hole
- Driving in wet area
- > Driving off trail erosion
- ➤ Hunters??
- Into blueberry bog
- Large mud hole
- Made new trail
- ➤ Mud

#### Off Trail Travel/Wetlands Observations

- Ditch/Wetland
- Into blueberry bog
- ➢ North side trail/wet location
- > removed orange tape and put up pink
- Riding into dried up low area
- > trail to wetlands
- Wetland

> Hazards:

Trees – 150

Washouts – 104 Other – 34

> Trail Signs:

Damaged - 28

Missing - 24

Recommended New Signs - 31

- Trail Change Braid/Bypass 28
- ➤ Off Trail Travel 35
- ➤ Off Trail Wetland 8
- > Invasive Species 12
- Mud hole
- > Off road travel through water & mud
- Off trail
- Off trail to mud hole
- Path to lake
- > Possible hunting
- > Riding on Ski Trail
- > Road ditch
- ➢ Rogue
- Side trail into wetlands
- > Taped off low land
- Through do not enter
- Through woods

- Daisy
- Honeysuckle
- ➤ Tansy
- Thistle



- ➤ Trail Systems Monitored 37
- ➤ Trail Monitoring Hours 5,317
- Trail Monitoring Miles 15,597
- Class I-II ATVs Observed 8,129
- ➤ Informational Handouts 892
- ➤ Verbal Contacts made 2,514
- ➢ ORVs Observed 62
- OHMs Observed 905
- > <18 No Helmet 125
- ➤ Youth with Passenger 43
- Extreme Unsafe Riding 20

- ➤ Hazards: Trees – 102 Washouts – 71 Other – 29
- Trail Signs:
   Damaged 18
   Missing 15
   Recommended New Signs 6
- Trail Change Braid/Bypass 6
- Off Trail Travel 28
- ➤ Off Trail Wetland 17
- Invasive Species 5

#### **Off Trail Travel Observations**

- > 4 ATVs parked-unattended
- > ATV tracks off trail
- Class II on Class I only
- > Deer remains found
- Down to lake
- ➤ Dump site oil?
- ➤ Hills
- > Into woods
- > Into woods of marked trail
- May have been electric company
- ➤ Mud

- Needs more rocks to block off
- No comment
- North shore st
- Off road
- ➢ Off trail
- Power line hills riding
- > Trail
- > Trail closure
- > trouble spot
- Unmarked trail
- Wetland trespass

#### **Off Trail Travel/Wetlands Observations**

- Beaver dam
- Both ends of north side
- Drove into wetland
- into wetland
- Jeep into wetland
- ➤ Mud pit
- > Not designated trail
- ➢ Off trail
- Off trail into water
- Off trail into wetland
- Off trail mud hole

- > Riding in bog area
- Travel into wetland
- Wetland in trail/soft land
- Wetland riding
- Wetland riding-signsknocked down

- Buckthorn
- Common Tansy

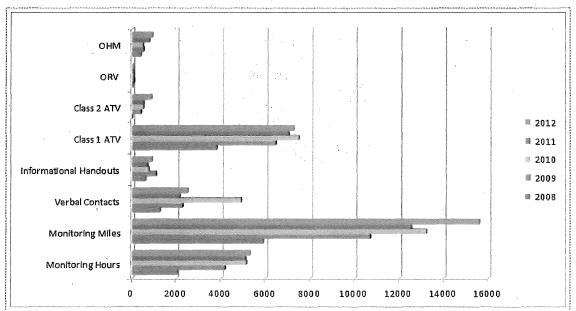


#### Volunteer Trail Ambassador

5 - Year

**Program Summary** 

	2 208	2009	2010	2011	2012
Monitoring Hours	2089	4193	5134	5093	5317
Monitoring Miles	5901	10591	13221	12542	15597
Verbal Contacts	1270	2281	4926	2160	2514
Informational Handouts	392	1084	745	678	592
Class 1 ATV	. 3513	6454	7489	7033	7272
Class 2.ATV	. 0	397	505	520	857
ORV	. 41	82	52	56	62
OHM	496	518	489	779	905



### Combined Major Outcomes - Multi-Year (2008-2012)

	Trail Monitoring Hours	21,756
	Trail Monitoring Miles	57,970
	<b>Public Verbal Contacts</b>	13,165
	Informational Handouts	4,001
	Class I & Class 2 ATVs	34,357
	ORV	293
$\triangleright$	OHM	3,103

#### VOLUNTEER TRAIL AMBASSADOR Opening SAFE ETHICAL RESPONSIBLE RIGERS

#### **Divisional Program Outcomes**

Comments from Divisional and Department Personnel on Program Outcomes

- The trail monitoring logs have assisted the Department with more efficient site specific work planning and rapid response to reported trail safety, signing and maintenance issues.
- Compliance with OHV rules, regulations and safety on OHV trails has increased due to the level of visibility, presence and public contacts made by volunteer Ambassadors.
- Monitoring efforts and the data collected now provides a baseline for many of the trail systems use and user types.
- The level of participation by volunteers and qualifying organizations meets the demands of the grant program.
- The communication between all divisional staff, volunteer trail staff and the trail ambassadors has benefitted the program and the Department.
- The Department uses the TA logs as part of our monitoring of state forest off-highway vehicle use. Recreational use, including OHV, is also audited during the Forest certification process. The Minnesota Department of Natural Resources has been awarded the Forest Stewardship Council (FSC) and Sustainable Forestry Initiative (SFI) third-party certification on 4.84 million acres of state-administered forestlands. In 2005 the first certification audit expressed several OHV related forest management concerns. In the 2010 audit these concerns were not expressed.
- The Trail Ambassadors have helped both Forestry and Parks and Trails Divisions immensely by identifying and reporting issues on our road and trail systems. That allows division staff to quickly find the resource issue and make the repair. (washouts, fallen trees, flooding)
- Use of GPS technology and cameras by Ambassadors provided quick and accurate information to Department personnel.
- The Parks and Trails Division communicates Ambassador generated data relating to trail issues to the grant-in-aid trail administrators and/or sponsors to enable the trail maintenance volunteers to correct any reported issues.
- Coordination and communication between the DNR and volunteers is a mutually beneficial activity. DNR understands the trail user's needs and the Ambassadors better understand our Department.
- Monitoring efforts allowed enforcement activities to concentrate on identified trails or wetlands.
- Improved and expedited communications between all divisional staff and volunteers who provide trail maintenance through the grant-in-aid program.
- Program resulted in an increase in volunteer Youth ATV Safety Training Program instructors and courses offered statewide.
- The Trail Ambassador Program has greatly assisted the Department in averting and reducing negative trail and wetland impacts.

- Reports of wetlands incursions can be evaluated quickly and measures taken to prevent further damage.
- The program has greatly increased the number of educational contacts with OHV trail users.
- Educational efforts provided at local community events provides for broader non-user information sharing.

#### **Summary**



The Off-Highway Vehicle Safety and Conservation Program Grant Program (Trail Ambassador Program) has met the Statutory reporting requirement of the Commissioner.

The first five years of the Trail Ambassador grant program is a success story and model program. The effect of offering grants to provide trail monitoring and

educational contacts with real-time trail users has provided many benefits to users, department managers, sponsoring clubs, state organizations, OHV environmental and safety educational programs. User group driven grant programs like the Trail Ambassador Program are successful in providing OHV users with quality information and education opportunities to understand the benefits of responsible OHV use on public lands, trails and wetlands. The data gathered through this monitoring program has brought real-time trail conditions to Department managers who can then make decisions to handle the situation efficiently. When you look at the amount of hours, miles monitored and user contacts made possible by this program and compare the cost of other options, the cost benefit is substantial. This program provides valuable information that can be used by the Department to efficiently and effectively manage forest and trail resources for the benefit of all.