



**2019-21
Governor's
Budget**

Oregon Parks
and Recreation
Department

January 2019



Table of Contents

- A. Overview: *1. Mission, 2. Goals, 3. Org Chart, 4. Whom We Serve, 5. Performance measures* A-4
- B. Budget Pie Charts B-1
- C. Overall Trends & Issues: *1. Revenue Drivers, 2. Expense Drivers, 3. Recent Changes, 4. Shared programs, 5. Key Long-term Issues* .C-1
- D. Program Detail: *Direct Services* D-1
- E. Program Detail: *Park Development* E-1
- F. Program Detail: *Community Support and Grants* F-1
- G. Program Detail: *Central Services* G-1
- H. Program detail: *Director’s Office* H-1
- I. Reduction Options I-1
- J. Reviewing Major Budget and Legislative Issues J-1
- Appendix 1: *Audit Results* Appendix 1
- Appendix 2: *Vacancies Report* Appendix 2
- Appendix 3: *Performance Measures* Appendix 3
- Appendix 4: *Ending Balance Form* Appendix 4
- Appendix 5: *Span of Control report* Appendix 5
- Appendix 6: *Technology projects* Appendix 6
- Appendix 7: *Agency bills* Appendix 7



Tryon Creek

A. Overview

A1. Mission

The Oregon Parks and Recreation Department (OPRD) protects and provides outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations. Through world-famous state parks and by supporting local community heritage and statewide outdoor recreation, we deliver great experiences in special places and help Oregonians develop a deeper connection to their state. Outdoor recreation is more than **fun**, more than an **economic driver**, and more than a **healthy** way to spend your free time: it's integral to **the Oregon identity**. We succeed connecting Oregonians to their home by investing in Oregon's parks and heritage services.

State parks and heritage services **connect** Oregonians to place.

The State Park Centennial in 2022 **requires investment now** and is a chance to reflect on the role of parks in our lives.

We deliver public service through two main programs:

- Our **Direct Services** program is anchored by the Oregon State Park system, one of the most popular in the nation. Its centennial year arrives in 2022, providing a time to reflect on its meaning to Oregon and launch it strongly into its next century.
- The **Community Support and Grants** program constantly serves Oregon communities with grants and expertise related to outdoor recreation and heritage services such as the State Historic Preservation Office.

There are three other supporting programs:

- **Park Development** focuses on maintenance and improvement of the state park system.
- **Central Business Services** provides agency accounting, payroll, human resources, procurement, IT, budget management, and public communications.
- The **Director's Office** leads these programs and the Office of Outdoor Recreation, a statewide policy service, to execute directives of the Oregon State Parks and Recreation Commission—our oversight body made of volunteers appointed by the Governor and confirmed by the Senate.

A2.Goals

Oregon is fortunate when it comes to outdoor recreation and heritage. **We have abundance**—special places that capture our hearts and fire the imagination. There is no better example than the Oregon Coast, protected and public through a landmark law passed by the legislature more than 50 years ago. **We have people** who hold our history and pre-history in high regard. They proved it when they voted twice to dedicate Lottery funding for parks and heritage. **We have leaders** who choose to protect the public investment in these traditions.

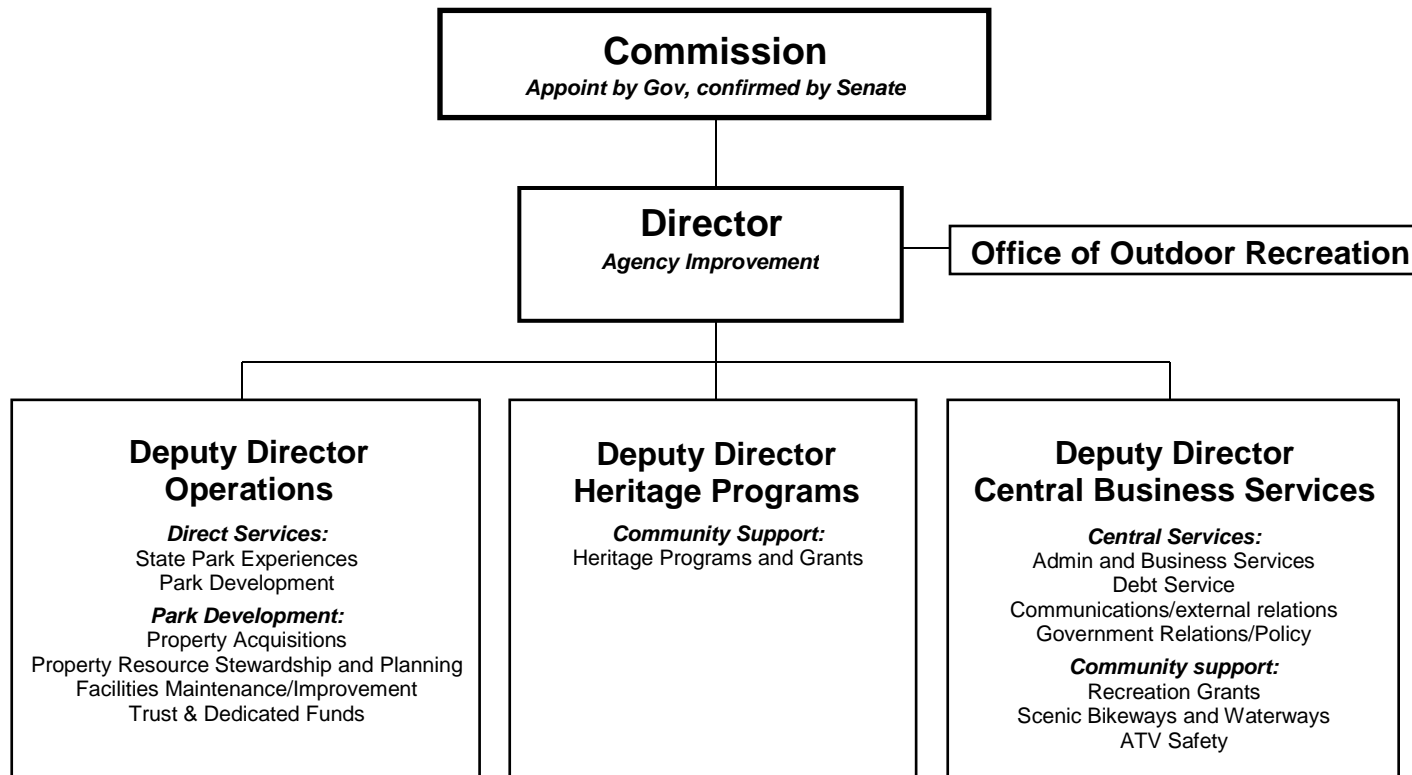
The agency pursues its mission through three broad goals, expressed in the agency’s Centennial Horizon vision (<http://www.oregon.gov/oprd/Pages/centennial.aspx>):

- I. **Protect Oregon’s Special Places.** Policymakers, politicians, and Oregonians take bold actions that protect priceless places in Oregon. OPRD builds on that legacy and passes it forward by maintaining and improving parks and community heritage programs.
- II. **Connect People to Meaningful Experiences.** OPRD fulfills its mandate by investing in the right number of well-trained people to deliver outdoor recreation and heritage experiences, and by leading others to work cooperatively to meet Oregon’s total recreation and heritage needs.
- III. **Take the Long View.** As we build and maintain parks and protect Oregon heritage, we balance the needs of today with the need for longevity. Not only do we need to conserve resources by using sound methods of construction and maintenance, but we also must anticipate future costs to operate and maintain the park system and plan the system’s course.



As we prepare to celebrate the first 100 years of Oregon’s state park system in 2022, we have choices to make now to **invest in repairs and operations**, make **improvements to visitor experiences** and customer service, and **avoid dilution** of the mission or reductions in revenue streams dedicated to direct service and community support.

A3. Agency Organization Chart





Harris Beach

A4. Whom we serve

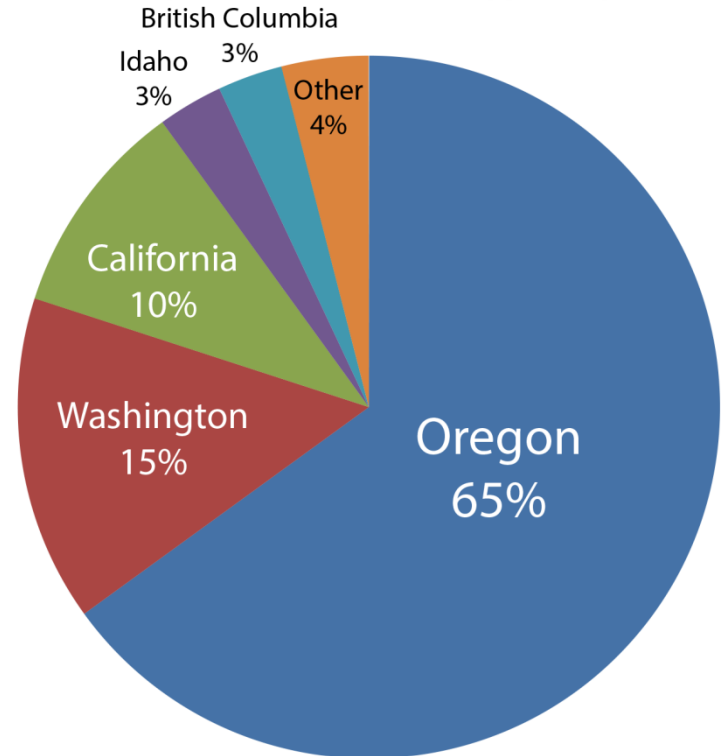
Direct Services and Park Development: we deliver consistent, high quality recreation services to more than 53 million state park visitors each year. An estimated 70% of Oregonians visit a state park at least once each year. Most state park visitors—approximately 65%—are from Oregon, and 15% are from Washington, 10% from California, 3% each from Idaho and British Columbia, and the 4% friends and relatives from other states and international locations. Most state parks are in rural communities, and visits from outside the state are a multi-million dollar economic infusion.

Community Support and Grants: we serve property owners, local governments, nongovernmental organizations, and land managers by assisting them to follow laws related to historical and archaeological resources, and by providing recreation and heritage grants to fund community needs.

Director's Office: we provide statewide leadership on outdoor recreation policy and strategy, and heritage stewardship.

Outdoor recreation and heritage services support people living in **every Oregon county**. Our staff deliver satisfying **experiences**, improve community **quality of life**, and support **rural economies**.

State park visitors in a typical year

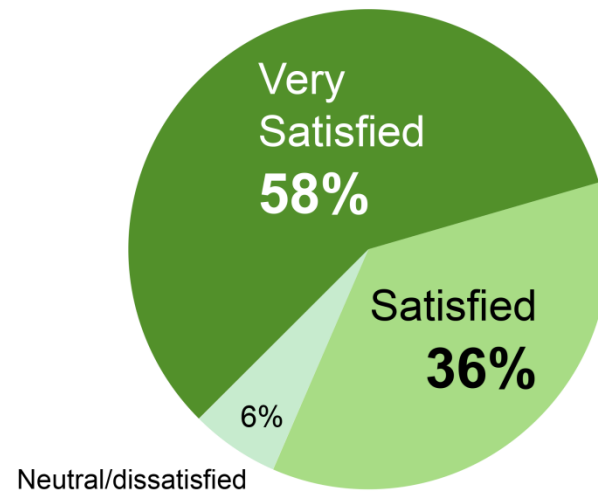


A5. Performance

a. *Outdoor recreation:* Oregon is renowned for its affinity with the outdoors. Oregon's state parks feature natural and historic resources that have been developed just enough to serve families and enthusiastic recreational interests. Thanks to clean and safe facilities, friendly and

professional staff, and a strong corps of volunteers, the state park system has a track record of earning high visitor satisfaction even in the face of record visitor numbers.

2017 State Park visitor satisfaction



b. *Community support:* Recreation and heritage expertise is available to all Oregon communities through the department's Community Support and Grants program. Expert staff help communities find funding and design projects so they are more likely to earn local and regional support, and navigate state and federal laws as smoothly as possible.

A community's identity is shaped by its history, and our staff help nonprofits and governments preserve historic sites and records to educate the public and promote heritage tourism, revitalizing historic downtowns and local economies.

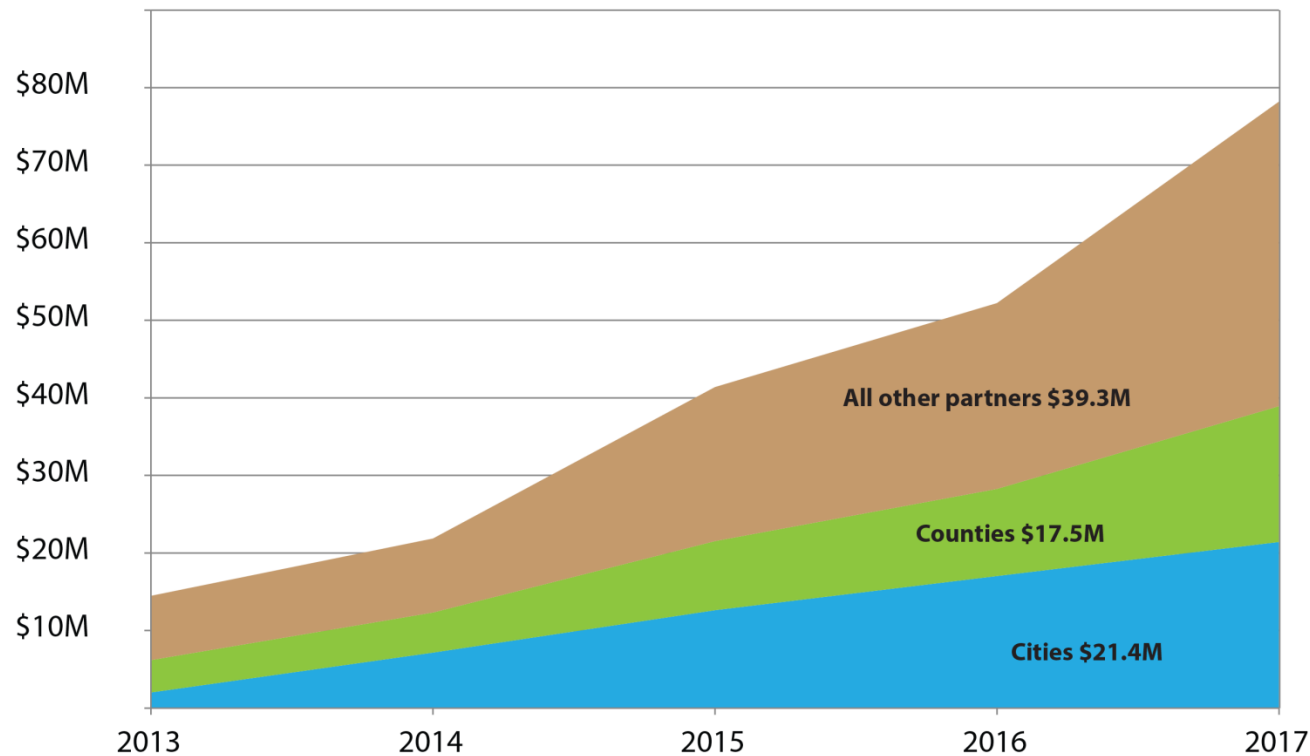
c. *Outreach through grants:* Since 1999, hundreds of recreation and heritage grants worth **around \$150 million have been awarded to cities, counties, nonprofits** and other groups, \$78 million since 2013 alone. Funds come from Oregon Lottery, RV license

fees, federal pass-through dollars, and in the case of ATV grants, from gas tax dollars. Because ATV operators buy gas but do not drive on public roads, the gas tax they pay is returned to the program for a variety of safety programs, grants, law enforcement and more.

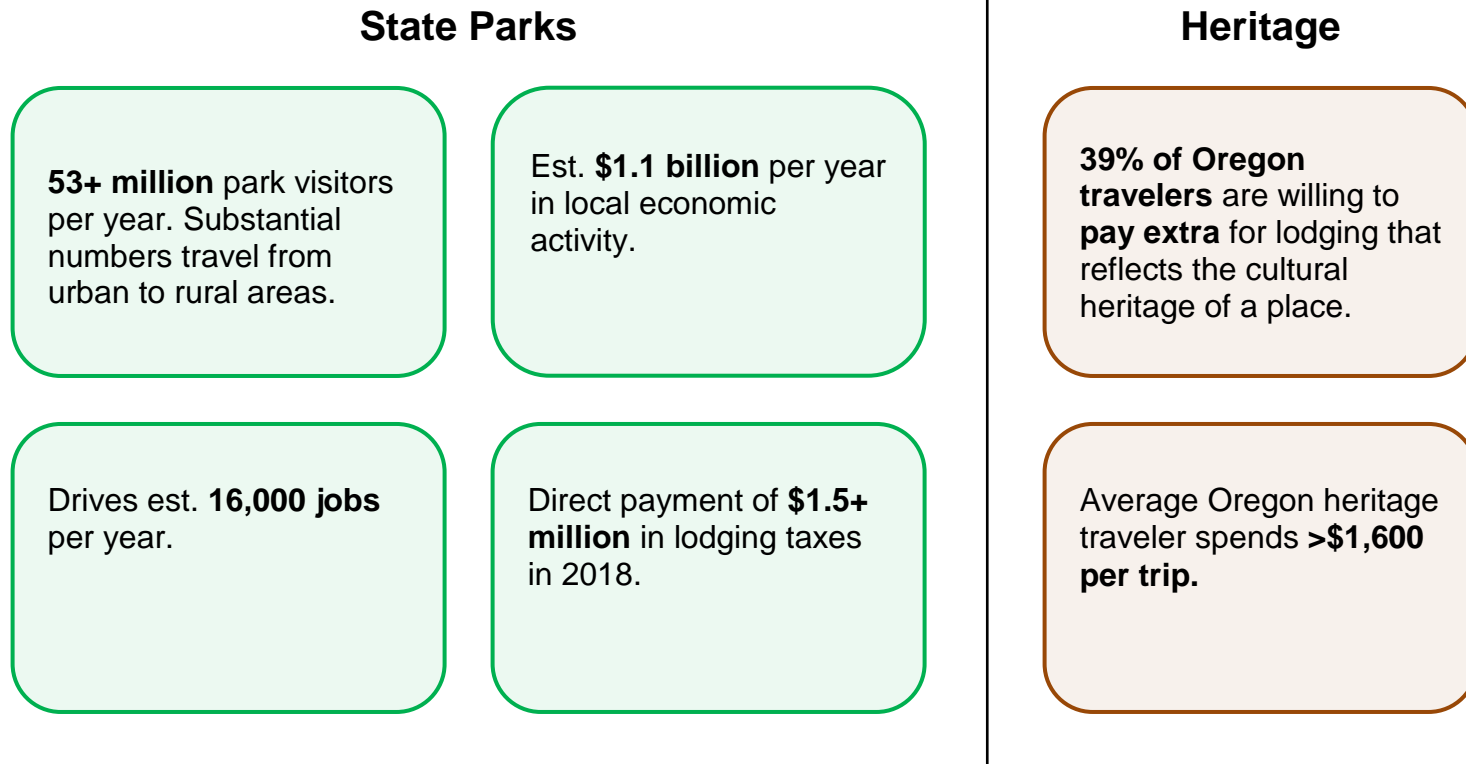
Recreation and heritage grants

Cumulative awards 2013-2017

Total: \$78.2M

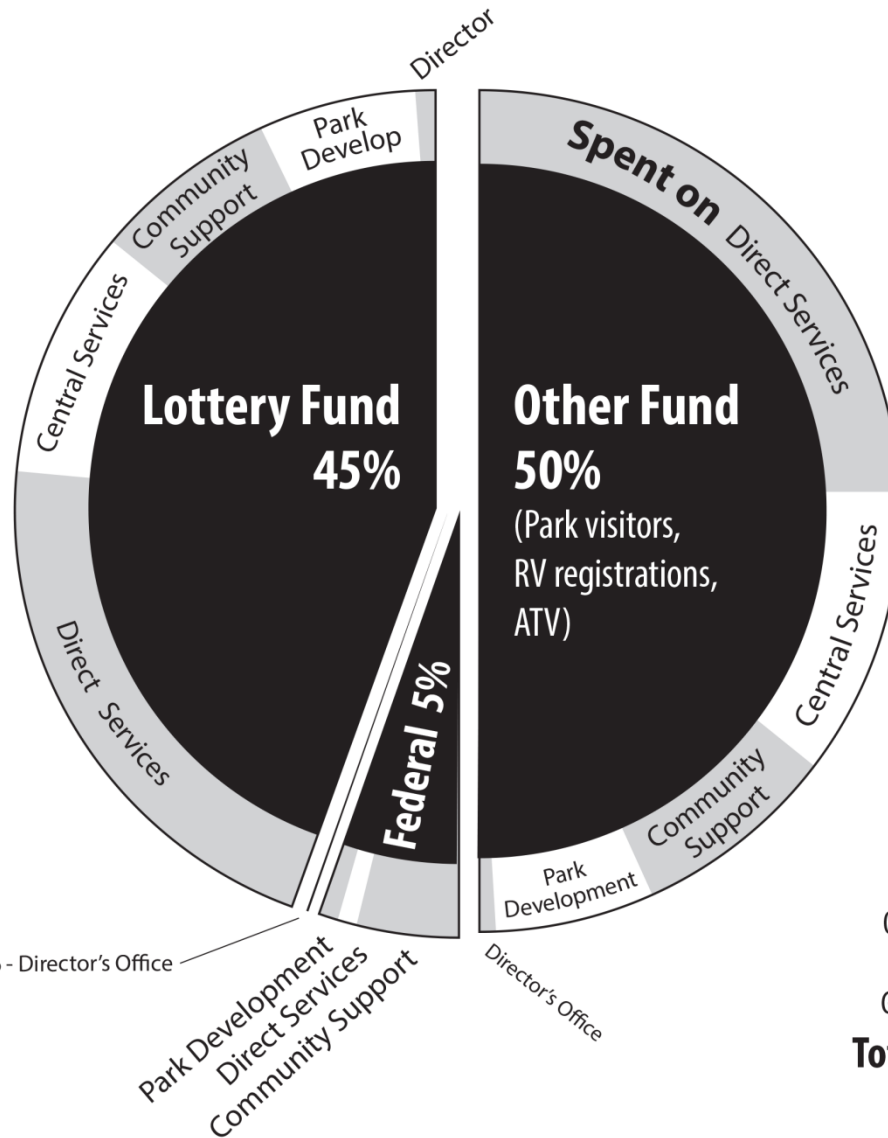


- d. *Economic role:* The purpose of a state park system is to satisfy a basic human need for recreation, and the reason we safeguard crucial elements of our history is to protect our sense of identity and build a better future. The economic return produced by a strategically supported parks and heritage system is a significant additional benefit.



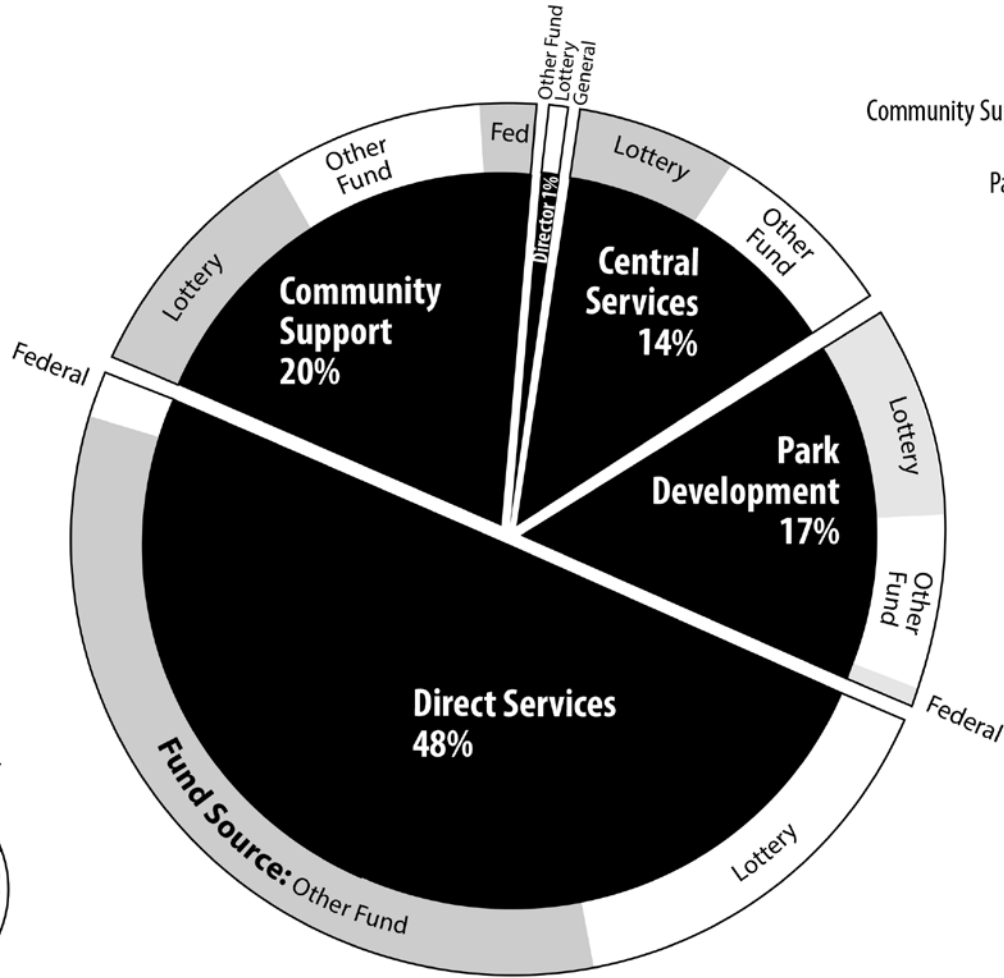
B. Budget Pie Charts

2019-2021 Projected Revenues

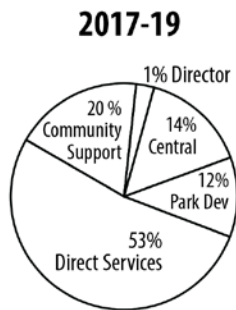


Lottery: \$140.4M
 Other Fund: \$158.0M
 Federal: \$16.7M
 General Fund \$0.27M
Total: \$315.37M
 Positions: 871
 FTE: 603.43

2019-2021 Projected Expenditures



Direct Services: \$123.7M
 Community Support and Grants: \$52.1M
 Central Services: \$37.9M
 Park Development: \$43.4M
 Director's Office: \$2.7M
Total: \$259.8M
 Positions: 871
 FTE: 603.43



867 Positions, 596.05 FTE



Sumpter Dredge

C. Overall Trends and Issues

C1. Revenue drivers

- The state park system does not receive any General Fund, but instead depends on **revenue by human choices**: choosing to camp, to own an RV, to play the Lottery.
- For a family already bitten by the outdoor recreation bug, the frequency with which they visit a state park is affected by the amount of free time they have, distance from home, and weather. Their willingness to spend time and money on outdoor recreation is also driven by **economic conditions**.
- Oregonians are consistently willing to **pay a fair price** to visit state and local parks. State parks take a balanced approach to user rates—from free, to low cost, to the mid-range. House Bill 2318 passed in 2017 gave the state park system flexibility to charge slightly more for highly-valued, in-demand services, using the revenue to offset free- and low-cost camping and day-use already being provided, and to fund expanded discounts to served new types of visitors and promote parks with extra capacity. Free and discounted use is already being provided; a system to fairly add marginally higher fees is still being designed.
- All three major sources of funding—Other, Lottery, and Federal Funds—are **volatile**. RV registrations have declined more than 15% percent since their peak in 2005. Lottery peaked in 2007-09, plummeted, and only recently recovered. **It may take significant public and legislative support to explore broader, more reliable sources of funding to serve Oregon’s state park needs.**
- People must **choose** to visit a park. If they enjoy their visit, they return and spread the word. If weather, fires, facility conditions, or crowding reduce the value of the experience, they will choose to spend their leisure time at another location, or engaged in a different kind of activity. Persuading people to choose outdoor recreation is a combination of having great facilities and friendly staff in desirable locations, and **outreach to new audiences.**

C2. Expense drivers

- Increasing costs to maintain aging parks poses a serious threat: deferred maintenance is the bane of every park system. While nearly \$100 million in maintenance projects that were deferred before 1999 have been reduced to very low levels, we must address the **separate, growing maintenance needs** of aging facilities, which are accumulating new costs at an estimated rate of ~\$4 million a year.
- Two percent of visitor revenue is set aside for maintenance, but the nature and age of the system means it needs more. **No current revenue source grows at a pace to keep up with the maintenance burden.**
- Visits are up thanks to a growing population, good weather, affordable transportation, and 10 new state parks in the last 14 years. Increased visits **do not mean a corresponding, or even proportionate, rise in revenue** to offset inflation and the snowballing effect of wear-and-tear.

Revenue: currently solid, but unpredictable in the long run. We need to define alternatives before a crisis forces the issue.

Expenses: Deferred maintenance, a natural consequence of a 100-year old system, is the lead threat to future success of the park system.

C3. Recent Changes

More than 80% of reservations are made online. To focus staff resources on efforts more closely aligned with the agency's core mission, a large staffed reservation phone center was closed in the 2016. One function—taking phone reservations for state park facilities—was transferred to a contractor. The agency retained another function—providing phone-based information services to park visitors—and moved the service to the main agency office,

permitting closure of the satellite office. The move freed up positions to serve park visitors more directly. This and frontline staff investments made in the 2017 budget—the most significant move in decades—enabled nimble responses to attractors like the total solar eclipse in 2017 and detractors like wildfires and associated smoke.

C4. Shared Programs and Services

Programs where OPRD provides funding:

1. ATV program provides revenue transfers directly to:
 - a. Department of Forestry: \$1,374,175 Other Funds per biennium for management of the ATV riding areas in the Tillamook Forest. Covers staff and necessary service and supplies.
 - b. Oregon State Police: \$690,898 Other Funds per biennium for law enforcement across the entire state. Covers the equivalent of two full time officers and necessary services and supplies.
2. OPRD general operating funds (a mix of Other and Lottery funds) provide a revenue transfer directly to:
 - a. Department of Forestry: \$217,682 Other/Lottery Funds per biennium to provide assistance in operating the Tillamook Forestry Center. Covers staff and necessary services and supplies.

Programs where OPRD receives funding:

1. Park Operations expects to receive \$400,000 Other Funds per biennium from the Oregon Marine Board for the assistance with the operation of marine facilities in state parks.
2. Heritage Programs expects to receive \$260,000 Other Funds per biennium from the Cultural Trust fund at Business Oregon for heritage and preservation projects statewide.
3. Park Operations expects to receive \$2,189,748 Other Funds per biennium from Oregon Department of Transportation (ODOT) for using state parks as state rest areas or to maintain an ODOT Rest Area near a state park.
4. Facilities Construction/Maintenance expects to receive \$1,243,044 Other Funds per biennium from ODOT to maintain state highways in state parks.

C4. Shared Programs (continued):

ODOT collects funds and sends them to OPRD:

1. Recreational Vehicle registration: \$35,391,123 Other Funds; \$14,252,406 is transferred by OPRD directly to counties for their 45% share, of the remaining amount \$19,555,118 is used by OPRD for Park Operations and \$1,583,600 is placed in the County Opportunity Grant program and awarded as grants to counties.
2. Salmon Plate fees: \$393,967 Other Funds is used by state parks for fish recovery through habitat restoration projects.
3. Fuels tax refunded to the ATV program: \$10,731,743 Other Funds. These funds are used for the operating of the ATV program including awarding of grants for purchase of ATV riding areas, for law enforcement and for maintenance and operation of ATV riding areas.

Programs with shared responsibility:

1. Salmonberry Trail: OPRD, the Department of Forestry and local partners (both public and private) are working on this long term multi-jurisdictional project to create a trail from the valley to the coast.
2. Scenic Waterways: OPRD is required to study segments of waterways and make a recommendation to the Governor for designation as a Scenic Waterway. The recommendation for designation must come from the OPRD Commission and the Water Resources Commission. Input on the designation is sought from other state agencies, local and county governments, and the public.

3. Ocean Shore: Review and manage alterations to the public ocean shore as established by the 1967 Beach Bill. Protecting public access and ensuring the long-term viability of the beach involves coordination with state and local land use authorities to review things like requests to harden the bluffs and cliffs against erosion, a practice that can interrupt natural processes.

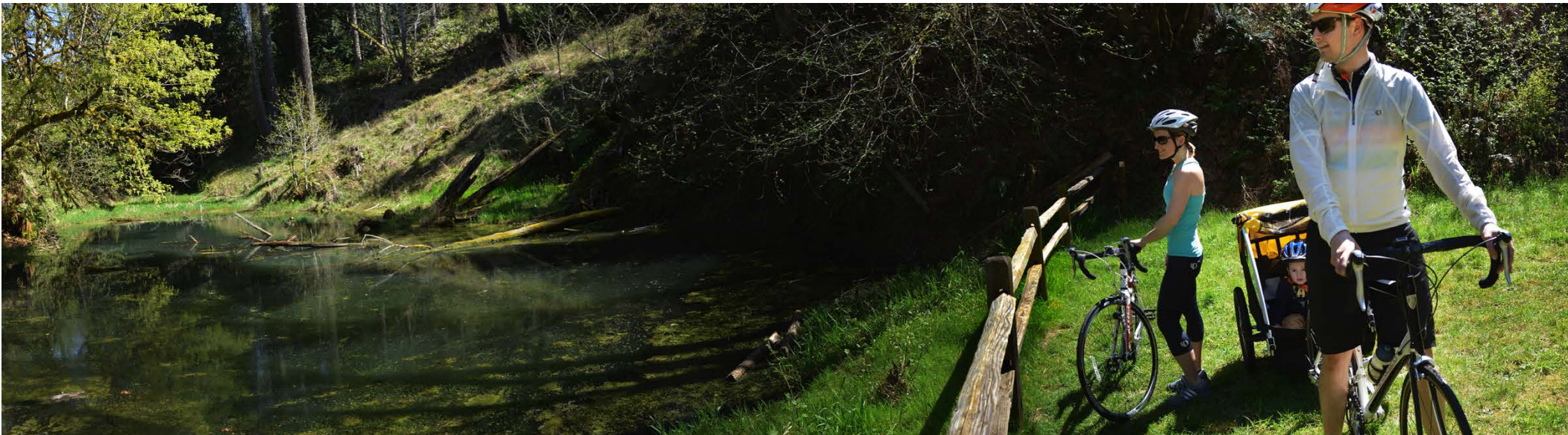
Collaborative activities with other agencies:

1. OPRD works with Department of State Lands (DSL) to enforce regulations governing public use of Dabney and Lewis and Clark State Parks on sections of the Sandy River managed by DSL; OPRD will also collect and dispose of litter and debris from the same sections of the river.
2. ODOT inspects National Bridge Inventory (NBI) bridges on behalf of OPRD. NBI bridges are used by the public and are open for motorized vehicles. NBI bridges inspections are paid for with federal money through an ODOT agreement.
3. OPRD and ODOT work cooperatively to sign all current and future designated Oregon Scenic Bikeways. OPRD provides the signs at no cost to ODOT and pays for associated costs. ODOT installs bikeway signs at OPRD expense. Replacement signs for missing or damaged signs are provided by OPRD and ODOT installs them at no cost to OPRD.
4. OPRD and ODF coordinate for the prevention and suppression of wildfire occurring on OPRD managed lands. OPRD budgeted \$725,000 in the 2017-19 biennium for wildland fire protection under this IAA.

C4. Shared Programs (continued):

5. OPRD works with a coalition of Local and Regional Government and other state agencies through the Governors Regional Solutions Office to re-establish public access to the Willamette Falls. The Willamette Falls Legacy project is a public private partnership to encourage economic

redevelopment in Oregon City while simultaneously providing recreational access along the Willamette River and providing opportunity to interpret one of the most significant heritage sites in Oregon.



C5. Key long-term issues

- Address the **funding and social purpose** of Oregon's state park and heritage systems to ensure their long-term health.
- Learn how to create recreation and heritage experiences that meet people's needs, **particularly among groups that have not been intentionally served** by park and heritage programs. To welcome people to state parks regardless of background, experience, or capability, we must invest in facility improvement and develop relationships with compatible concessionaire businesses.
- Build stronger relationships with communities through grants and expertise so we can **connect Oregonians to recreational and heritage experiences closer to home**. Healthy community parks, Main Street investments, and local heritage organizations are critical to tell Oregon's story.
- Prioritize **partnerships** with state, federal and local agencies, tribal governments, communities, service groups, volunteer organizations and private businesses that help connect more Oregonians with the outdoors.
- Use the new **Oregon Office of Outdoor Recreation** to propose strategies, policies, and legislation that deliver the social and economic benefits of outdoor recreation to every corner of the state.
- Explore Good Neighbor Authority-style agreement with federal public land agencies to address an increasing public demand for recreation with concurrent decreasing budgets to partner agencies
- Maintain current service levels in the state park and heritage systems **without expanding agency responsibilities** into new areas.
- Use the state park centennial in 2022 as an opportunity to **engage a new generation of supporters** in investing their time and funding to take state parks to the next level.

Create Value

Provide great experiences and use park system **centennial in 2022** to engage community.

Improve and Protect Revenue

Avoid unfunded add-ons beyond mission. **Brainstorm long-term revenue** with Oregon private and public sector leaders.

Control costs

Improve efficiency. Look for parts of the system to scale back. Bring practices **up to industry standards** (or better).



D. Program Detail: Direct Services

D1. Mission

The mission of Direct Services is to deliver outstanding natural, historic, and recreational state park experiences to today's visitor in a way that allows us to do the same for tomorrow's visitor. If adequately funded and staffed, we can balance the demands of increased visits with the needs of an aging system. To do this, we need:

- Systematic and efficient choices in facility operation, management, and maintenance so that visitors continue to have unique and outstanding experiences.
- Regular conversations with visitors, stakeholders, and communities to make sure park experiences remain strong and relevant.

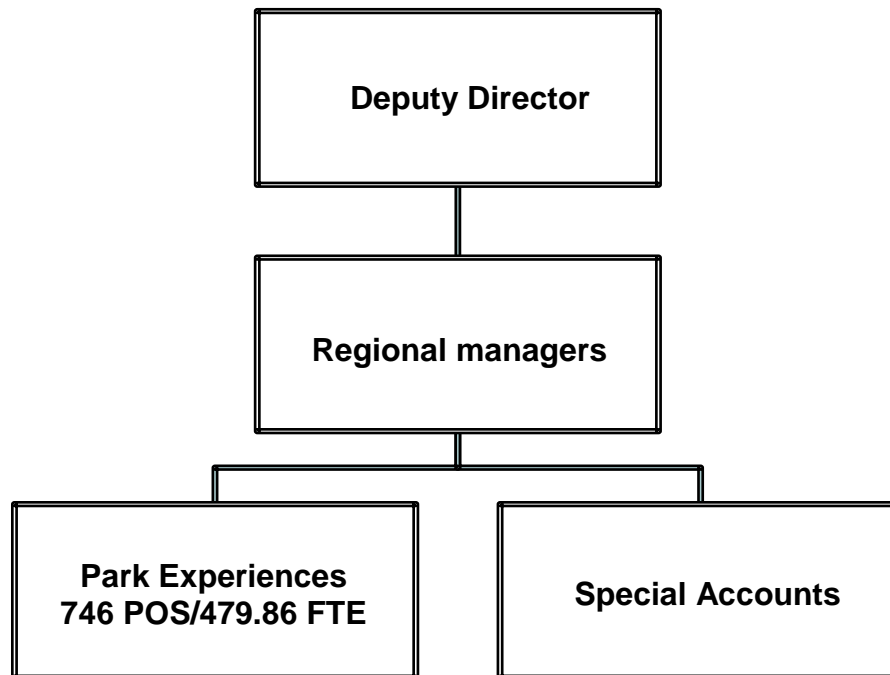
D2. Programs

This program consists of *State Park Operations* directly serving Oregonians and visitors and a planning division to plot a course to meet public needs, and *Special Accounts* for donations, interest, and maintenance. It delivers direct

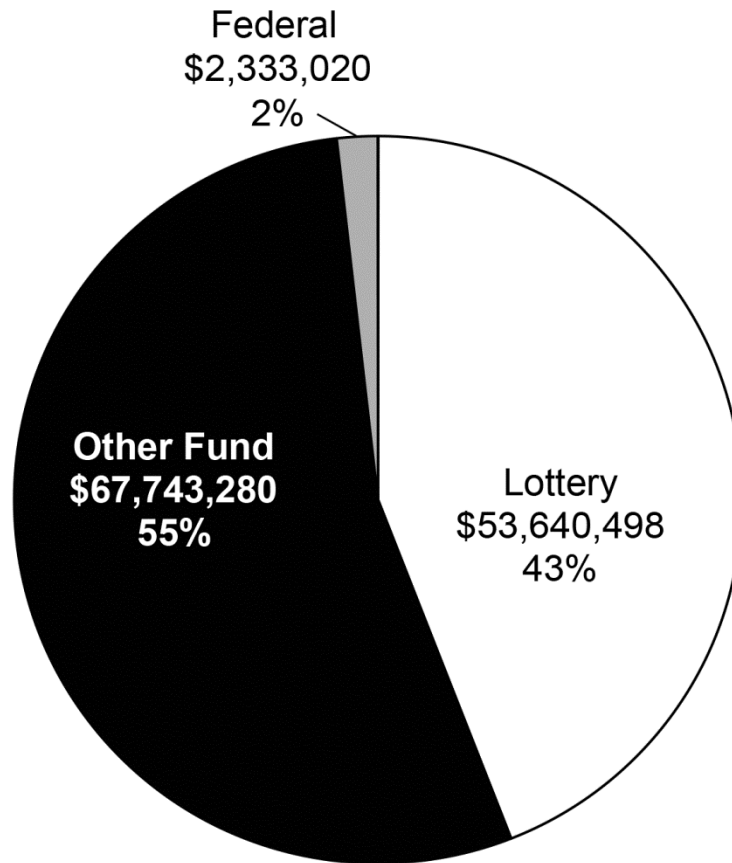
overnight and day-use services at more than 250 state park properties and the ocean shore.

- a. *State Park Operations* (\$112.6M, Other Fund from park visitor fees and RV registrations; Lottery Fund; a very small amount of Federal Fund) provides staff and services necessary to manage and protect 113,000 acres of Oregon state park properties. The program is also responsible for natural resource stewardship. Planning is responsible for developing comprehensive plans for state parks, guiding resource management and facility development to meet changing, growing public needs for cultural and recreational experiences, and natural resource protection.
- b. *Special Accounts* (\$11.1M, Other and Lottery funds) track funds from donations, interest earnings, business endeavors, store operations, and income dedicated to reinvestment into facility repair and maintenance.

D3. Direct Services Organization Chart



D4. Direct Services 19-21 Budget

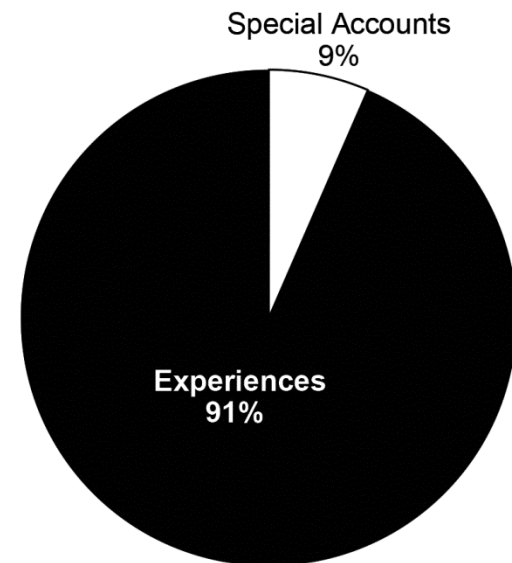


Total: \$123.7M / 48% of Agency

Positions: 746

FTE: 479.86

Within this program ...



D5. Outcomes for biennium

- Provide at least **100 million** quality park experiences to visitors (95M day trips, 5M camper nights).
- Generate more than **\$1.5 billion** in environmentally-based economic activity at or near state parks.
- Operate as many state park properties at peak capacity as possible while balancing between recreation quality and natural resource protection. The agency makes the best possible use of properties **already in the system**, but acquisition is sometimes needed to provide more park experiences.
- Refresh **customer service standards and prepare for our centennial in 2022**. We're great in most parks. We aim for excellent in all parks.
- Continue to address facility investments to safely meet the needs of every visitor **regardless of ability**, especially as required by the Americans with Disabilities Act.

D6. Contain costs

Costs are driven by increases in visits, labor expenses, inflation (fuel, water, sewer, power), natural conditions (severe weather and natural disasters), and upkeep on aging facilities. While many of these factors are beyond the agency's control, better procedures and policies can improve performance. The Commission for Accreditation of Park and Recreation Agencies sets the industry standard for measuring the performance of park operations, and we will **start the process to seek certification**.

D7. Key Issues

- **Visitors to Oregon's state parks help fund them.** A new, flexible approach to fees will help support free and discounted use to promote parks with capacity.
- It's challenging to balance the **costs of current operations** against the **needs to invest in new services**. Without voter-approved Lottery Funds, Oregon would not have the state park system it currently enjoys. Future demands propelled by increased demand, the need to serve a full range of Oregon communities, and environmental trends all require **continual investment**.
- Three percent of revenue from visitors is set aside to fund ongoing maintenance. Together with the major maintenance budget in Park Development (see page E-1), these funds will keep the system performing, though **maintenance costs are increasing faster than park visitation**.
- A stable revenue stream that grows with costs and use is necessary to carry the state park system into its second 100 years.

Containing costs, **improving service**, and dealing with increased demand while operating an aging system translate to a hard truth: the current **funding streams may not be stable and strong enough**.



Willamette River Greenway

D8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	1,046,843	1,176,673	338	2,223,854
021: Phase-in	62,021	65,119		127,140
022: Phase-out Pgm & One-time Costs	(349,409)	(1,248,226)		(1,597,635)
031: Standard Inflation	443,040	793,099	77,532	1,313,671
032: Above Standard Inflation	150,307	157,826		308,133
Direct Services Policy Packages				
091: Statewide adjustment DAS changes	(46,647)	(48,981)		(95,628)
092: Technical adjustments	201,717	1,211,806	118,000	1,531,523
102: Grant obligations from past biennium	158,423	475,271		633,694
103: Agency shared costs for State Capitol park		400,000		400,000
104: Improve and Develop Parks	48,780	51,220		100,000
105: Improve Visitor Experience <i>1 position, .88 FTE</i>	98,548	103,478		202,026
110: Support multiagency Salmonberry Trail project <i>1 pos, 1 FTE</i>		500,000		500,000
111: Invest in parks and heritage staff <i>1 position, .88 FTE</i>	112,591	118,222		230,813



E. Program Detail: Park Development

E1. Mission

This program prepares Oregon's state park system for sustainable operations and growth in the face of changing societal needs, increasing expenses, and decreasing state resources. The program defines success through:

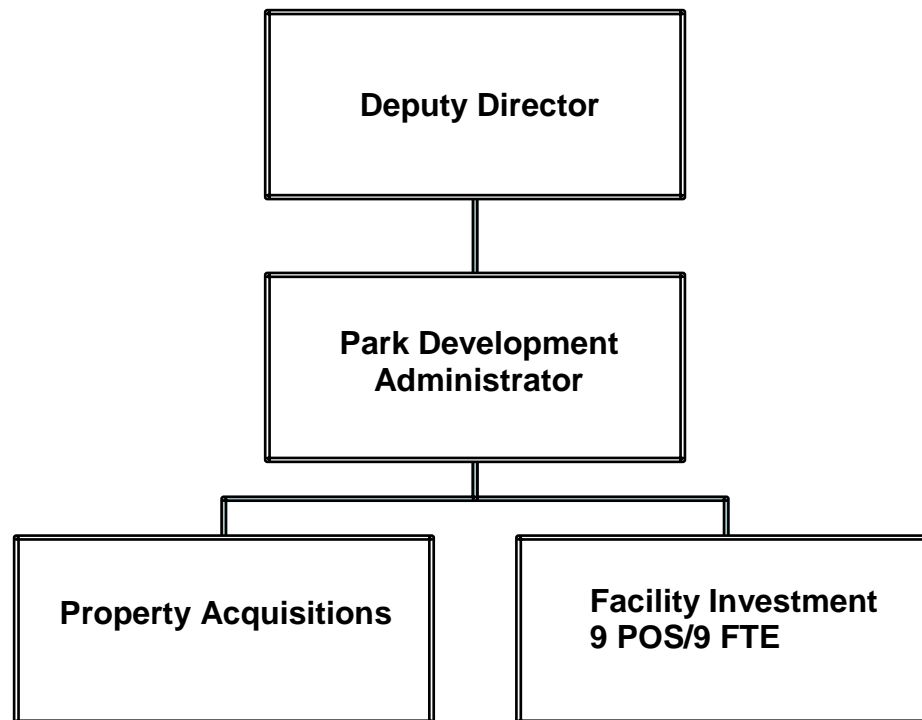
- Strategic park acquisitions.
- Applying improvements in design and engineering technologies to improve efficiency.
- Major maintenance and enhancement of parks and park facilities.

E2. Programs

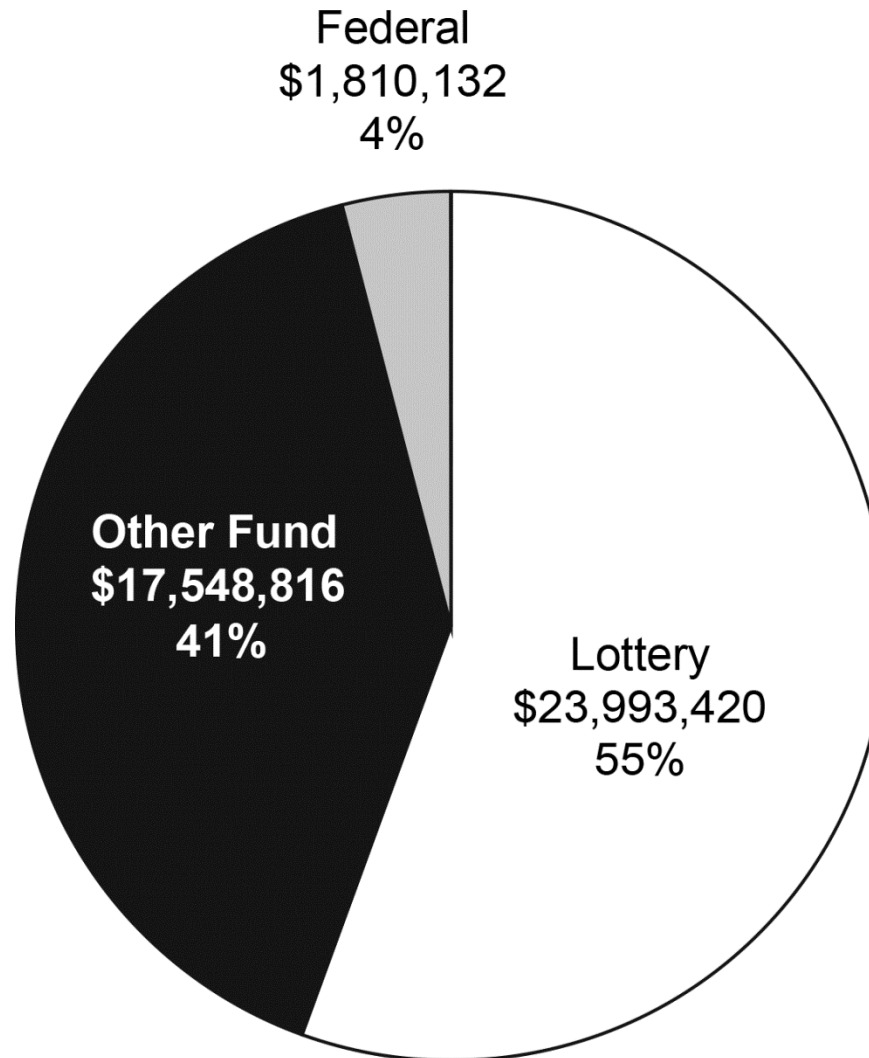
This program contains two key areas: property acquisitions (strategically increase capacity of the state park system), and facility investments (address maintenance and improve parks).

- *Property acquisition* (\$4.6M, Lottery funds) is responsible for the negotiation and purchase of new park properties to keep pace with changes in Oregon demographics, recreational habits and conservation priorities. Acquisitions—trades, easements, donations and purchases—are informed by state documents such as the Statewide Comprehensive Outdoor Recreation Plan and Oregon Plan for Salmon and Watersheds. Acquisitions are balanced with outgoing trades and transfers of property to refine the state park portfolio, focusing on retaining properties that contribute to the mission.
- *Facility investment* (\$38.7M, Lottery, Other, and Federal funds) addresses needs for long-term investment in park infrastructure by making repairs from deferred maintenance lists, improving, expanding, and developing a few new parks to meet future needs, and applying value-added facility designs that use long-life, efficient fixtures and techniques.

E3. Park Development Organization Chart



E4. Park Development 19-21

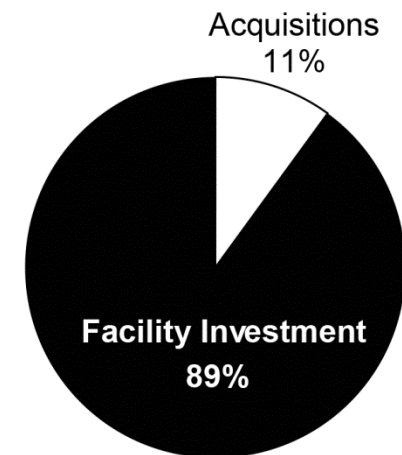


Total: \$43.4M / 17% of Agency

Positions: 9

FTE: 9

Within this program ...



E5. Outcomes

Facility Investment:

- Complete 30-35 of the top priority maintenance and enhancement projects in the state park system, **focused on trails and preparing for the park system centennial in 2022**. Maintain the ~\$500 million investment in 1,900 park buildings, approximately 600 major utility systems, and 45 million square feet of roads, parking lots, and other transportation infrastructure.

Acquisitions:

- Advance 2-4 initiatives on key properties, and focus on inholdings, access improvements, and/or additions to existing parks through trades or outside grant funds.

E6. Cost containment

Overall program costs are driven by the real estate market, visitor expectations, and the increasing cost to repair or replace facilities built in the last 90 years. Many facilities were designed 50 years ago to serve a fraction of the number of visitors who visit today. Of the ~1,900 structures in the state park system, 26 would take more than \$1 million dollars to replace. Nearly one in 10 is more than 70 years old, and nearly 50 are more than 100 years old.

E7. Key Issues

- The department leverages acquisitions funding with grants and creative mechanisms (such as trades) to fulfill the direction of the Oregon State Parks and Recreation Commission. **Focus on fewer but more iconic places**, especially on the coast. Acquisition criteria must consider the cost of maintaining a recreational property, or preserving an historic one.
- Deciding which facilities require improvement, replacement, or removal requires a challenging evaluation that combines: current and future needs, public expectations, and the stability of future funding for operations and maintenance. Oregon needs more service in most areas, but must accept **there will be times when a legacy service simply needs to be discontinued**.
- Other funding sources **augment investment funding**, including other agency transfers, grants, and donations.

This budget **significantly increases spending on maintenance**. Strategically investing in improved and new special places is counterbalanced by hard decisions to remove services where they no longer serve the mission.

E8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	65,328	42,908		108,236
031: Standard Inflation	650,166	104,730	67,558	822,454
Direct Services Policy Packages				
104: Improve and Develop Parks	3,000,000		3,000,000	3,000,000
105: Improve Visitor Experience	1,500,000	2,000,000		3,500,000
106: Prep for state park system centennial in 2022	7,000,000		7,000,000	7,000,000
107: Invest in signature state trails		2,250,000		2,250,000
109: Targeted strategic park acquisitions	3,000,000			3,000,000

Oregon Historic Preservation Plan

2018–2023

Oregon State Historic Preservation Office

F. Program Detail: Community Support and Grants

F1. Mission

This program assists local and regional partners who provide recreation services and to protect and enhance Oregon’s heritage resources. It aids Oregon property owners, local governments and organizations, tribal governments, and land managers by helping them navigate state and federal laws related to historical and archaeological resources. It also offers matching grants to meet Oregonians’ needs for local park and recreation services and for improvements to historic sites and museums. Recreation Grants, the ATV program, and scenic bikeways/scenic waterways are budgeted here, but managed by Central Services (page G-1).

F2. Programs

Recreation Grants & Community Programs (\$27M, Lottery, Federal, and Other funds): General duties include grant administration, assistance to applicants and recipients, project inspections, and processing reimbursement payments for the following:

- Land and Water Conservation Fund (Federal funds): Acquire, develop, or upgrade outdoor recreation.
- Recreation Trails Program (Federal funds): Acquire, develop, and maintain land-based trails.

- County Opportunity (RV funds): Acquire, develop, plan, or upgrade county-owned campgrounds.
- Veterans and War Memorials (Lottery funds): Construct and restore memorials honoring veterans.
- Scenic Bikeways: A collection of high-quality cycling routes.
- Scenic Waterways: Recognizes portions of Oregon rivers for their outstanding natural qualities, scenic beauty, and recreational value.
- Local Government (Lottery funds): Acquire, develop, or upgrade city, county, or regional parks. This program receives a minimum 12 percent of total dedicated Lottery Funds.



All-Terrain Vehicle Program (\$13.1M Other funds):

- Issue biennial permits required for all ATVs ridden on public land.
- All-Terrain Vehicles (ATV funds): Acquire, develop, or maintain ATV areas, including law enforcement and emergency services.
- Manage a statewide safety certification program for ATV riders, and coordinate and conduct ATV education and training.

Heritage Program (\$6.8M, Lottery, Federal, and Other funds, plus \$5.2M Other funds for the Main Street grant program):

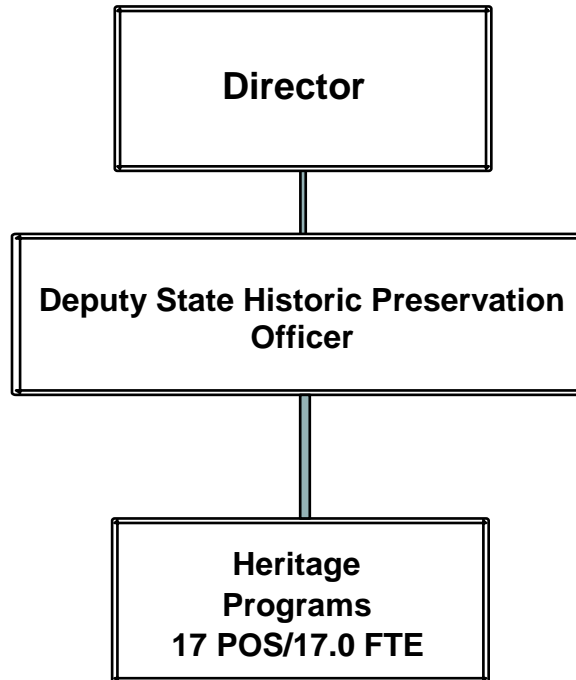
General roles include assisting local and tribal governments, state and federal agencies, local historical societies, museums, and preservation organizations to preserve their historic sites and records, and educate the public, promote heritage tourism, and revitalize historic districts and local economies.

- Leverage partnerships to the fullest to pool knowledge, experience, and assets to support proactive preservation planning that results in the appreciation, protection, and use of cultural resources.
- Expand opportunities for coordinated collaboration within the heritage community to promote appreciation, protection, and use of heritage resources through proactive initiatives and well-targeted response strategies.
- Build public support by promoting the broad appreciation and appropriate protection and use of heritage resources in collaboration with our partner organizations.

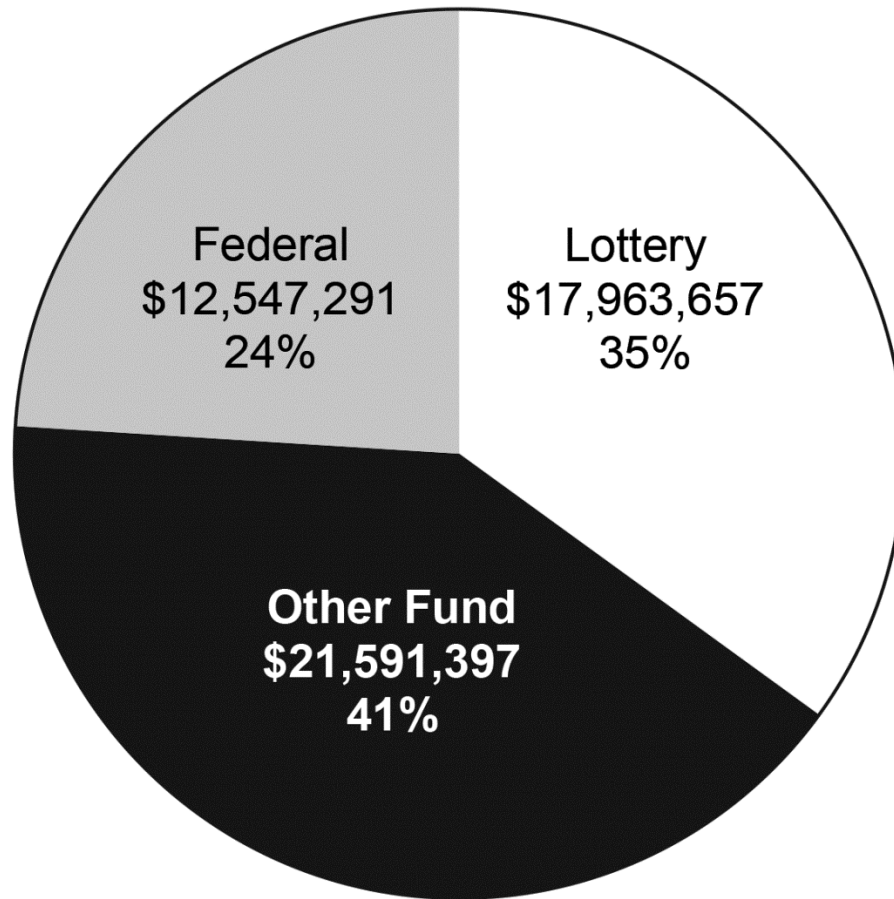
- Support professional-level education and training opportunities across the heritage community.
- Develop and launch a publicly available GIS- and web-based portal that unifies data from all Oregon Heritage programs and allows for digital document submission and project management.
- Increase the total number and thematic diversity of Oregon's state inventory of cultural resources and properties listed in the National Register of Historic Places and local landmarks registers.
- Increase the number of projects for historic property restoration and rehabilitation and archaeological site preservation and stabilization.
- Strengthen and expand funding, grants, and financial incentive programs and their use for cultural and heritage resources.
- Promote heritage resources as community economic assets, and foster partnerships to support this effort while maintaining the long-term historic integrity of the community's special places.
- Facilitate the development and implementation of state statutes, local ordinances, codes, and processes that provide appropriate incentives and regulations and that create public support for the appreciation, protection, and use of cultural resources.
- Help the state park system tell authentic, inclusive stories in their parks, and work as part of the parks administrative history team to prepare for centennial in 2022.

F3. Heritage and Grants Org Chart

Note: Recreation, ATV grants, and the scenic bikeway and waterway programs are managed in Central Services (page G-1)



F4. Community Support 19-21 Budget



Total: \$52.1M / 20% of Agency
Positions: 29
FTE: 29
Within this program ...



F5. Outcomes

Recreation Grants and Heritage Grants

- Assist communities and other partners to improve parks, outdoor recreation facilities, and heritage offerings throughout the state.
- Streamlined processes that make it easier for applicants to apply for and manage their grants, and more efficient for staff to administer.
- Continued support of the Scenic Bikeway Program and support of future Scenic Waterway designations.
- Increase local government participation in the grant programs.

Heritage Program

- Increase number of local heritage partner organizations and improve their effectiveness in preserving—and putting to useful purpose—the state’s heritage resources.
- Coordinate heritage commemorations under an expanded definition, assuming HB 2081 becomes law.
- Increase in the number of historic properties listed in the National Register of Historic Places (typically 20-25 per year).
- Improve tracking and impact of economic benefits of heritage-related activities, especially in the areas of heritage tourism and historic downtown revitalization.

ATV Program

- If HB 2082 is signed into law, expand rider safety certification to all riders on public land. Currently, Class I (four wheelers) and III (dirt bikes) ATVs carry a safety certification requirement, but Class II (jeeps, trucks, sand rails) and IV (side-by-sides) do not.
- Maintain or improve the number and quality of training and education programs.



F6. Cost containment

Staff will invest time and money to improve internal recordkeeping systems to continually push down the cost to administer grant-making systems, and at the same time streamline services to improve system responsiveness to community needs.

Grants and technical service for recreation and heritage reach **every county in the state**, far beyond the boundaries of state-managed properties. While the agency awards millions of dollars in grants every biennium, even small amounts of support make a huge difference in rural Oregon.

F7. Key Issues

- The grant programs and the outreach programs to local partners remain popular and effective.
- The grants provide critical funding for local governments, which are especially strapped in the current economic climate.
- The agency's staff expertise is also valuable to grant recipients and local partners, given that they do not typically have heritage, grant, or recreation specialists on their staffs.
- Federally funded programs are being watched carefully, given the potential volatility (mostly on the reduction side) in federal funding, but for now they are relatively stable.
- Oregon is home to the first state-level historic preservation tax incentive, enacted in 1975, and it sunsets in 2020. Tax law and administrative changes over time have diminished the program's effectiveness, but it remains the only statewide preservation incentive available in Oregon. SB 48 extends the sunset until 2023, giving interested parties and stakeholders time to determine the best path forward for incentives that more effectively meet today's preservation needs statewide.

F8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	97,837	68,086	2,422	168,345
022: Phase-out Pgm & One-time Costs	(20,000)	(7,715,836)	(6,526,505)	(14,262,341)
031: Standard Inflation	453,999	400,913	192,180	1,047,092
032: Above Standard Inflation	1,048,076			1,048,076
Direct Services Policy Packages				
090: Analyst Adjustments	197,777			197,777
101: Operational Cost Increases		3,000,000		3,000,000
102: Grant Obligations from Past Biennium		5,796,868	6,269,990	12,066,858
106: Prep for State Park System Centennial in 2022	490,000			490,000
111: Invest in Parks and Heritage Staff	9,607		7,503	17,110



G. Program Detail: Central Services

G1. Mission

The Central Services program provides legally necessary administrative support—budgeting, accounting, payroll, contracting, human resources, information technology—so all other agency programs can serve their constituents efficiently, accurately and effectively. It also includes a major customer service division, providing year-round phone and online support for state park visitors. This program is funded with revenue from park visitors and constitutionally-dedicated Lottery Funds.

G2. Programs

OPRD is dispersed over every region of the state, from Lake Owyhee in Malheur County to Harris Beach in Curry County to Fort Stevens in Clatsop County. Central Services coordinates and maintains various department-wide programs, including record management, cash and credit card handling, and purchasing practices, including the Small Purchase Order Transaction System (SPOTS). Recreation Grants, the ATV program, and scenic bikeways and waterways are budgeted in Community Support (page F-1), but managed here. In this budget:

Administrative Services (\$35.5M, Other and Lottery Funds)

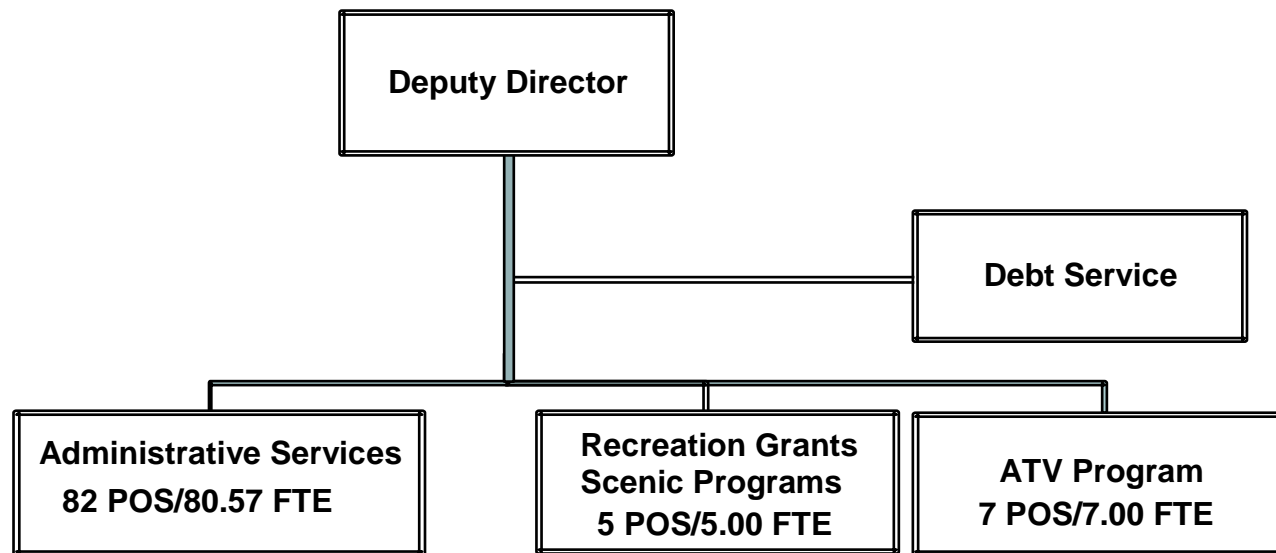
- Accounting
- Budget
- Payroll
- Contracts and Procurement
- Information Services
- Communications/External Relations: media and public communications, basic customer and market research. On-line and by phone support services to park visitors and park staff.
- Government relations and policy: key agency policies, procedures and rules.
- Human Resources: Recruit, hire, training and consulting, safety and risk management.

Debt Service (\$2.4M, nondedicated Lottery Funds)

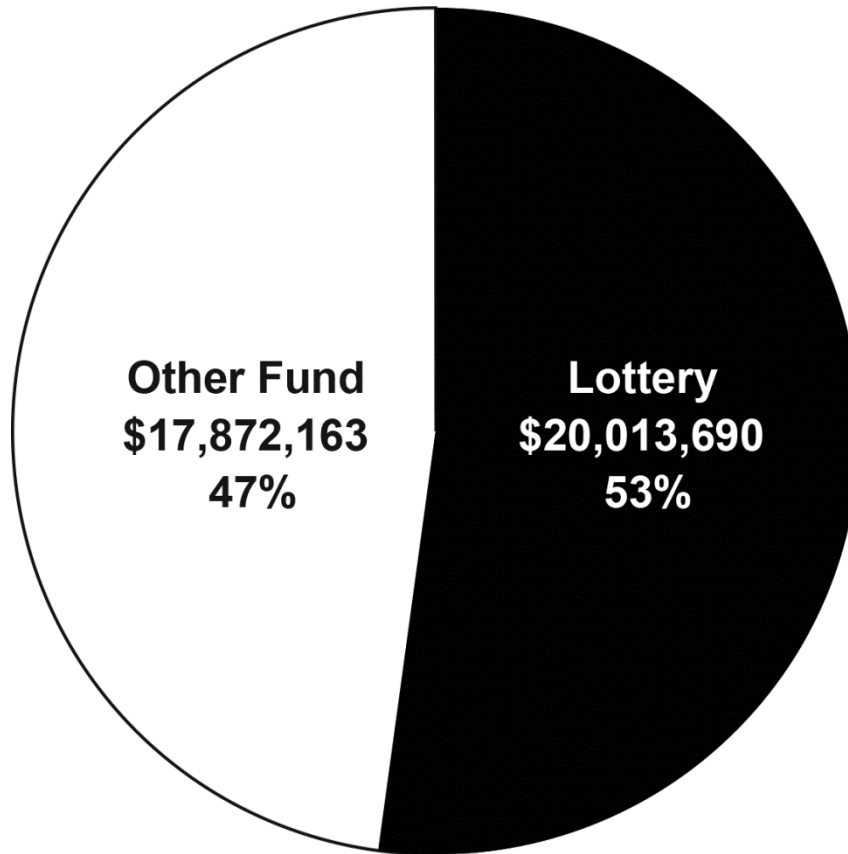
Payments for debt associated with Willamette Falls, Main Street grants, and Forest Park are all pass-thru dollars funded by lottery-backed bond. This Lottery funding is not related to the constitutionally-dedicated Parks and Natural Resources fund.

G3. Central Services Org Chart

Note: Recreation Grants and ATV Program are managed here, but budgeted through Community Support (page F-4).



G4. Central Services 19-21 Budget

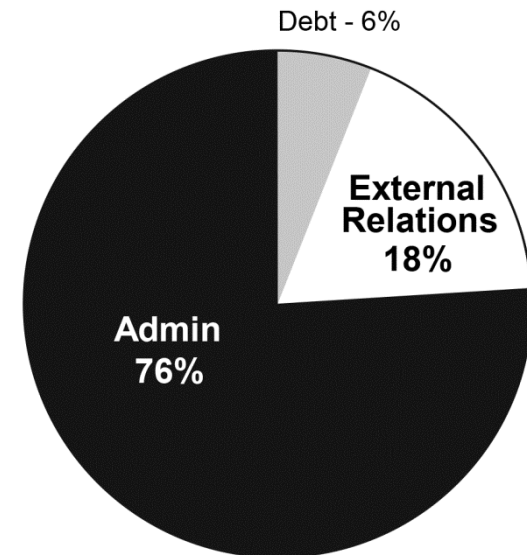


Total: \$37.9M / 14% of Agency

Positions: 82

FTE: 80.57

Within this program ...



G5. Outcomes

- Improve overall agency **efficiency** related to business practices and back-office support.
- Implement inclusion training for all staff and expand **outreach to underserved communities**.
- Expand branding and constituent engagement in preparation for the **park system centennial** in 2022.
- Assist Direct Services prepare and execute developments to **comply with the Americans with Disability Act**.
- Improve **network connectivity** to serve park visitors better and enable field staff productivity.
- Streamline **procurement** of goods and services.
- Improve the visitor experience by **rebidding the contract for central state park reservations**.

Inside the agency, basic business process support unlocks the potential of staff to serve public needs efficiently.

Externally, preparing for the park system centennial in 2022 will **energize a new generation of park supporters** to do their part.

G6. Cost containment

Costs are driven by state and federal regulatory requirements related to privacy and data security, labor expenses, and the need to update and replace outdated computer technology.

This program helps contain agency-wide costs by:

- Maintaining staff skill and readiness through rigorous training and adherence to industry standards.
- Improving reliability and speed of information technology systems.
- Encouraging staff relationships and communications across all programs and functions to ensure the best cost-containment ideas are explored and adopted.

G7. Key Issues

- This budget includes debt service on a \$7.5 million Lottery-backed bond sold authorized by the 2015 Legislative Assembly to support the Willamette Falls redevelopment project, plus debt service for Forest Park (a \$1.5 million bond), and the Main Street grant program (\$2.5 million, with an additional \$5 million expected to be issued this biennium). The Lottery Funds used for this debt service are **unrelated to the constitutionally-dedicated Lottery Funds** used to support parks and heritage programs in this budget.
- This unit's budget centralizes the entire agency's State Government Service Charges payment. These payments total about \$5.6 million a biennium and cover insurance, assessments and other charges required of all state agencies.

G8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	252,336	258,931		511,267
031: Standard Inflation	1,085,877	1,140,190		2,226,067
032: Above Standard Inflation	130,136	136,645		266,781
Central Services Policy Packages				
091: Statewide Adjustment DAS Chgs	(426,990)	(448,349)		(875,339)
101: Operational Cost Increases	616,492	647,329		1,263,821
105: Improve Visitor Experience	97,560	102,440		200,000
108: Apply Modern Tech to Improve Service 1 position, .88 FTE	835,541	877,335		1,712,876



H. Program detail: Director's Office

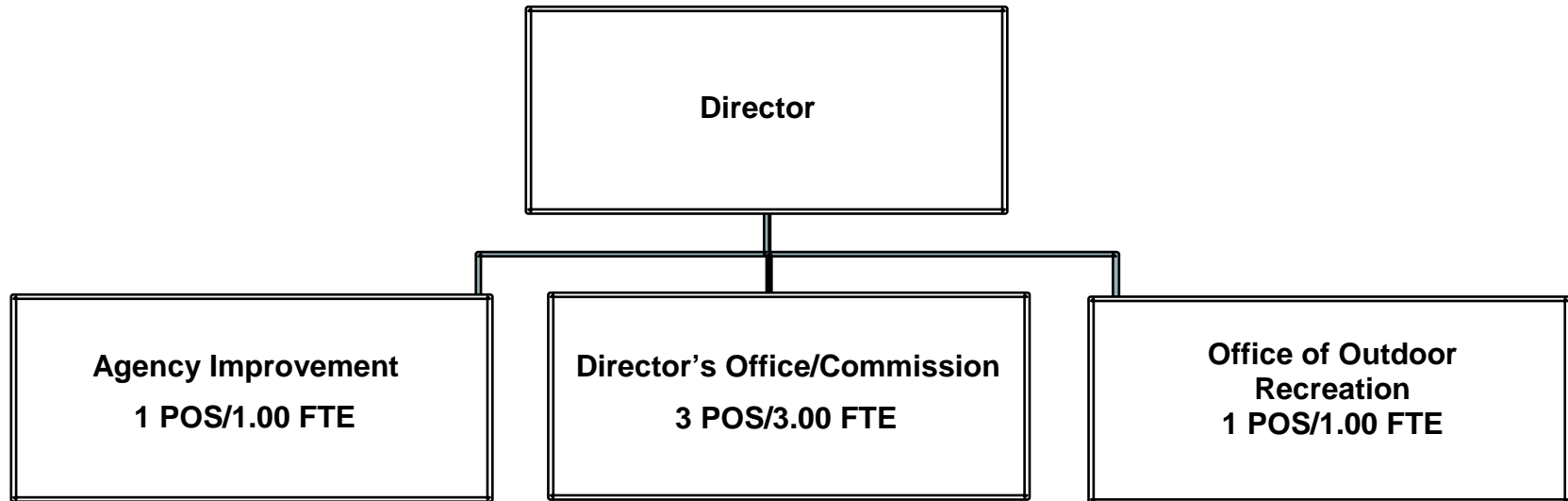
H1. Mission

The Director's Office is responsible for executive leadership, strategy, statewide recreation and heritage policy, the proper functioning of various official commissions, overall evaluation and internal auditing of the agency's performance.

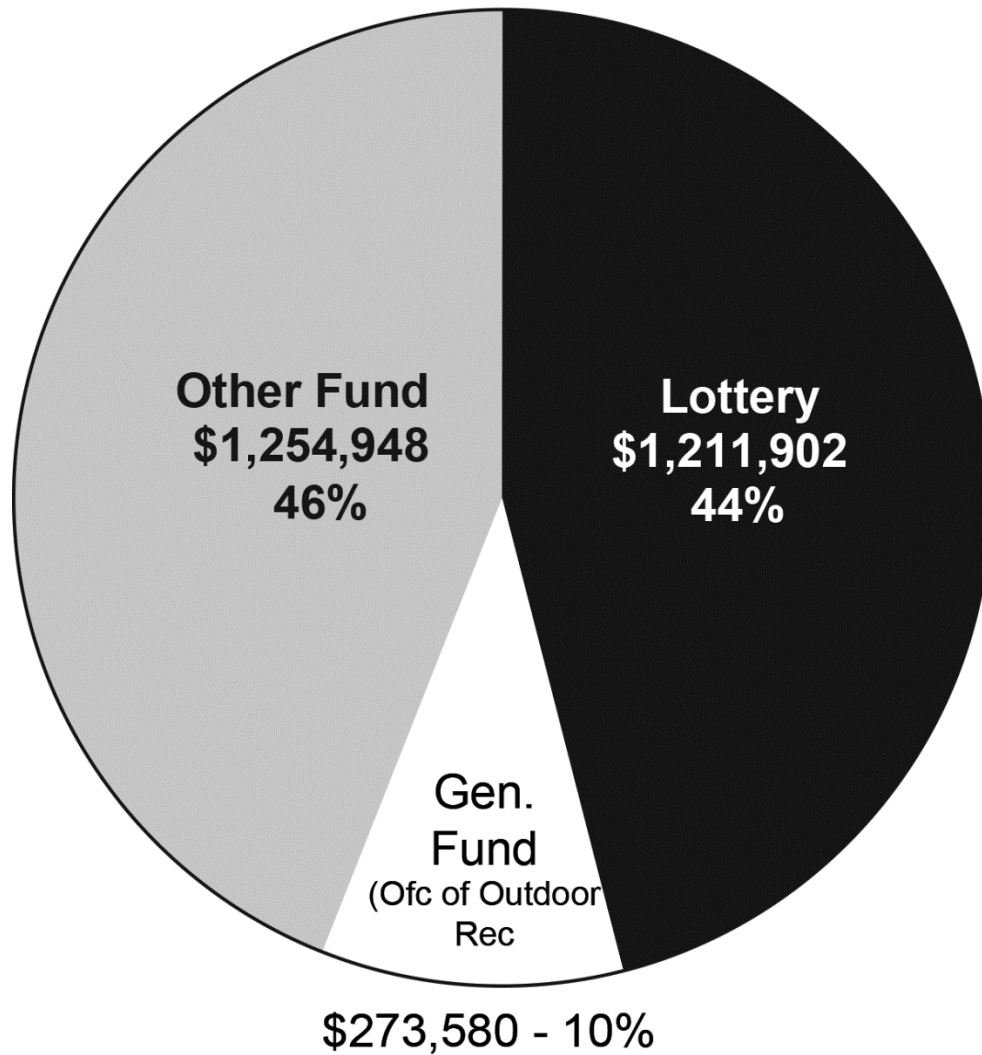
H2. Programs

- *Director's Office/Commission* (\$2.2M, Other and Lottery funds): Strategic leadership for department programs and operations. The Director represents the agency and administers several official commissions, including the Governor-appointed Oregon State Parks and Recreation Commission, created by the State Legislature in 1989 to establish policies, adopt rules necessary to execute the duties of the department, set fees, acquire property, promote the state's outdoor recreation policy, and appoint the OPRD Director.
- *Agency Improvement* (\$306K, Other and Lottery funds): Reviews agency programs and conducts annual internal audits.
- *Office of Outdoor Recreation* (273K, General Fund): This Office was established by a 2017 supported by nonprofit advocates, outdoor recreation-related businesses, and public agencies. It exists to elevate outdoor recreation for Oregon communities in every corner of the state by networking with the outdoor recreation community to promote strategies, policies, and investments among public, nonprofit, and commercial partners. OPRD is more than steward of the state park system ... it is Oregon's lead outdoor recreation advocate. While staffed with a single person, the Office works tightly with a team across the agency including policy, community grants, and research staff.

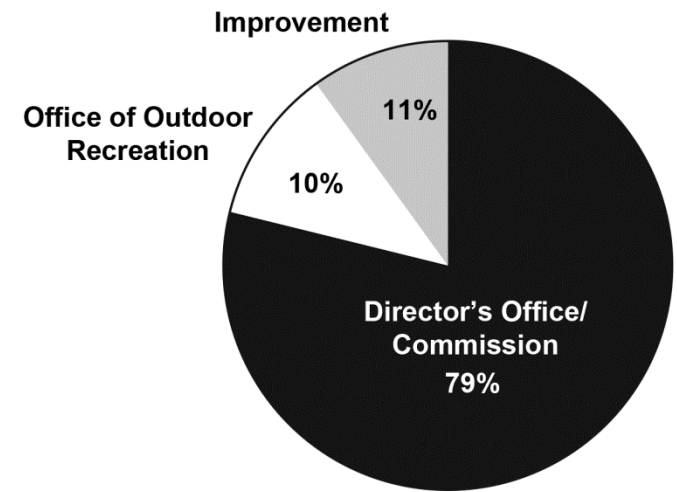
H3. Director's Office Organization Chart



H4. Director's Office 19-21 Budget



Total: \$2.7M / 1% of Agency
 Positions: 5
 FTE: 5
 Within this program ...



H5. Outcomes

- Fulfill each part of the agency recreation and heritage mission with equal vigor.
- Ensure each employee understands and contributes to constant improvement of Oregon’s heritage and state park resources.
- Manage agency to the highest ethical and legal standards.
- Maintain strong relationships with stakeholders, public constituents and other governments to achieve commonly-held goals.
- Establish an advisory group and broader collaboration network for the Office of Outdoor Recreation.
- Develop prioritized hotlist of top policy or statutory barriers to outdoor recreation success.
- Consider need and mechanism for outdoor donation fund.
- Cooperate with Travel Oregon on economic contribution study measuring outdoor recreation’s economic contributions down to the county level.
- Advance efforts highlighting the health benefits of outdoor recreation and related policy.

H6. Cost containment

The Agency Improvement program reviews agency practices and reports directly to an oversight committee chaired by members of the Oregon State Parks and Recreation Commission.

H7. Key Issues

- For both parks and heritage programs, the **operational emphases** will continue to be on improving services, reaching and serving the full spectrum of Oregonians and her visitors, and celebrating the state park system centennial in 2022.
- Looking ahead, **key funding challenges** face Oregon if it wants to continue to enjoy the benefits of outdoor recreation in a healthy natural environment, and to protect heritage resources that illustrate Oregon’s character and legacy.
- Since losing regular gas tax funding in the 1980s and General Fund in the 1990s, **state parks in particular have struggled to find adequate, stable funding** to satisfy Oregonians’ demand for outdoor recreation. Lottery funding has helped, but not resolved, this need.
- **Lottery has just recently surpassed a peak originally reached ten years ago.** RV funds have trended down for more than a decade, and while there is some sign of a slight recovery, recent reallocations have reduced the state park share.
- The state park system is not alone in its search for a **reliable, feasible way to fund outdoor recreation services.** Recreation investment does not typically grab the spotlight when compared to education, health, transportation, and other leading state issues, though it plays a role in amplifying these and other priorities.

- Together with policy leadership from the newly-minted Office of Outdoor Recreation, the agency will need to **bring together Oregon’s most dedicated** civic and private sector leaders to address these questions.
- In the meantime, tens of millions of dollars have been spent on programs added to the agency list of responsibilities since 1998, when voters first approved Lottery funding for state parks. Although there is no way to undo that spending, it is possible for this and

future legislatures to **prevent future reductions** in funding for state parks.

- The department can succeed and provide better service while controlling costs, but only if it is permitted to maintain a disciplined **focus on its mission**, rather than being handed new responsibilities or mandates. The mission: protect special places, provide great experiences, take the long view.

Oregon’s state park and heritage resources deliver stunningly valuable services. They are strong ... **today**.

Before these systems become unsustainable, and as the state park centennial approaches, we have a **window of opportunity** to find stable funding that secures their future.

8. Packages

Essential Packages	General	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	2,566	3,037	3,105		8,708
021: Phase In	4,101				4,101
031: Standard Inflation	1,053	19,607	20,590		41,250
Director’s Office Policy Packages					
092: Statewide AG Adjustment		(4,670)	(4,904)		(9,574)
105: Improve Visitor Experience		243,900	256,100		500,000

I. Reduction Options

The Oregon Parks and Recreation Department modified current service level budget includes \$107,316,438 Parks and Natural Resource Funds (Lottery), \$2,374,100 Lottery Funds, \$98,722,769 Other Funds, and \$10,294,950 Federal Funds. Major business activities supported by these funds are: Operations, Facility Investment Program, Grant Programs, Heritage and Community Programs, and Administration. These activities include: 1) Legislatively established parks and recreation programs, including Historic and Cultural preservation, Scenic Waterways, Willamette Greenway, Ocean Shores, Recreational Trails and; 2) essential operating services including personnel, payroll, accounting, reporting, budgeting, information services, publicity and publications, purchasing, fleet, property management and operation of the state park system. The department’s operating budget is 72.24% of the total current service level budget. The remainder is a combination of pass-through funds to local governments, non-profit groups, and other government entities; acquisition, development and facility investment funds; debt service costs; and charges from other state agencies. The proposed reductions options are as follows, by priority and fund type:

Rank and activity	Description	Amount/ Fund Type	Comments
1. Remove standard inflation.	Eliminates the standard inflation of 3.8% (4.2% on Professional Services) granted during the budget building process.	\$1,653,301 LF \$1,851,167 OF \$ 337,308 FF \$ 1,995 GF	Costs to operate the park system will continue to rise and the impact will reduce the services available to visitors. May impact KPM #6 Customer Satisfaction
2. Reduce small grant limitation.	Agency will not seek small, one time grants that are Other or Federal funds for projects throughout the Department.	\$2,382,549 OF \$ 692,187 FF	This will hinder efforts to complete projects and park development by reducing total funds available. Will defer costs of necessary projects to future biennia.
3. Reduce Acquisition program.	Reduces funding available to the Department for the purchase of property.	\$555,500 LF	This reduction may impede the Department’s efforts to acquire additional recreational opportunities and require the Department to forgo opportunities to meet current and future needs, to protect significant resources, scenic and historic areas when they become available. Impacts KPM #4 Property Acquisition.

Rank and activity	Description	Amount/ Fund Type	Comments
4. Across the board 6.774% reductions in the Director's Office, Central Services and Direct Services. Additional reduction to Office of Outdoor Recreation to meet targeted 10% reduction.	Take an across the board reduction in General, Other and Lottery Funds impacting primarily services and supplies where possible.	\$4,335,388 LF \$4,570,747 OF \$ 25,363 GF	Programs funded with Other and Lottery funds include all field operations, reservation and information services, public information services (brochures, maps etc). A reduction to these programs will reduce customer service. Would reduce maintenance and cleaning of park facilities, provision of information to potential park visitors, and marketing efforts. Could result in loss of revenue to the Department. Impacts KPM #6 Customer Satisfaction.
5. Across the board 6% reductions in the Heritage programs and grants, Grant Administration and the ATV program, trust and dedicated accounts.	Take an across the board reduction in Other and Lottery Funds impacting primarily services/supplies where possible and grant awards where necessary.	\$ 87,455 LF \$1,067,814 OF	Programs funded with these Other and Lottery funds includes the staff and programs that work with communities related to historic preservation and provide associated grants; bicycle recreation, scenic waterways and other grant administration functions.
6. Reduce facilities construction and maintenance program.	Reduce funding available to the Department for maintenance, repair and enhancement of park properties.	\$4,100,000 LF	This program's purpose is to complete major maintenance, preventive maintenance and repairs to park facilities. The program also includes enhancements and upgrades that coincide with major maintenance and repairs. Program reductions will hinder the agency's efforts to reduce deferred maintenance projects This action will not result in any long term savings. Delays in maintenance could actually result in higher overall costs. Impacts KPM #5 Facilities Backlog.

J. Reviewing Major Budget and Legislative Issues

Except for the salary of one position in the Office of Outdoor Recreation, **this agency is not supported by the general fund.**

The state park system centennial in 2022 is going to be **fun**. This budget includes facility investments, outreach, and service improvements to **get us ready.**

Proposed legislation addresses ATV safety, tax incentives for heritage protection, and state park forest health management. **Summaries are found in Appendix 7.**

The budget includes funds to train staff on inclusion and **reach out to traditionally under-served communities.**

Key outcomes for 2019-2021 include rebidding the central reservation system contract, beginning the process to qualify for top accreditation by the Commission for Accreditation of Park and Recreation Agencies, and **significant increases in facility maintenance.**

Now, while the parks and heritage systems are strong, is an excellent time to corral public and private sector leaders to brainstorm ways to make both services financially and socially sustainable so they deliver benefits to Oregonians in perpetuity.

Appendix 1: Audit Results

Statewide Audit of Selected Financial Accounts for the Year Ended June 30, 2017

The audit was conducted to determine that selected accounts were presented fairly in accordance with generally accepted accounting principles in relation to the statewide financial statements. This report was issued January 10, 2018.

Audit Results:

The Audits Division did not identify any deficiencies that they consider to be material weaknesses.

Statewide Audit of Selected Financial Accounts for the Year Ended June 30, 2016

The audit was conducted to determine that selected accounts were presented fairly in accordance with generally accepted accounting principles in relation to the statewide financial statements. This report was issued February 14, 2017.

Audit Results:

The Audits Division did not identify any deficiencies that they consider to be material weaknesses.

Statewide Audit of Selected Financial Accounts for the Year Ended June 30, 2015

The audit was conducted to determine that selected accounts were presented fairly in accordance with generally accepted accounting principles in relation to the statewide financial statements. This report was issued January 22, 2016.

Audit Results:

It was determined the department had significant deficiencies in internal control in the following: Transaction Entry and Review Procedures Need Improvement.

The Audits Division Recommends:

Management should revisit state accounting policies related to recording transactions and ensure the transaction review process includes examination of proper coding and effective dates.

Agency Response:

OPRD agrees with the recommendation and appreciates the audit team bringing to our attention an opportunity to strengthen our internal controls. Management will revisit the state accounting policies related to recording transactions and ensure the transaction review process includes examination of proper coding and effective dates. We will work to document review procedures and then ensure review processes are followed.

Appendix 2: Vacancies as of 12/31/2018

Vacant Position Number	Appt Type (P) ermanent (S) easonal	Reason Narrative	Months Vacant
4701122	P	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4712002	S	Seasonal Position - to be filled this coming season	7-11
4712080	S	Seasonal Position - to be filled this coming season	7-11
4722076	S	Seasonal Position - to be filled this coming season	7-11
4741004	P	Position has been offered and accepted. Start date 3/1/19.	7-11
4742042	S	Seasonal Position - to be filled this coming season	7-11
4742094	S	Seasonal Position - to be filled this coming season	7-11
4711194	P	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4711197	P	Abolished in finance plan approved and keyed to PICS 1-4-19.	7-11
4712120	S	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4712122	S	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4712124	S	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4712126	S	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4712134	S	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4712136	S	Abolished in finance plan approved and keyed to PICS 1-4-19.	12+
4771020	P	Evaluating the impact of new procurement law to determine impact on position; plan to fill in 2019.	12+
4771103	P	Abolished in finance plan approved and keyed to PICS 1-4-19.	7-11

Appendix 3: Performance Measures

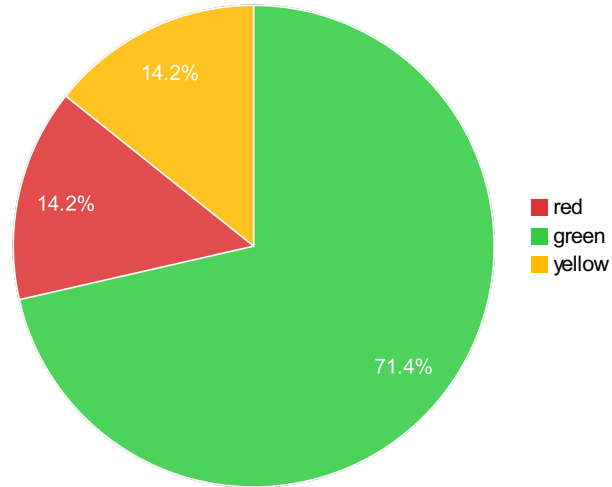
Parks and Recreation Department

Annual Performance Progress Report

Reporting Year 2017

Published: 9/28/2017 11:04:03 AM

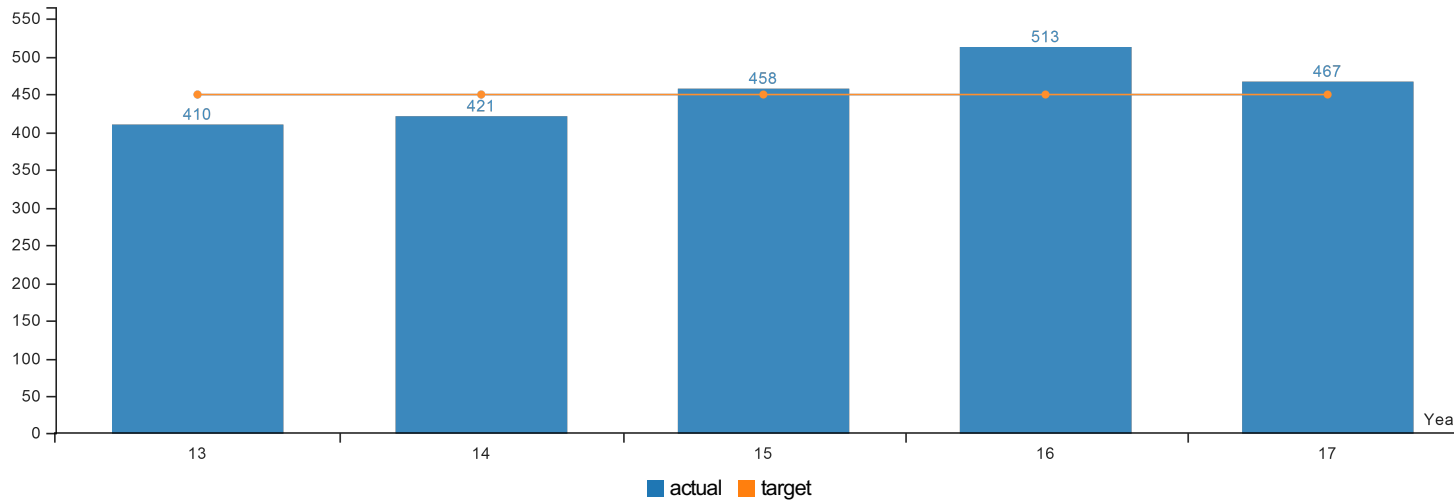
KPM #	Approved Key Performance Measures (KPMs)
1	PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.
2	HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program
3	Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program
4	PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
5	FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.
6	CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
7	COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	71.43%	14.29%	14.29%

KPM #1	PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2013	2014	2015	2016	2017
Visitors Per Acre of Oregon Parks and Recreation Department Property					
Actual	410	421	458	513	467
Target	450	450	450	450	450

How Are We Doing

FY 2017 results are 467 visitors per acre which is a 9.0% decrease from 513 visitors per acre in FY 2016, and is above the target of 450 per acre. The main contributing factor to this decrease is increased property acquisition (denominator) along with a slight decrease in visitation (numerator). The Department has continued to increase park acreage in order to best serve an increasing population while maintaining a quality visitor experience. The total visitation in FY 2017 was 52.8 million, a 6% decrease from FY 2016.

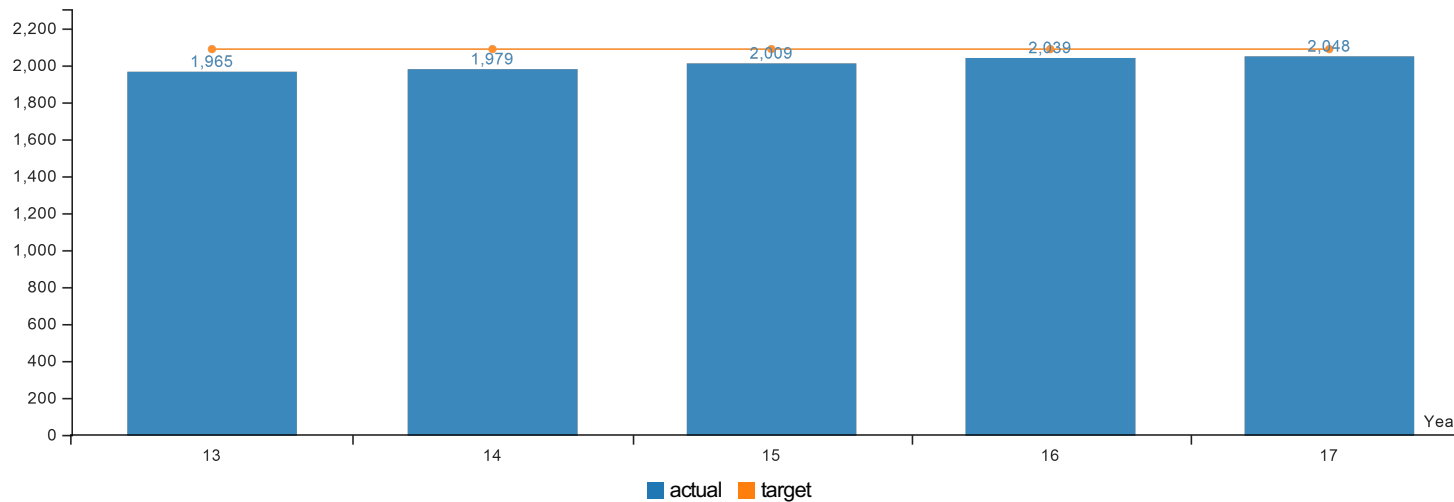
Factors Affecting Results

Factors affecting the numerator (visitor attendance) include weather, economic conditions, perceived attractiveness of the recreational offering, and park closures (e.g., due to construction, etc.).

Factors affecting the denominator (acreage) include availability of land for acquisition (e.g., willing sellers) and availability of funds for purchase.

KPM #2	HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Number of Properties, Sites, or Districts That Benefit From an OPRD-Managed Heritage Program					
Actual	1,965	1,979	2,009	2,039	2,048
Target	2,087	2,087	2,087	2,087	2,087

How Are We Doing

Oregon continues to perform well when compared against neighboring western states, listing more properties in the National Register than either Idaho or Nevada, and a comparable number of properties to Washington, a more populous state. Priorities for the Division continue to be the identification and designation of historic resources, with a focus on ensuring geographic and cultural diversity.

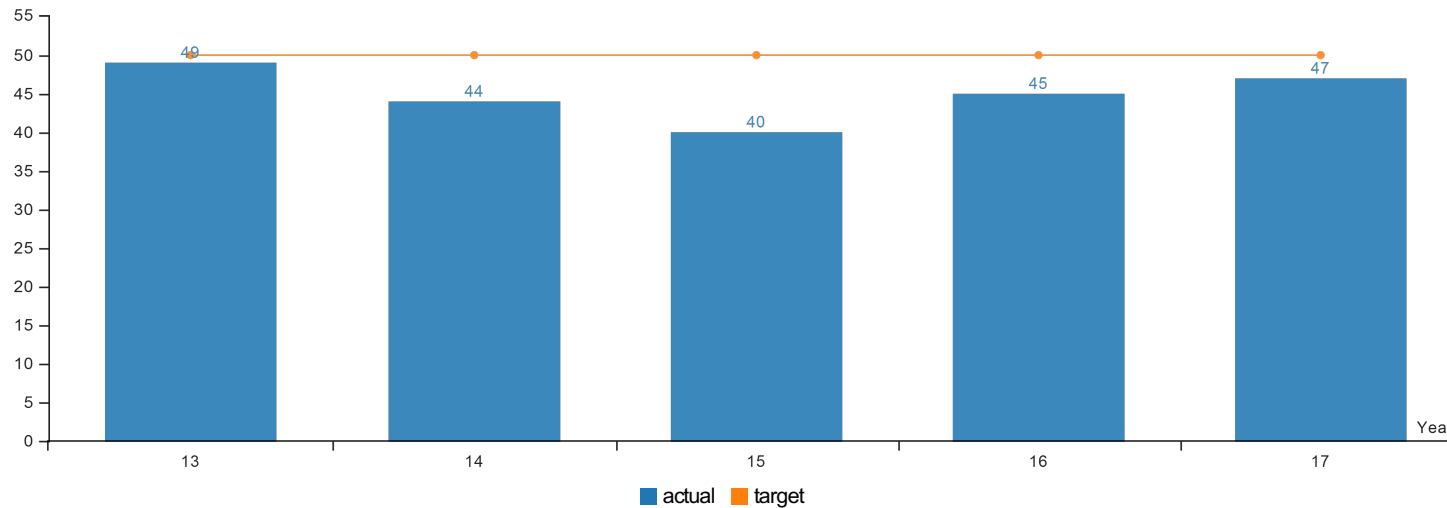
Factors Affecting Results

The overall numbers of new designations is relatively steady in comparative states for the last year, with the notable exception of Idaho, which listed a single property in 2016 and 7 in 2017. In Oregon, fewer nominations have been proposed by federal and local agencies over the last two years, which is typically a major driver for the program. Due to a vacant staff position in the National Register program, it is expected that the total number of nominations will not significantly increase in 2018.

The Heritage Division will fill the currently vacant staff position by the end of 2017, and expects to grow the total number of nominations completed by the office beginning in early 2018. Many of these projects will not be completed until after July 2018. The office will focus efforts on reaching out to local government and federal agency partners to encourage new nomination efforts. In addition, new initiatives are aimed at increasing the relevance of our programs to non-traditional customers and underrepresented populations through targeted outreach.

KPM #3	Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Percent of Oregon communities that benefit from an OPRD-managed grant program					
Actual	49%	44%	40%	45%	47%
Target	50%	50%	50%	50%	50%

How Are We Doing

FY 2017 results include an unduplicated count of the number of communities that were awarded Department grants for FY 2016 and FY 2017. Results show that 47% of Oregon communities (130 of 277) have benefited from an OPRD-managed grant program over this time period. This year's percentage is higher than the 45% reported last year.

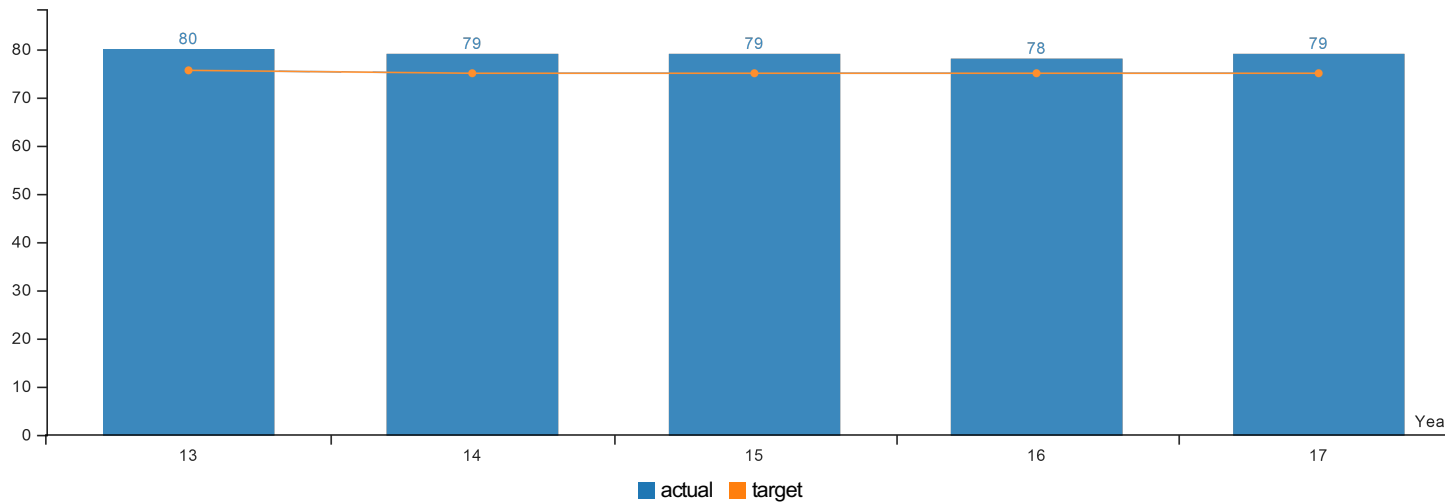
Grant projects typically take more than one fiscal year to complete, especially under grant programs that have only one round of grant awards per biennium. Therefore the "benefit" to grantee communities is not just a single year. Counting two fiscal years of grants - the most recently completed year and the previous year - provides a more accurate measurement of the extent to which the Department's grant programs reach communities throughout the state. It also provides more consistent data from year to year by moderating the "peaks"; of grant awards in the first year of a biennium and the "valleys" of second-year awards.

Factors Affecting Results

Availability of grant funding, grant program requirements for local match and other local commitments, maximum allowable grant award amounts, number of grant applicants and geographic distribution of grant applicants are the factors that affect results.

KPM #4	PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Park Lands and Waters Acquired by OPRD as a Percentage of Total Goal					
Actual	80%	79%	79%	78%	79%
Target	75.60%	75%	75%	75%	75%

How Are We Doing

Targets for this measure indicate the desire of moving towards a total goal of approximately 35 acres per 1,000 population. The data are measured and reported by Fiscal Year. The information assists the Department in making decisions about future expansion of the system as park areas reach capacity, and keeping the balance between recreation opportunities and natural resource protection.

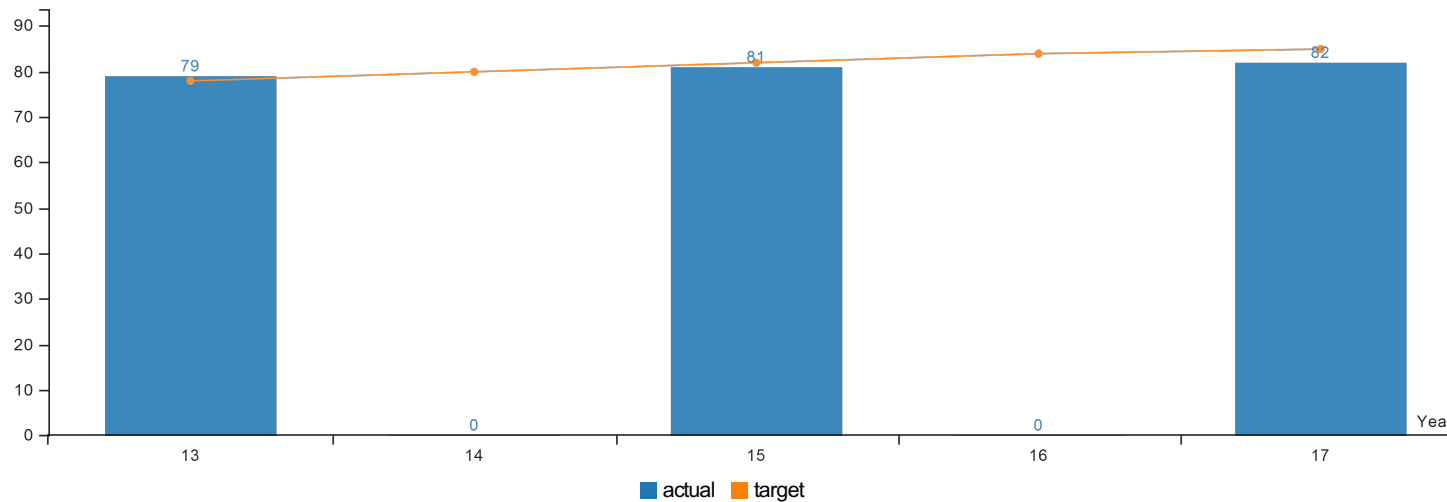
FY 2017 results indicate that the agency was at 79% of the total goal, and above the target of 75%. Results increased slightly from last year since park acreage was acquired faster than the rate that Oregon's population increased.

Factors Affecting Results

Oregon's population has been increasing at a higher rate than many states, thus impacting the denominator in calculating results. Acquisition is affected by the availability of land meeting agency criteria, the availability of adequate funds for purchase, and real estate prices.

KPM #5	FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Percent Reduction in Facilities Backlog					
Actual	79%	No Data	81%	No Data	82%
Target	78%	80%	82%	84%	85%

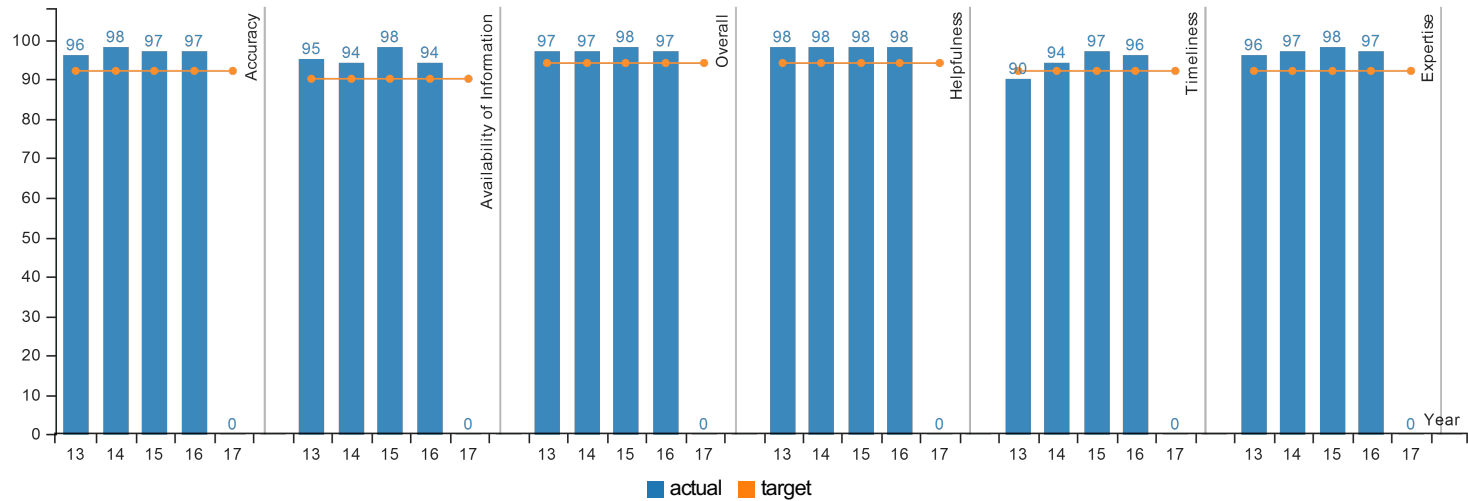
How Are We Doing

While data is tracked continuously, it is reported biennially, with FY 2017 being the most recent reporting period. FY 2017 data shows that progress continues to be made in reducing the maintenance backlog. Efforts are continuing to re-assess additional maintenance backlog and deferred maintenance that has accrued since 1999.

Factors Affecting Results

The Park Construction Priorities are funded each biennium from the Parks and Natural Resources Fund. Investments are made in two areas: 1) major maintenance to reduce backlogged repairs and deferred maintenance, including improvements in efficiency and sustainability; and 2) enhancements to meet future needs. The backlog reduction could be impacted by decisions to increase or decrease the focus of resources on the enhancement projects. The Department continues an emphasis on buying down of the original backlog. Emergent maintenance issues arise that compete for funding.

KPM #6 CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
 Data Collection Period: Jul 01 - Jun 30



Report Year	2013	2014	2015	2016	2017
Accuracy					
Actual	96%	98%	97%	97%	No Data
Target	92%	92%	92%	92%	92%
Availability of Information					
Actual	95%	94%	98%	94%	No Data
Target	90%	90%	90%	90%	90%
Overall					
Actual	97%	97%	98%	97%	No Data
Target	94%	94%	94%	94%	94%
Helpfulness					
Actual	98%	98%	98%	98%	No Data
Target	94%	94%	94%	94%	94%
Timeliness					
Actual	90%	94%	97%	96%	No Data
Target	92%	92%	92%	92%	92%
Expertise					
Actual	96%	97%	98%	97%	No Data
Target	92%	92%	92%	92%	92%

How Are We Doing

OPRD is in the process of switching data sources from an automated phone survey to an web-based survey, and were unexpectedly unable to retrieve data from the obsolete system before it was deactivated. There will be a gap in the data until the new system starts producing results in March 2018.

Survey results have not varied by more than 3-4% since OPRD started gathering data. Therefore, FY 2016 data is likely representative of FY 2017 data.

FY 2016 Survey Results

Timeliness 96%

Accuracy 97%

Helpfulness 98%

Knowledge 97%

Availability 94%

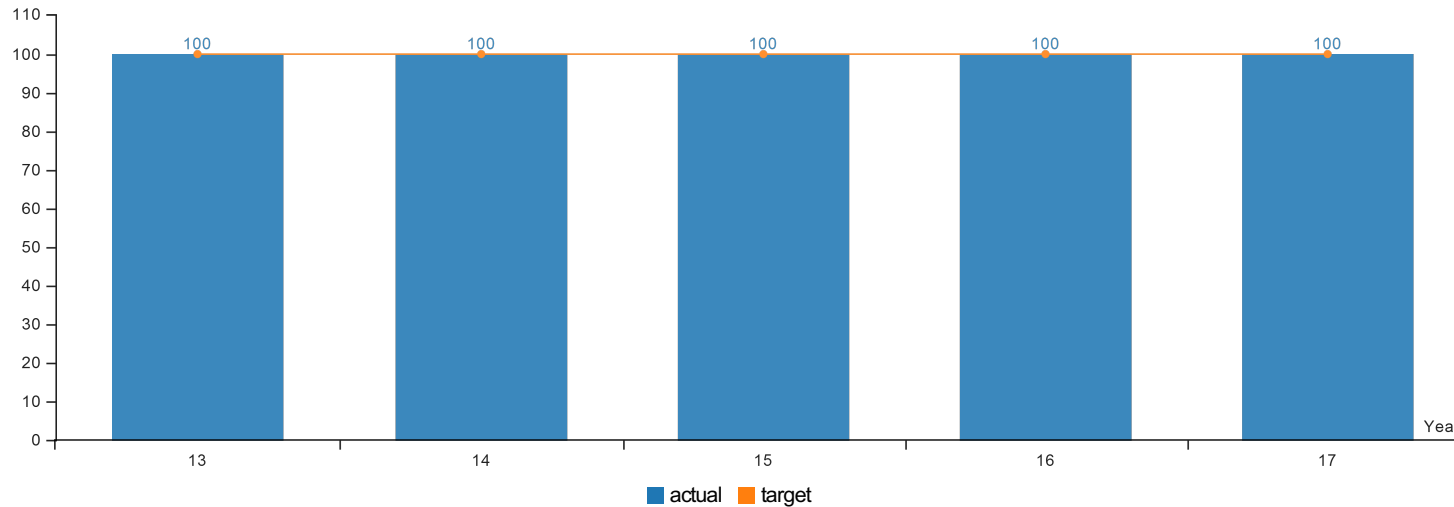
Overall 97%

Factors Affecting Results

Satisfaction dips when parks are crowded, even if the quality of service remains high.

KPM #7	COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2013	2014	2015	2016	2017
Percent of Commission Best Practices Met					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

This measure is required of all agencies by the Department of Administrative Services. A list of 15 mandated best practices include business processes, oversight duties, budgeting and financial planning, and training.

Annual self-evaluation by members of the Oregon State Parks and Recreation Commission where commissioners independently evaluate group performance, then collectively discuss their findings to produce a consensus report. The process for self-evaluation and discussion will be improved over time.

The first data was available in November, 2007. The most recent data applies to FY 2017.

Factors Affecting Results

Many measures are subjective, and require experienced Commissioners to develop reasoned answers. Newly-appointed Commissioners can affect the results.

Appendix 4: "Other Fund" Ending Balance form

Other Funds ending balances for the 2017-10 and 2019-21 biennia. All "Other Funds" are of the "Limited" type. Notes (#) are on the next page.

Program Area (SCR)	Treasury Fund #/Name	Category/Description	Statutory reference	2017-19 Ending Balance		2019-21 Ending Balance		% Change	Amount Change
				In LAB (4)	Revised(5)	In CSL	Revised		
100-10-00-00000 Director's Office	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.134 (Operating Cash)			256,100 (14)	256,100		
200-10-00-00000 Central Services (1)	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.134 (Operating Cash)	16,304,479	32,868,723 (6)	17,071,395	17,071,395	101.59%	16,564,244
400-10-00-00000 Direct Services (2)	6340000650 State Parks and Recreation Department Fund	Trust Fund	ORS 390.153 (Trust and Dedicated Funds)	6,075,749	9,802,494 (7)	10,428,442	10,428,442	61.34%	3,726,745
300-10-00-00000 Park Development	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.134 (Operating Cash)	1,269 (8)		14,250,000 (15)	14,250,000	-100.00%	(1,269)
400-10-00-00000 Direct Services (2)	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.848 (Deschutes Boater)	693,187	385,829 (9)	472,360	472,360	-44.34%	(307,358)
400-10-00-00000 Direct Services (2)	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.134 (Operating Cash)			659,726 (16)	659,726		
500-10-00-00000 Comm Supp/Grants (3)	6340000650 State Parks and Recreation Department Fund	Operations	ORS 358.480/690 (Ore Prop Mgmt Acct)	435,070	237,098 (10)	146,084	146,084	-45.50%	(197,972)
500-10-00-00000 Comm Supp/Grants (3)	6340001553 State Parks and Recreation Department Fund	Grant Funds	ORS 390.262/264 Main Street Grant Program		5,183,505 (11)	5,183,505	5,183,505		5,183,505
500-10-00-00000 Comm Supp/Grants (3)	6340000650 State Parks and Recreation Department Fund	Grant Funds	ORS 390.555/560 (ATV)	5,388,630	7,930,280 (12)	8,260,097	8,260,097	47.17%	2,541,650
500-10-00-00000 Comm Supp/Grants (3)	6340000650 State Parks and Recreation Department Fund	Grant Funds	ORS 390.134 (RV County Opportunity)	107,507	1,177,336 (13)	1,240,228	1,240,228	995.12%	1,069,829

Notes:

- (1) Ending balances in the Central Services SCR is the overall operating cash and other reserves for the entire Department.
- (2) Ending balances in the Direct Services SCR are for the Deschutes Boater Pass program plus Trust and Dedicated Fund balances.
- (3) Ending balances in the Community Support and Grants SCR are for the ATV program, Oregon Property Management Account (OPMA), Main Street Grants and RV County Opportunity Grants.
- (4) LAB column ties to ORBITS reports after the September 2018 Emergency Board.
- (5) 2017-19 Revised numbers are based in actuals reported thru September 2018.
- (6) Operating Cash - in the Central Services SCR is up \$16,564,244. There are several reasons for the increase: \$6.9M of unanticipated cash was carried over from the 2015-17 biennium due to prudently spending (\$1.6M) and reserves held for 2015-17 in case of need (\$5.3M). In 2017-19, Park User Fees are up \$7.8M, and interest income is up \$1.8M.
- (7) Trust and Dedicated Funds - in the Direct Services SCR is up \$3,726,745 primarily due to unanticipated cash from the previous biennium. The camping season enjoyed good weather and there was increased activity in park business accounts.
- (8) Operating Cash - in the Park Development SCR is up \$1,269 and should be zero as it is in the "revised" column. This balance is caused by a miscalculation in Budget when allocating revenue related to the distribution of the salary pot.
- (9) Deschutes Boater Pass in Direct Services SCR is down \$307,358 from the ORBITS ending balance. OPRD carried over \$307K less than anticipated from the previous biennium. This is the result of completing a number of necessary maintenance projects since time, cash and limitation were available.
- (10) OPMA - in Community Support and Grants SCR is down \$197,972 from the ORBITS ending balance. OPRD carried over \$193K less than anticipated from the previous biennium. This is the result of faster than anticipated grant payments.
- (11) Main Street Grants - in the Community Support and Grants SCR is reflecting a balance of \$5,183,505. The 2017-19 biennium assumed that all the funds would be spent in 2017-19. With the bond sale in the spring of 2019, grant won't be awarded, work complete and payments made by the end of the biennium.
- (12) ATV Fund - in the Community Support and Grants SCR is up \$2,541,650 from the ORBITS ending balance. OPRD carried over \$2,485,645 more in cash than anticipated from the previous biennium. This is the result of slightly higher than anticipated permit sales and higher unrefunded fuels tax transfers. Additional, savings were accumulated to maintain an appropriate ending cash balance.
- (13) RV County Opportunity Grants - in the Community Support and Grant SCR is up \$1,069,829 as a result of carrying forward \$444K more than anticipated from the previous biennium. In addition, \$625K was not awarded during until the 2018 cycle and is anticipated to be awarded in the 2019 cycle. These grant won't pay out until the 2019-21 biennium.
- (14) Director's Office: This structure would not normally have an ending balance. However, at CSL, it does because revenue needed to cover expenditures in policy packages are included in Base Budget. A portion of Pkg 105 is covered by Park User Fees reflected in the base and therefore in the ending balance at CSL.
- (15) Park Development: This structure would not normally have an ending balance. However, at CSL, it does because revenue needed to cover expenditures in policy packages are included in Base Budget. A portion of Pkg 104, Pkg 105, Pkg 105 and Pkg 107 are covered by Park User Fees reflected in the base and therefore in the ending balance at CSL.
- (16) Direct Services: This structure would not normally have an ending balance. However, at CSL, it does because revenue needed to cover expenditures in policy packages are included in Base Budget. A portion of Pkg 101, Pkg 102, Pkg 104 and Pkg 111 are covered by Park User Fees reflected in the base and therefore in the ending balance at CSL.

Appendix 5: Span of Control report



PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

In accordance with the requirements of ORS 291.227, Oregon Parks and Recreation Department (OPRD) presents this report to the Joint Ways and Means Committee regarding the agency's Proposed Maximum Supervisory Ratio for the 2019-2021 biennium.

Supervisory Ratio for the last quarter of 2017-2019 biennium

The agency actual supervisory ratio as of 8/17/18 is 1: 10

(Date) (Enter ratio from last Published DAS CHRO Supervisory Ratio)

The Agency actual supervisory ratio is calculated using the following calculation;

$$\underline{78} = \underline{74} + \underline{5} - (\underline{1})$$

(Total supervisors) (Employee in a supervisory role) (Vacancies that if filled would perform a supervisory role) (Agency head)

$$\underline{788} = \underline{700} + \underline{88}$$

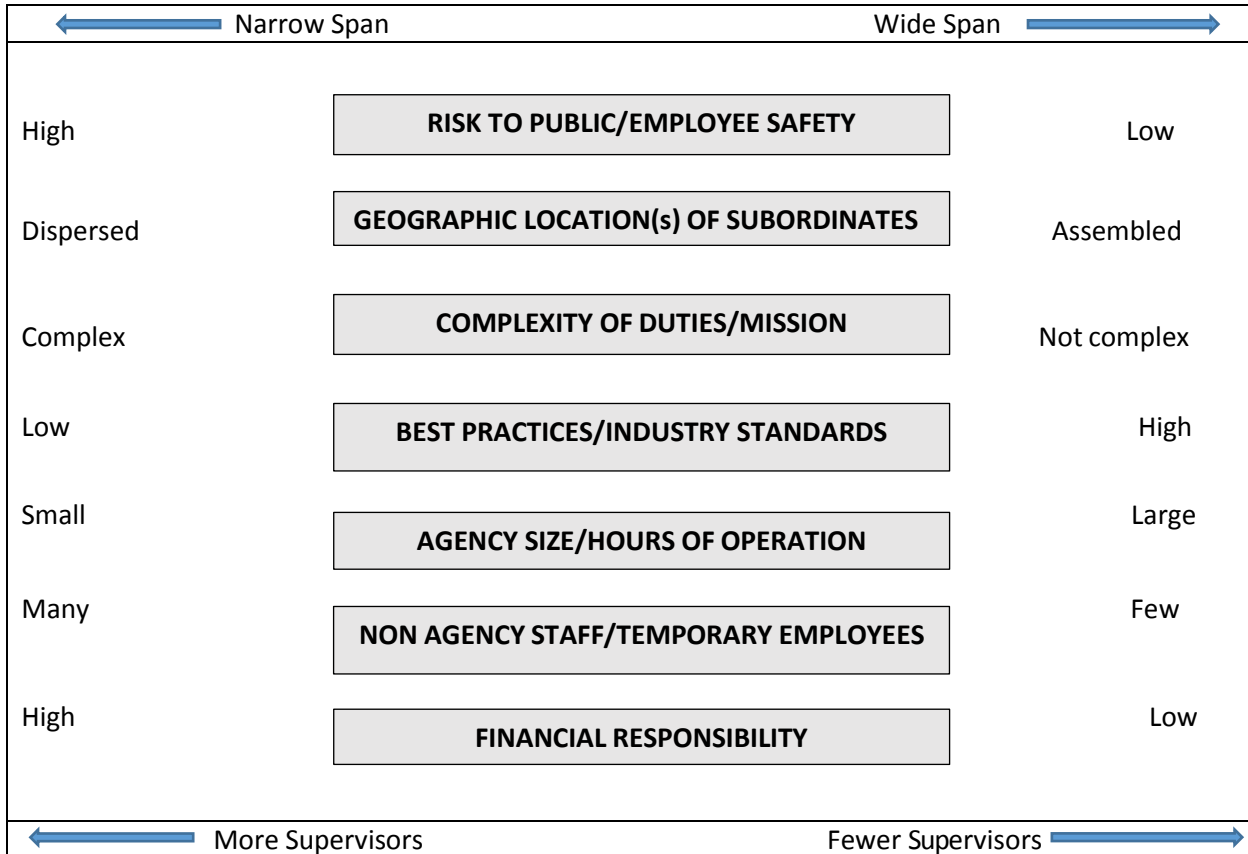
(Total non-supervisors) (Employee in a non-supervisory role) (Vacancies that if filled would perform a non-supervisory role)

The agency has a current actual supervisory ratio of-

$$1: \underline{10.1} = \underline{788} / \underline{78}$$

(Actual span of control) (Total non - Supervisors) (Total Supervisors) *Data from datamart as of 8/17/18

When determining an agency maximum supervisory ratio all agencies shall begin of a baseline supervisory ratio of 1:11, and based upon some or all of the following factors may adjust the ratio up or down to fit the needs of the agency.



Ratio Adjustment Factors

Is safety of the public or of State employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates state parks, both day use and overnight campgrounds, across the state of Oregon. Having an appropriate amount of staff available in the park is necessary for the safety of both visitors and staff. Overnight campgrounds require staffing 24 hours per day, 7 days per week. Management should be available both evenings and weekends.

OPRD has had increasing visitation over the last several years. Day Use visits were 42.2M in state FY 2013, 43.2M in FY 2014, 47.6M in FY 2015, 50M in FY 2016 and 50.2M in FY 2017. On average, 62% of those visits occur during the prime summer season (May through September). Camper nights (ie overnight stays in a campground), were 2.4M in FY 2013, 2.5M in FY 2014, 2.6M in FY 2015, 2.7M in FY 2016 and 2.7M in FY 2017. On average, 78.5% of those camper nights occur during the prime summer season.

This increases the need for supervisors.

Is geographical location of the agency's employees a factor to be considered in determining the agency maximum supervisory ratio? ratio?
Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates state parks, both day use and overnight campgrounds, across the state of Oregon. Staff report to a number of locations that are grouped into Management Units. A manager may have many miles to travel to check in with staff at dispersed locations.

Day Use visits were 42.2M in state FY 2013, 43.2M in FY 2014, 47.6M in FY 2015, 50M in FY 2016 and 50.2M in FY 2017. On average, 62% of those visits occur during the prime summer season (May through September). Camper nights (ie overnight stays in a campground), were 2.4M in FY 2013, 2.5M in FY 2014, 2.6M in FY 2015, 2.7M in FY 2016 and 2.7M in FY 2017. On average, 78.5% of those camper nights occur during the prime summer season.

This increases the need for supervisors.

Is the complexity of the agency's duties a factor to be considered in determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Are there industry best practices and standards that should be a factor when determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Is size and hours of operation of the agency a factor to be considered in determining the agency maximum supervisory ratio?
Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates the state park system including both day use and overnight campgrounds. Overnight campgrounds require staffing 24 hours per day, 7 days per week. Management should be available both evenings and weekends.

Day Use visits were 42.2M in state FY 2013, 43.2M in FY 2014, 47.6M in FY 2015, 50M in FY 2016 and 50.2M in FY 2017. On average, 62% of those visits occur during the prime summer season (May through September). Camper nights (ie overnight stays in a campground), were 2.4M in FY 2013, 2.5M in FY 2014, 2.6M in FY 2015, 2.7M in FY 2016 and 2.7M in FY 2017. On average, 78.5% of those camper nights occur during the prime summer season.

During the busy summer season and on weekends in the spring and fall, OPRD campgrounds can be as large as some small cities.

This increases the need for supervisors.

Are there unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees a factor to be considered in determining the agency maximum supervisory ratio? Yes

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

OPRD operates state parks, both day use and overnight campgrounds, across the state of Oregon. During the prime outdoor season in Oregon (May through September), OPRD brings on seasonal staff assist in operating day use parks and overnight campgrounds. The Department has 417 permanent seasonal positions .

OPRD uses inmate work crews, youth crews, and volunteers in the park system. Volunteers play an important role in the visitor experience in state park from interpretive programs to selling firewood/ice to assisting with cleaning and maintenance.

OPRD has volunteers that come in for a specific project (as an individual or a group) and those that come in to "host" for a month or more. For the period of July 2016 through June 2018, OPRD had 7,498 volunteers give 926,008 hours to the park system. Assuming that 4,160 hours is a full time employee, this represents 222.60 FTE. During this same timeframe, there are 585 volunteer assignment records in our system that have no hours associated with them yet.

This increases the need for supervisors.

Is the financial scope and responsibility of the agency a factor to be considered in determining the agency maximum supervisory ratio? No

Explain how and why this factor impacts the agency maximum supervisory ratio upwards or downward from 1:11-

Based upon the described factors above the agency proposes a Maximum Supervisory Ratio of 1: 8.

Unions Requiring Notification: SEIU, AEE

Date unions notified: October 16, 2017

Submitted by: Lisa Sumption, Director

Date: _____

Signature Line  _____

Date 12/19/18

Signature Line _____

Date _____

Signature Line _____

Date _____

Signature Line _____

Date _____

Appendix 6: Technology projects

OSCIO IT Investment form



IT Investment Name:	Reservation System Upgrade	Date:	01/03/19
Agency:	Parks and Recreation Dept	Division:	Agency
Agency Contact:	Frank Smith	Phone Number:	503-947-0506
Approving Business Owner:	Daniel Killam	Phone Number:	503-986-0772
Approving Technology Mgr.:	Bob DeVyldere	Phone Number:	503-986-0779

Approving Business Owner Date

Approving Technology Manager Date

Information Technology Investment Type(s):

- New Investment Renew/Life Cycle Replacement Other:

Information Technology Investment Description (What is being proposed and why):

The reservation system is the single most important technology investment at OPRD. The system is the largest contract in terms of revenue dollar value and is the backbone of the agency's entire reservation function. The system processed over 400,000 nightly reservations in 2017. OPRD also uses the system in the park registration booths to collect from walk-in customers. In FY2017 camping revenue totaled over \$22 million. In order to make the best decision for our customers and stakeholders in both the immediate and the long-term future, OPRD seeks to analyze alternatives to replace the current reservation system. Our goal is to implement a system that can be quickly adapted to respond to market changes, more efficiently help us manage camping and day-use programs throughout the state, and allow us to better manage our relationships with existing customers and attract new ones.

OPRD has used the existing reservation system since 1996. Although the product has evolved over time, it does not now fully address our needs and is inefficient. Its limitations are significant, and impede OPRD's ability to operate efficiently:

- No support for OPRD's business rules and process improvements, which caused us to create expensive work-arounds and manual processes to meet operational needs;
- Fragmented customer experience, which leads to frustration, multiple transactions and incomplete answers;
- Inability to easily answer basic performance questions due to data access restrictions and database structure;
- Inability to quickly respond to operational changes, including revenue-generating ones; and
- Limited training capabilities for field staff, which increases OPRD's training costs and has resulted in poor customer service and financial inaccuracies.

A new system is expected to serve OPRD's needs for at least 10 years. Our goal is to implement a system that can be quickly adapted to respond to market changes and will more efficiently help us manage camping and day-use programs throughout the state. Specifically, the solution must meet the following requirements:

1. Allow the agency to react quickly to changing business demands
2. Support business rules and identified operation efficiencies

OSCIO IT Investment form

3. Function seamlessly across all sales channels (web, phone and field locations)
4. Integrate effectively with the state accounting system and OPRD programs and systems
5. Provide a customer friendly interface that translates easily across devices
6. Store customer and financial data securely
7. Make data available in a format that lends itself easily to comprehensive analysis to inform business decisions

In 2017, OPRD began preparing for the replacement of the current reservation system by conducting market research, inviting interested vendors to informally showcase their systems. In 2018, a request for information (RFI) was issued for the project. The vendor presentations and RFI results showed a dramatic change in the reservation market. Not only are there many qualified providers available to provide services, there is potential for significant savings, and increased functionality. Reservation fees were generally quoted at lower levels than what OPRD currently pays. It is clear that OPRD has much to gain by exploring the full range of options in a robust market, rather than extending the current contract.

This business case compares three alternatives for OPRD's reservation system: status quo, new software purchase, and custom solution.

At this stage in the project implementation, it is recommended that OPRD submit a Request for Proposals (RFP). The RFP will allow OPRD to learn which vendors are capable of delivering a reservation system that meets the agency's short- and long-term needs. This process should yield a solution that provides OPRD with an improved and more affordable reservation system.

	Yes	No
1) Is the investment a project?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2) Will the investment have a Project Manager?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3) Will the investment include other agencies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4) Will the investment include Information Asset Classification Level 3 or 4 data? (see DAS Policy 107-004-050)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5) Will the investment be for Cloud Services (as defined in Policy #107-004-150)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

OSCIO IT Investment form

IT Investment Estimated Cost Summary

Hardware:	0	Software:	2,000,000
Services/Maintenance (projected over five years):	10,000,000	Personnel (Project):	1,500,000
Source of Funding:	Other Funds	Deadline for fund use:	N/A
Anticipated Start Date:	01/02/2019	Anticipated End Date:	05/30/2021
		TOTAL:	13,500,000

Appendix 7 Agency bills

Heritage Commemorations

The Oregon Heritage Commission is directed to coordinate “statewide anniversary celebrations.” To be more inclusive in recognizing the impact of important historical events on all Oregonians, and to expand the types of events that can be recognized, HB 2081 changes the Heritage Commission direction to coordinating statewide anniversary “commemorations.”

Sharing Oregon Stories, Commemorating Our Past



Photo courtesy of Reflections Photography



Consistent with the Oregon Heritage Plan, statewide anniversary celebrations educate the public about historic events, communicate the value of heritage across the state, and strengthen heritage tourism. This designation signifies official state recognition, which organizations find helpful in leveraging additional participation, collaborative partnerships, funding, and outreach. Moving from designating “celebrations” to “commemorations” creates valuable educational opportunities to increase our understanding of Oregon’s past.

Heritage Commission declared celebrations have included: Historic Columbia River Highway Centennial, Centennial of Birth of William Stafford, Centennial of Women's Suffrage in Oregon, Pendleton Round-Up Centennial, Oregon Statehood Sesquicentennial, Treaty With Tribes of Middle Oregon Sesquicentennial, Walla Walla Treaty Council of 1855, Lewis and Clark Expedition Bicentennial. Future Heritage Commission declared “commemorations” could include: anniversaries of Japanese Internment, anniversaries of the Oregon Trail, and Civil War related anniversaries.

Oregon Parks and Recreation Department
 Katie Gauthier
 503-947-8625, katie.gauthier@oregon.gov



ATV Safety Education

Right now, safety education cards are required for some types of ATVs and not for others. Safety concerns are rising as ATV sales have increased and more riders are flocking to the sand dunes. To increase safety and decrease confusion, HB 2082 proposes safety education cards be required for all ATV riders on public lands.

A Trained Rider is a Safer Rider



ATV Safety Education Cards are currently required for Class I (four-wheelers) and Class III (dirt bikes) operators of all ages and Class IV (side-by-side) operators under the age of 16. Currently, Class II (Jeeps, Trucks, and Sand-rails) and Class IV operators age 16 or over only need a state issued driver's license to operate off-road. HB 2082 would create uniformity and a level playing field by requiring all operators to have an ATV Safety Education Card.

Class II and Class IV operators that have a state issued driver's license have a basic understanding of on-road operation but that doesn't translate into understanding of off-road operation. There are specific laws, rules, environmental and safety concerns that directly affect off-road operation. Class IV ATV sales have been skyrocketing to a new segment of people who have no ATV experience. They do not know the rules or hazards associated with ATV use in the woods or dunes.

The safety education training is a free, easy to take, online course to help increase overall awareness of safety rules and promote safe riding practices for all ATV riders on public lands.

Oregon Parks and Recreation Department

Katie Gauthier
503-947-8625, katie.gauthier@oregon.gov



Bicycle/Pedestrian Grants

The Transportation package requires OPRD to reimburse ODOT up to \$4 million for bicycle and pedestrian grants from lottery funds.

HB 2083 would modify the requirement, allowing OPRD, ODOT and local government stakeholders to work together to ensure grant funds meet local bicycle and pedestrian transportation and recreation needs.

Keeping our Commitment to Local Communities



In HB 2017, the Transportation Package from 2017, OPRD was required to reimburse ODOT up to \$4 million for bicycle and pedestrian grants from lottery funds. Lottery funds within State Parks were dedicated by voter-approved, constitutional ballot measures beginning in 1998. A portion of this lottery funding is directed to fund grants for local governments for outdoor recreation projects including parks, bike paths and other facilities.

HB 2083 would enable ODOT, OPRD and recreation providers to clarify the process to ensure it complies with constitutional requirements of the lottery funding and address local stakeholder concerns. It would allow the agencies to work together to align the criteria and processes for bicycle and pedestrian grants to ensure applicants are not required to apply to two agencies for the same project.

Additionally, HB 2083 directs for the program to sunset in 2025 to allow for a review of the impact of this funding decision on bicycle/pedestrian and other outdoor recreation needs in communities across the state.

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Special Assessment of Historic Properties

The nation's first state-level historic preservation tax incentive, enacted in 1975, sunsets in 2020. Tax law and administrative changes over time have diminished the program's effectiveness, but it remains the only statewide preservation incentive available in Oregon. SB 48 extends the sunset until 2023, giving interested parties and stakeholders time to determine the best path forward for incentives that more effectively meet today's preservation needs statewide.

Before: Allen Building, Astoria



Financial incentives are important tools in encouraging the preservation of historic buildings. Oregon's special assessment program allows eligible commercial and residential properties to receive a special property tax assessment for ten years (with the option of a second 10-year term in some cases).

Program eligibility is limited to owners of historic properties listed in the

National Register of Historic Places with a preservation plan approved by the State Historic Preservation Office. Plans outline substantial rehabilitation projects to be completed during the ten-year period, with an emphasis on exterior improvements. Owners must invest ten-percent of the total real market value (RMV) of the property on approved projects within the first five years on the program. For most properties, this includes the RMV of both the building (improvements) and the land.

The program is most effective for commercial rehabilitation projects and in urban counties where up-front investment is not an obstacle. It is not widely used in rural counties or by lower-income owners, which means it is not achieving the statewide reach originally envisioned, and critically needed, for an inclusive approach to revitalizing Oregon's special places.

After: Allen Building, Astoria



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Timber Contracting

State Park forest restoration projects are subject to regulations that increase the cost and complexity of timber harvest operations, often leading to few or no private companies bidding on these projects.

SB 49 would add State Parks to the exemption created for Oregon Dept. of Forestry.

Preserve Healthy Forest Management Practices



Managing state park lands for the long term enjoyment and education of Oregonians is a critical part our mission. Good forest stewardship is key to managing our parks.

Last year, a forest restoration project did not happen because no contractors bid on the project. Our foresters were told by logging companies that the cost and complexity of following additional reporting requirements for this project made it not worth submitting a bid. Currently, if a forest road must be constructed (even temporarily) to access a timber project then the whole project falls under reporting requirements in public contracting statutes. Logging industry contractors are not set up for these requirements. ODF is exempt from this requirement, SB 49 would provide the same exemption to OPRD and help to ensure our forest restoration projects continue.

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Timber Appraisal Limits

Currently, State Parks must follow a competitive bid process for all timber harvests over \$15,000 in appraised value.

SB 50 increases the limit to \$25,000 in appraised value, matching the current requirements for Oregon Department of Forestry.

Flexibility, Government Efficiency & Small Business Jobs



Requiring a competitive bid process for low value timber projects hinders the department's ability to complete small forest restoration projects.

Often, logging companies interested in competitive bidding do not find small, low value projects economical. Increasing this cap will allow OPRD to hire small, local logging companies to work on restoration projects in their backyard.

OPRD strives to be a good neighbor to the land owners and communities that surround our parks, this added flexibility will help the department continue to manage our forests through good stewardship.

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Rejuvenate. Recreate. Rediscover.



100 years of state parks ... *coming in 2022.*