

**La Pine Park and Recreation District
Comprehensive Plan**

Adopted Summer 2005

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La Pine Public Library
La Pine Area Community Action Team
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Chapter One Executive Summary



Chapter 1 – Executive Summary

Introduction

The La Pine Park and Recreation District (“District”) was established in 1990 as a special service District under ORS – Chapter 198. It was created to provide park and recreation services to area residents. The first Board of Directors was elected at the time of formation, but a tax rate was not established or approved by voters to fund the District. Since the time of formation, the Board of Directors has forwarded three funding proposals, most recently in 1997. None of the funding measures were approved, significantly limiting the District’s ability to provide the facilities and services for which it was created.

The District covers 85 square miles, which includes the La Pine Unincorporated Community, residential development to the north of the unincorporated community and large holdings of Federal lands owned by Bureau of Land Management and the United States Forest Service that surround the residential development.

Purpose and Scope

In 2004 the District received a grant from the United States Forest Service to fund the creation of a 20-year Park and Recreation Comprehensive Plan with an emphasis on the District’s immediate needs and next five years. The purpose of the planning effort is to create a plan for the improvement and development of District operations and administration, park and recreation facilities and recreation programs.

The Comprehensive Plan focuses on the operation, planning and management of the District for the next five years. It contains an Annual Plan to guide the District towards its long term goals, a Five Year Action Plan, and Park and Facility Master Plan to guide the acquisition and development of proposed park and recreation facilities for the next twenty years.

By using this planning approach, the District can put in place the building blocks and organizational structure to support the implementation of a long-range park and facilities plan and the development of an extensive recreation program for the community. The organizational development steps outlined in the plans are important to assure the District can build a sustainable organization that can support the operation of park and recreation facilities and programs to meet the needs created by population growth in the District.

The planning process also provided an excellent opportunity to build community support and momentum for the District. A successful Comprehensive Plan requires community buy in and commitment to implement. Several methods were used during the planning process to engage citizens and gather their thoughts including the Citizen Advisory Committee, stakeholder interviews, a survey and two community meetings.

In order to meet the community’s current and future needs, the District Board of Directors, directed that the following guidelines be used to create the Comprehensive Plan:

- Analyze population forecasts and development patterns to identify current and future population, demographics and development patterns (i.e. how and where the community is going to grow.
- Identify the types of recreation facilities and programs that should be developed and/or expanded.

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- Identify and improve working relationships with other community partners and stakeholder groups.
- Establish long-range goals for the District including the further development of existing projects and programs.

The La Pine community expressed its desire to provide public park and recreation services by creating the District in 1990. As the area attracts more growth and works to establish funding sources for public facilities and services, the Comprehensive Plan will provide an important tool for identifying, coordinating and prioritizing services. The Comprehensive Plan also gives the community direction in developing future parks and making improvements to existing parks and recreation services.

Process and Methodology

The steps presented below were used to develop the Comprehensive Plan.

- Gathered and analyzed background information about the District and the community.
- Completed an inventory of existing park and recreation facilities and services.
- Reviewed federal, state and local planning documents for goals and policies that may affect the District.
- Analyzed standards and classifications of park and recreation services from national, state and similar size communities in Oregon to establish standards and classifications for District facilities and services.
- Conducted 2 community meetings to gather input.
- Conducted a community survey to gather input.
- Conducted 19 stakeholder interviews to gather input.
- Met with local, state and federal agencies that work with the District.
- Worked with a Citizens Advisory Committee throughout the planning process.
- Worked with and advised the District Board of Directors throughout the planning process.

Relationship to Other Plans

A number of related documents were reviewed regarding the District Comprehensive Plan's relationship to the existing planning and policies that may affect the community.

[Deschutes County Comprehensive Plan](#)

[2001 Oregon Statewide Outdoor Recreation Resource/Facility Inventory](#)

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BLM Upper Deschutes Resource Management Plan – Final Draft
South Deschutes County Regional Problem Solving Project documents
Bend La Pine School District Sites and Facilities 2000 Plan
Deschutes County Coordinated Population Forecast 2000 – 2025

These plans contain a wide range of programs, policies and plans that affect the District. The District Comprehensive Plan findings and recommendations draws from the information found in these documents and strives to support and build upon the important work that has been done by these agencies.

Plan Contents, Organization and Use

The Comprehensive Plan is intended to be a guide for District residents, the Board and staff in making decisions and guiding the development of future park and recreation services in the community. The Plan's implementation schedule covers a 20-year timeframe, with an emphasis on the first five years of the plan; fiscal years 2006- 2010, and particularly the first year of the plan, the 2005-2006 fiscal year.

The Plan should be used by the District to guide decisions about the acquisition of future park sites, development of future parks and recreation facilities, recreation programs and the improvement of existing parks, facilities and programs.

Plan Adoption and Implementation

The Comprehensive Plan is scheduled for review and consideration by the District Board in the spring of 2005. The goals, strategies and actions outlined in the 2005 – 2006 Annual Action Plan should be implemented immediately to ensure compliance with local budget law and to begin the necessary administrative and financial improvements recommended in this document.

Each winter/spring as the District prepares its annual plan and budget for the coming fiscal year, the Comprehensive Plan should be referred to for consistency and guidance. The five-year action plan is designed to be the basis of goals, strategies and actions for each annual plan and should be followed as closely as possible. The key to implementing the 5-year action plan is to move specific strategies and actions from the 5-year plan to the annual plan as funding and resources become available. Additionally, the 5-year plan should be updated annually, i.e., adding a year with programs and projects that are identified in the Park and Facility Master Plan. The initial 5-year action plan covers fiscal years 2006-2010 and with annual updates will be 2007-2011, 2008-2012, 2009-13, etc.

The Park and Facility Master Plan should guide the District's park acquisition, development and long-range strategy. Once the Board and community have had the opportunity to further discuss and debate the Park and Facility Master Plan, identify and secure long-term sustainable funding the timing for various projects can be better scheduled. Subsequently, every 10 years a major evaluation and update of the Comprehensive Plan should be conducted. This should be as thorough as the process utilized to develop the current plan, and should be scheduled with sufficient time, staff and budget resources as needed.

Summary of Recommendations

The recommendations, actions and strategies outlined in Chapter 3 of the Plan result from a team effort that included the Citizen Advisory Committee; the LPRD Board of Directors and extensive community input. They are based on the existing conditions in the District and the projected needs of the community. The plan recommendations should be reviewed and revised as needed on an annual basis. A major update should be conducted every 10 years.

Chapter 3 of the Comprehensive Plan describes in detail the recommendations, actions and strategies that should be implemented to accomplish five major goals for the District over the next 20 years. The 20 year goals have been arranged into an annual action plan and a 5 year action plan. The five goals in the Plan are:

1. **Create a sustainable organization and build organizational capacity.**
Develop the necessary business policies and processes (organizational infrastructure) and funding sources to support the accomplishment of the goals.
2. **Improve existing parks and facilities**
Existing parks and facilities need to be adequately planned and maintained to assure safety, access and expanded use by the community.
3. **Plan for future parks and facilities**
The acquisition of sites/property for future parks and facilities must be planned and implemented while land is available and in advance of future development within the District.
4. **Improve existing recreation programs**
Existing recreation programs need to be adequately planned and funded to assure safety, access and expanded use by the community.
5. **Plan for future recreation programs**
Innovative new programs and partnerships need to be developed to meet the growing needs of the community.

The recommendations in the Plan should be implemented based on the following schedule:

- The LPRD Board and Citizen Advisory Committee will review the final draft of the Plan on March 3, 2005.
- It is recommended that the Board adopt the Annual Plan component of the Comprehensive Plan following shortly after the March 3, 2005 meeting.
- The Annual Plan is written to guide the short-term, immediate steps that the District must take to prepare the 2005 – 2006 work plan and budget. Preparation for the 2005 – 2006 fiscal year must begin immediately, so that implementation of the plan can begin in July 2005.

Summary of Goal #1 Recommendations

Create a sustainable organization/Build organizational capacity.

- Four of the five board positions will be on the May 2005 ballot. Currently, two of the positions are vacant. It is anticipated that between two – four of the board members will change this spring based on the results of the election.
- Board members will need to receive the necessary training and orientation information to serve effectively in the coming year. A consultant should be hired to provide training as soon as the results of the election are known.

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- Throughout the plan there are many recommendations regarding the training and development of the Board of Directors. The Board needs to begin making the transition from serving in the capacity of staff members into serving as a policy making board that will plan and acquire the necessary resources for the District. To "jump start" this process it is strongly recommended that the District immediately hire a qualified consultant to help prepare the 2005 – 2006 budget and begin working with the Board to develop the necessary policies and administrative systems.
- Board operations and meeting procedures need to be revised and updated. Currently the board spends the majority of their time in Board meetings attending to operational details, program planning and maintenance issues. These functions and discussions need to be shifted to Board work sessions, to committees or to volunteers until such time staff is hired to deal with them.
- The Board may need to consider a "Stop Work Plan" to transition from current practices to the recommended practice.
- A variety of administrative and board policies need to be put in place as soon as possible.
- A work plan and budget must be developed for the 2005-2006 fiscal year.
- Financial management procedures and policies need to be established.
- Interim funding for a General Manager needs to be secured.
- Procedures and policies need to be established prior to hiring any staff members.
- The District should secure the services of a qualified consultant to assist with planning for the 2005-2006 fiscal year and to establish necessary policies and procedures; to assist with securing interim funding for a General Manager; and to develop a position description including the refined needs of the District; and recruitment process for the General Manager.

Summary of Goal #2 Recommendations:
Improve existing parks and facilities.

- The District needs to determine the annual maintenance schedules and budgets for each, existing facility.
- The District should organize the necessary resources to plan and improve one facility over the next few years that would serve as a community project to rally support and involvement in the District. The Citizen Advisory Committee recommends that the District focus on improvements to the White School Complex, specifically the planning and installation of a new playground as illustrated in the concept plan for the White School Complex.
- Funds need to be secured to upgrade and maintain existing facilities.
- Master Plans and capital improvement budgets for existing facilities need to be developed to guide future improvements and developments prior to any additional funds being spent on current facilities.

Summary of Goal #3 Recommendations:
Plan for future parks and facilities.

- While the District is not in a position to take on any additional facilities or large scale projects at this time, there is a lot of groundwork that can be laid to acquire park sites for future development.
- The District does not possess the necessary attributes and is not viewed by funding or granting federal agencies as an appropriate airport sponsor. We recommend the board immediately discontinue any further discussion of this proposal. |
- The District should begin meeting with other agencies to discuss the park and facility plans described in the Comprehensive Plan. There are many opportunities for working with Deschutes County, Bureau of Land Management (BLM), and the Bend La Pine School District to acquire and/or jointly develop facilities that will benefit the community.

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Do to the limited resources of the District; these kinds of partnerships will be essential for the planning and development of future parks and facilities.

- There is also a strong desire from the La Pine Rodeo Association to work in partnership with the District to begin the planning for a new rodeo grounds and year round equestrian facility. The District should pursue this partnership with a series of meetings with the Rodeo Association.
- The desire for a community aquatic and recreation center is a high priority for citizens based on the survey findings. While this is a large project, and one that will take several years to plan and fund, the District should consider an initial step and appoint a task force/committee that could begin researching what other similar size communities in Oregon have done to begin planning for this kind of facility. Prineville, Madras, and Bend have all begun the process of planning for new aquatic facilities and there is a wealth of information that can be gathered from these projects. A time line and budget for completing a feasibility study would be helpful as an initial first step in moving this project forward. Funds will need to be secured to conduct a feasibility study for a pool. A component of the feasibility study should include additional community involvement and surveying about the communities willingness to tax themselves for the construction and long term maintenance and operations of the facility.
- The District should meet with Deschutes County to develop mechanisms to acquire park and trail lands during the development process, as new developments are being planned.

Summary of Goal #4 Recommendations

Improve existing recreation programs.

- The District needs to design a formal process for receiving and evaluating proposals for various recreation programs. Before a program is offered, the District should evaluate the program plan including a budget projecting expenses, revenues and fees.
- Program leaders/instructors and coaches should be qualified and screened prior to working in the programs. This should include paid and volunteer leaders.
- Program leaders/instructors need to receive some kind of training and orientation regarding District policies, procedures and program standards.
- The District sponsors many annual special events and they serve as the cornerstone of their recreation program offerings and fundraising activities. Special events should be clearly planned as either "fundraising" or "friendraising" events. These two different kinds of events call for different planning and outcomes. Budgets for each event need to be developed and evaluated prior to the District undertaking them and spending District resources of time or money on them.

Summary of Goal #5 Recommendations:

Plan for future recreation programs.

- There are many opportunities for expanding recreation programs in the future. Based on the demographics of the community, growth projects and the survey results, several areas of program expansion are outlined in Chapter 3 of the Plan.
- The District should explore the feasibility of partnering with the Boys and Girls Club to expand recreation programs for youth.

Survey Summary

In an effort to further engage the public in developing the Comprehensive Plan, a non-scientific survey was developed and distributed to the community by members of the CAC, Board and LCAT. Respondents were asked to prioritize park and recreation services, the population to be served, and funding preferences. The survey also served as a mechanism to gather background information about the recreational interests of the community. (See the Appendix for a full copy of the Survey and the data gathered.) One hundred thirty four individuals responded, as of February 23rd, 2005. More than half of the respondents considered themselves familiar with the current District offerings. Though non-scientific, the number of respondents is exceptional and indicates a high level of community interest in the District's success.

An indoor swim and fitness center with corresponding programs were very strongly represented as a community priority. Other facilities areas that garnered substantial support for expansion were athletic fields, playgrounds and public river access. In addition to swim programs, continuing and expanded youth activities received high marks. Other priorities for future park and facility development include the need to improve and maintain existing parks and facilities, and to provide an off street trails/bikeway system.

According to respondents, children should be the population priority for District service, but families and teens also finished high. Comments in this section indicated a belief that all members of the community should have access to park and recreation services.

Responses to the question of how to fund the district were fairly balanced between the options of funding through a permanent tax rate, user fees, new development fees or through grants, volunteers and donations. The data reflects that respondents recognize and support funding alternatives including a tax rate, SDCs and user fees. Each of those sources will need to be utilized to diversify and capitalize on the La Pine's recreational opportunities.

Chapter Two District Mission



Chapter 2 - District Mission

The District Board of Directors has drafted the following proposed vision and mission statement. The Board should consider a follow up project to review and revise, if appropriate, the proposed vision and mission to reflect the direction of the organization.

District Vision Statement

To meet the increase in population the District will develop and expand facilities and programs, improve working relationships with other community elements, establish long-range projects and continue further development of existing projects.

District Mission Statement

Establish affordable recreation programs and facilities to accommodate the needs and desires of the total community, and preserve its natural resources and beauty.

Strategic Issues

The strategic issues described below were identified during the planning process. These issues represent the most critical issues that the District must address over the next five years in order to provide the parks and programs that are outlined in the Comprehensive Plan. From the five strategic issues, five goals for the District were identified. From the goals, a set of specific recommendations (strategies and actions) were developed to accomplish these goals. The strategies and actions are fairly specific and are measurable. The District's work over the next five years should be focused and organized around these goals, strategies and actions. By moving specific actions from the five year plan into the annual work plan the District will be able to accomplish the larger, long term goals in smaller, incremental steps.

The recommendations, strategies and actions in this plan may seem daunting. However, there are many resources available to the District for accomplishing these tasks. In the Appendix is list of resources that are available to the District. It has also been our experience that park and recreation agencies across Oregon are more than willing to share information.

1. Inadequate funding and organizational capacity:

Voters created the La Pine Park and Recreation District in 1990. A tax base was not established at that time and the District has been unsuccessful in passing three separate funding proposals. Most recently, in 1997, a tax rate measure of \$.47 per \$1,000 taxable assessed value and a \$950,000 general obligation bond measure for capital improvements failed. Currently, as has been the case for the past 15 years, funds are generated from grants, in-kind services, rents, program registration fees, pop can collections and annual fundraising events. The current available resources are not adequate to maintain existing facilities, operate existing programs or hire staff.

The Board of Directors serves in a variety of capacities and runs all facets of the organization from policy setting, to organizing fundraising events to maintaining all the facilities. Board members also serve in the role of General Manager, office administrator and run the District on a daily basis. They serve as volunteers and are not compensated for their work. Because of the time consuming responsibilities of board members the District has a difficult time attracting and maintaining board members.

The District operates with approximately 100 volunteers. Volunteers serve as program leaders, coaches and help with park improvement projects. A formal volunteer program needs to be developed to recruit, train, supervise and sustain the volunteers needed to accomplish District goals. The District also relies on volunteers that work on various park improvement projects from

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the Community Service program, Juvenile Justice Program and other work groups. Citizens also provide volunteer labor for various park improvement projects. Volunteer caretakers live on site at Finely Butte and Roseland Campground. In exchange for rent, they perform park maintenance and security functions.

The District has no regular staff. Currently, two positions are funded by the Title 5 program administered by the Central Oregon Intergovernmental Council (COIC). These positions are job-training opportunities and the duration of the positions is 6 months, sometimes extended to 12 months. Board members supervise staff. While these funding sources and positions are valuable to the District, they do not substitute for full-time, professional, consistent staffing for the District.

For the District to be a viable public entity, it must secure adequate stable funding and increase organization capacity.

2. Condition of existing parks and facilities:

The conditions of existing facilities are poor. There are no master plans for the facilities to guide and prioritize improvements and development. There are no capital improvement budgets for each facility to make improvements, nor does the District have adequate funds to maintain facilities on an annual basis. There are no maintenance standards for each facility. The District owns some maintenance equipment but does not have adequate equipment or any vehicles for park maintenance. There is not a central storage facility for equipment, supplies and tools.

The Districts major facility, the Old White School, is heavily used by the community for special events. The primary tenant is the Boys and Girls Club. The lease and facility use agreement is dated and the actual cost of running the building is unknown. Facility use agreements for other users are lacking. And there is no schedule of facility rental fees or fees for District services.

An adequate, continuing funding source(s) is necessary to provide appropriate plans, equipment and performance of maintenance.

3. Planning for future parks and facilities

The La Pine area is growing rapidly and there are many opportunities to develop a beautiful and unique parks system that can accommodate growth. The community has to start now to develop the park and recreation programs described in this plan otherwise many opportunities will be lost.

The community and District should not consider taking on the expense and liability of new facilities and services until the existing facilities can be adequately maintained and a permanent funding source(s) can be secured. In the near future, the District should work with other agencies and partners to identify and acquire additional park sites for future development.

When the time comes for the District to plan and acquire new facilities, money will have to be secured for acquisition, development and for ongoing maintenance.

The most likely funding sources for development of new parks and facilities will be grants, voter approved capital bonds, SDCs and partnerships with other organizations. Parks maintenance and operations will require a continuing source of funding such as a tax rate and assessments.

4. Improve existing recreation programs

Most current recreation programs are organized and operated by individual groups in the community. The individual groups look to the District for; use of facilities, marketing and promotions, financial management, and insurance coverage. The District serves as an umbrella organization for these programs and provides varying levels of support. A schedule of fees and services should be developed, so programs can reimburse the District for the services they provide. Some minimal guidelines for program operations need to be developed to assure

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accountability, consistency, quality and safety. An accounting system needs to be established that segregates funds for each program.

The School District, Senior Center, and Boys and Girls Clubs are the major providers of recreation services in the community. Many partnership opportunities exist within the community to expand services.

At this time, one of the most important services the District can provide is to serve as an information resource for the community about the programs that exist by maintaining current information about program offerings and contact information. This can be accomplished by maintaining and publishing a quarterly schedule of programs and events. The other important service the District currently provides is the scheduling and managing use of District facilities.

Existing programs need to be coordinated more consistently, and minimal standards need to be established.

5. Plan for future recreation programs

The needs and opportunities for additional recreation programs in the community are great. In order to take on additional recreation program services, a staff person will need to be hired to develop and manage the programs. The District should coordinate programs with other providers to help increase the number of offerings and participants in all existing programs. They should not duplicate program offerings; rather they should focus development of new programs in the areas and age groups that are not provided for.

Goals:

Create a sustainable organization and build organizational capacity.

Develop the necessary business policies and processes (organizational infrastructure) and funding sources to support the accomplishment of the goals.

Improve existing parks and facilities

Existing parks and facilities need to be adequately planned and maintained to assure safety, access and expanded use by the community.

Plan for future parks and facilities

The acquisition of sites/property for future parks and facilities must be planned and implemented while land is available and in advance of future development within the District.

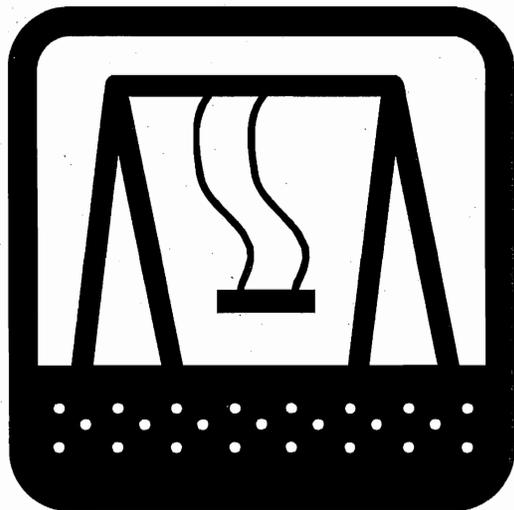
Improve existing recreation programs

Existing recreation programs need to be adequately planned and funded to assure safety, access and expanded use by the community.

Plan for future recreation programs

Innovative new programs and partnerships need to be developed to meet the growing needs of the community.

Chapter Three Plan Recommendations



Chapter 3 – Plan Recommendations: Goals, Strategies & Actions

Goal 1: Create a sustainable organization/Build organizational capacity

Strategy 1 - Board Development

Actions:

- The Board should set aside adequate time and money on an annual basis for board development and training.
- A Board orientation program and training manual should be developed to provide training for new, incoming board members.
- The current District bylaws need to be updated and expanded to comply with applicable state and local laws and standard practices of special districts. A model policy manual is available from the Special Districts Association of Oregon.
- Written job descriptions for Board members need to be developed to define board members roles and responsibilities.
- A system, by which the Board can communicate as a whole, needs to be established regarding meeting agendas, meeting notices, emergencies and various considerations being made by the board.
- The Board needs to adopt a set of standards/policies and procedures by which they will conduct their meetings.
- The Board needs to appoint a recorder for taking minutes at each meeting. The recorder should not be a board member.

Strategy 2 - Build Community Involvement and Support

Actions:

- Develop a media distribution system via email by which the District can distribute meeting announcements and news releases to the appropriate Central Oregon media services.
- The District should develop a quarterly brochure to distribute in the community to announce recreation programs, special events and share District information and news with residents.
- The District should develop a website to interact with District customers.
- The District needs to establish ongoing communications with the Boards and staffs of other agencies and partners.
- The District needs to build positive relationships with the appropriate Central Oregon media services by providing them with ongoing and timely information about District activities.
- A well thought out public information plan needs to be developed by the District. The implementation of a public information plan will be critical as the District plans for future funding measures.

Strategy 3 - Interim Funding

Actions:

- Based on the recommendations in this Plan, the District should seek interim funding for a period of approximately 3 years. Funding needs to be adequate to hire interim professional services to complete the organizational elements of the plan, then staffing including a General Manager, recreation program coordinator and parks maintenance staff. Funds should be sought from a variety of sources including grants, business contributions and other agencies.

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- The District needs to conduct a thorough review and update its schedule of fees and charges for all programs and services. The schedule should be updated annually as a part of the budget planning process and should be based on Board policy.

Strategy 4 - Seek Permanent Funding

Actions:

- In 2006, the District should begin preparing for a funding proposal for the spring or fall 2008 ballot.
- To prepare for the funding proposal, a thorough analysis should be conducted of the District's operating costs, capital improvement needs and projected needs on which to base a funding proposal to voters. Adequate time and money should be allocated for this to assure public input and public education.
- Seek voter approval of a funding measure on the spring or fall 2008 ballot.
- As soon as a funding measure is approved to fund District operations and maintenance, a System Development Charge (SDC) program should be planned and implemented. SDCs can be used to acquire and build new parks and facilities. Other sources of funding will be required for ongoing maintenance and operations of parks and facilities.

Strategy 5 - Annual Budget Development Process

Actions:

- The District needs to immediately hire a public finance consultant to develop the 2005-2006 budget for board approval in May-June 2005.
- The District needs to appoint a budget committee to assist with the preparation and approval of the 2005-2006 budget. The budget committee is required by ORS 294.336.
- The 2005-2006 budget should be based on a set of adopted board goals for the coming fiscal year. The financial consultant can be used to facilitate a goal setting process with the board.

Strategy 6 – Improve Financial Management

Actions:

- The District should hire a professional public finance consultant to review the current financial situation and set up a new system that complies with standard accounting practices for public agencies.
- The current accounting system and financial structure should be replaced by June 30, 2005 (the beginning of the new fiscal year).
- The Board should adopt written financial policies and procedures based on standard accounting practices for public agencies.
- The District needs to conduct a thorough review of its schedule of fees and charges for all programs and services. This should be updated annually as a part of the budget planning process and should be based on Board policy.
- Develop a cash flow projection for the new fiscal year to assure the District has the funds to meet its monthly financial obligations.
- The District needs to review its lease and facility use agreements and modify as appropriate.

Strategy 7 – Develop a Staffing Plan

Actions:

- Secure interim funding and hire a General Manager in early 2006.
- Determine the number of additional staff positions that are needed.
- Create an organizational chart for the District.
- Establish a wage and benefit administration program.

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- *If the District is not a PERS employer, we recommend the District not become a PERS employer. We recommend the District provide a 401k type retirement benefit.*

Strategy 8 – Personnel Management

Actions:

- Create written job descriptions and task assignments for each staff position.
- Develop a performance review program that provides for formal, annual review of all staff positions, including the General Manager.
- Develop and adopt a set of comprehensive personnel policies for the District. A set of model personnel policies is available from the Special Districts Association (SDAO).
- Establish and maintain secure personnel files for all employees.
- Employee development and training programs should be planned and funded.

Strategy 9 – Volunteer Program

Actions:

- Develop a volunteer program to recruit, train, supervise, retain, and recognize District volunteers.
- Establish a volunteer coordinator position. This can be a paid or volunteer position.
- Create written job descriptions for various volunteer positions that are ongoing positions such as youth sport coaches, program leaders etc.
- Develop an orientation manual and training program for volunteers so they are familiar with District policies and procedures.
- Develop an ongoing system for recruiting and recognizing volunteers for their contributions to the District.
- Volunteers, like employees, need to receive feedback about their job performance. Develop a program for evaluating volunteers.

Strategy 10 – Office Automation

Actions:

- Conduct a needs assessment to determine what office equipment is needed by the District that will serve current needs and future needs as the District grows. Evaluate computer, phone, copy machines and other equipment (hardware and software) needs.
- Seek grant funds. Most grant sources will require a plan as described above for grant applications for office equipment.
- Assure that upgrades and expenses for office equipment are funded in the annual budget planning process.

Goal 2 – Improve Existing Parks and Facilities

Strategy 1 – Establish Maintenance Standards for Existing Parks and Facilities

Actions:

- The District should contact the Special Districts Association (SDAO) to set up a risk management program and assess existing parks, programs and facilities. This will assist the District with prioritizing maintenance needs and manage the risks and liabilities for the District.
- A maintenance schedule for each facility and park should be developed. The maintenance schedule should include daily, weekly, monthly and seasonal maintenance tasks. This information can be used in the future to establish a comprehensive maintenance management system for the District that can be

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incorporated into the annual budget planning process to assure the District has adequate funds for the maintenance and operations of all parks and facilities.

Strategy 2 – Establish Capital Improvement Plan and Budget for Existing Parks And Facilities

Actions:

- A master plan for each park should be completed to guide current and future improvements and developments.
- From the master plans, a capital improvement plan (CIP) should be developed that includes cost estimates for improvements and scheduling of projects.
- Funding for capital improvements should be included in a funding proposal to voters. Alternative funds for capital improvements should also be sought from grants, community groups, partners and volunteer contributions.

Strategy 3 – ADA Accessibility Plans

Actions:

- All District parks and facilities should comply with the Americans with Disabilities Act (ADA) standards to the degree feasible. The District should engage representatives from the disabled community in this effort.

Strategy 4 – Plan for Maintenance Facility

Actions:

- The District should begin planning for a centralized maintenance facility where equipment, supplies and personnel can be housed.
- A concept plan for the facility should be completed and a site identified.
- The District should also discuss with other agencies the feasibility of sharing maintenance equipment, responsibilities and possibly a facility. Another option might be to contract with another agency for maintenance services.

Strategy 5 – Organize a Community Flagship Park Improvement Project

Actions:

- The Citizen Advisory Committee identified the need for the District to address at least one current need in the community. Project suggestions included a skate park, a new playground next to the library or a new field at Finely Butte Park. By organizing a major community initiative of volunteers and contributions, the District would be able to engage more people in its mission and create a heightened sense of community accomplishment.
 - A commitment for maintenance funding should be secured prior to project construction.
- The Board, Citizen Advisory Committee and community should discuss this idea in more depth and determine which project would meet a high priority need and bring the community together.

Strategy 6 – Caretaker Residents

Actions:

- Existing caretaker trailers should be removed from parks. A seasonal park host program should be developed at Rosland Campground if camping is to be continued.

Park and Facility Master Plan

The Park and Facility Master Plan (Figure 1) illustrates the location of the existing District facilities and other potential park sites. The District is fortunate to have the Little Deschutes River following through the community. Several of the District's parks are on the river and it provides a framework for parks and river access points. In addition to the parks along its banks, the river can be a water trail providing community members and visitors opportunities to experience the community from the river. As the community grows, new neighborhood and community parks will be needed. It is important for the District to consider park land acquisition for future parks while the land is available. The Park and Facility Master Plan presents the potential distribution of new parks and trails within the Park District.

The inventory of existing parks is presented below. An analysis of each park site is presented in the appendix of this report.

Figure 1

Park	Facilities	Acres	Character
Audia Park	Undeveloped	3 acres approx.	Natural riparian area adjacent to the Little Deschutes River
Leona Park	Undeveloped	2 acres	Natural riparian area adjacent to the Little Deschutes River
White School Park	Boys and Girls Club Building and a multi-use playfield	2 acres approx.	Urban park that is a community focal point
Finley Butte Sports Complex	Community meeting building and 2 little league baseball fields	10 acres	Urban facility on the eastern edge of the community
Rosland Campground	Camping and day-use facility	40 acres	Upland and riparian area adjacent to the Little Deschutes River
La Pine High School	2 regulation baseball fields, 2 regulation softball fields and 1 football field with a track		Community focal point that is part of the "town center" including the Boys and Girls club and the County Library
La Pine Middle School	Small informal multi-use playfield		Community focal point that is part of the "town center" including the Boys and Girls club and the County Library
La Pine Elementary School	Small informal multi-use playfield		Community focal point that is part of the "town center" including the Boys and Girls club and the County Library
New Neighborhood	4 neighborhood parks		

Recommended Improvements for Existing Parks and Facilities

The existing inventory of District parks is limited and reflects the limited level of funding that has been available to the District. The park opportunities, proposed actions and park development programs for each of the park facilities are presented below.

Audia Park

The Audia Park site's natural landscape character and environmentally sensitive flood plain conditions dictate the character of recreational uses and programs. Many passive recreation and river access opportunities are present. The park can provide a range of natural environments and passive recreation activities and river access that can serve the immediate neighborhood, the community and region. Initial recommendations include:

Opportunities and Proposed Actions

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- Work with the Deschutes County (and other potential partners) to acquire interspersed County-owned lots and the County-owned common area
- Work with the private property owner to consolidate parcels and or acquire the remaining parcels within the area due to the “non-eligible” condition on the remaining lots. Such acquisition would create a major natural system park that anchors the Little Deschutes River trail and the other parks and river access points along the Little Deschutes River.
- Develop site analysis including wetland and flood plain mapping
- Develop a master plan for the site. Once the master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the facilities.

Park Program

Park development will provide neighborhood park facilities within this sensitive and beautiful natural setting. The natural character of the site will drive the character of the park development. With the exception of trails, river access and interpretive signage, the majority of the development will occur on the upland portions of the property. The park program will include the day-use facilities presented below:

- Parking and road improvements
- Playground
- Picnic facilities
- Interpretive trail with signage
- Wildlife viewing opportunities
- Toilet facilities on the upland portion of the site – Self contained or composting with pump out access
- Extend utilities to site. Consider the need for water on site (well?)
- Non-motorized “walk in” boat launch
- Build ADA compliant trails where appropriate
- Perimeter fencing as required to protect the park character
- Signage – Park entry, way finding and interpretive trail signage

Leona Park

Leona Park, as now developed, provides an excellent opportunity for river access, wildlife and riparian habitat viewing. There are opportunities to carefully expand the use of the site to provide a wider range of day-use passive recreation activities that are appropriate to the sensitive nature of the property. Initial recommendations include:

Opportunities and Proposed Actions

- Consider acquisition of the parcel to the immediate southwest. This parcel contains a wetland and pond and would be a good addition to the park
- Work with Deschutes County (and other potential partners) to acquire “non-eligible” parcels on the north side of the Little Deschutes River. This location includes numerous private lots that are within the “non-eligible” area along the river
- Map the wetlands and floodplain areas of the site
- Develop a master plan that locates potential park facilities within appropriate areas on site. Once the master plan is approved and funding is available, develop the necessary construction and permitting documents for construction of the facilities

Park Program

Park development will focus on providing neighborhood park facilities within this sensitive and beautiful natural setting. The natural character of the site will drive the character of the park development. With the exception of trails, river access and interpretive signage,

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the majority of the development will occur on the upland portions of the property. This park provides another access point to the Little Deschutes River trail. The park program will include the day-use facilities presented below:

- Parking and road improvements
- Limited picnic facilities
- Interpretive trail with signage
- Wildlife viewing opportunities adjacent to the pond
- Toilet facilities located close to the parking area – Self contained or composting with pump out access
- Study extending utilities to site. Consider the need for water on site (well?)
- Non-motorized “walk in” boat launch
- Youth fishing access
- Build ADA compliant trails where appropriate
- Perimeter fencing as required to protect the park character
- Signage – Park entry, way finding and interpretive signage
- Develop a landscape buffer between the parking area and the river

White School Park Complex

This park, as now developed, includes the Boys and Girls Club building and “The Green”, which is a multi-use sports field and community open space. The recreation uses and programs within this facility and park area reinforce the town center character of the area and provide an important open space that will become an even more important asset as the community grows. The information presented below regarding the White School Park Building and the Johnson Building is the result of an earlier evaluation done by the Park District. A detailed evaluation of each of the buildings should be carried out and the recommendations for each building reevaluated. Initial recommendations include:

Opportunities and Proposed Actions

White School Park Building

- Replace gym playing floor & showers
- Buy high quality goals
- Create larger kitchen
- East addition 30'X180'
- Window replacement
- Boys & Girls Club expansion
- Exterior lighting
- Two public meeting rooms
- Gym wall paneling
- HVAC improvement
- West covered walk

John C. Johnson Building

- Double pane windows
- South porch
- Covered walk
- Window blinds
- New roof
- Railings
- Carpeting

Opportunities and Proposed Actions

Develop a master plan that locates potential park facilities within appropriate areas on site. Once the master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the facilities

Park Program

- Improve the pedestrian and vehicle patterns within the campus and pave the parking lots. The parking lot improvements should include fencing to control pedestrian access from the adjacent park spaces
- Develop a landscape that reinforces the circulation patterns and provides shade at appropriate recreation points
- Add lighting to the park
- Redevelop the playground to expand the use of the playground to three age groups
- Develop a picnic area
- Develop a community garden area
- Skate park area
- Make improvements to the sports field including new turf, irrigation and lighting. In the long term this multi-use field will become the central green space for the community where events and celebrations will be held

Rosland Campground

Rosland Campground, as now developed, provides an excellent opportunity for river access, wildlife viewing, camping and upland and riparian habitat. There are opportunities to carefully expand the use of the site to enrich the campers' experience while at the park. Additional day-use passive recreation activities that are appropriate to the sensitive nature of the property could be considered.

Additional study is required to determine the need and viability of continued camping at this site since there are a number of federal and state camping facilities in the area and the existing camping facilities at the park are in poor condition. If camping is to continue, the program could be expanded to include group camping and small-scale event and conference facilities, similar in scale to Aspen Hall in Bend. The park provides another river access point for the Little Deschutes River trail. If the BLM land to northwest becomes the District's "Central Park", this park could provide complementary passive recreation opportunities as well as tournament camping space.

The Board should consider acquiring the private property located between the northeast corner of Rosland Campground and the Little Deschutes River. This acquisition would provide additional access to the river. Initial recommendations include:

Opportunities and Proposed Actions

- Map the wetlands and flood plains
- Work with Deschutes County (and other potential partners) to acquire additional parkland along the existing eastern park boundary. This acquisition would provide additional river frontage
- Develop a master plan that locates potential park facilities within appropriate areas on site. Once the master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the facility

Park Program

- Develop a range of future use programs for this park for continued District and community discussion
- Consider alternative uses including a mix of active and passive recreation activities. If camping is to continue, the community should consider expanding the camping use

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for group camping, kid's camps and youth and adult educational camping. The site could also provide a great setting for a conference facility (the scale of Aspen Hall) that could provide space for meetings, weddings, etc.

If camping is continued, the Park District Board has identified the following requirements:

- Build two group campsites
- Build two group cabins
- Build two group shelters
- Upgrade all utilities
- Build bathrooms
- Build shower
- Provide full hook up on north circle
- Restore ranger station creating meeting room & interpretative center
- Build picnic shelters
- Build woodshed
- Improve storage areas
- Host M/H site
- Add low-voltage lights in carefully selected areas to protect the camping experience

If camping is not continued on the site, an alternative the following alternative program could be developed:

- Upland site area
- Improved entry road and park roads and parking
- Improved utilities
- Day-use (passive recreation) facilities including
- Informal play meadows (could be used for events)
- Restroom facilities
- Picnic facilities
- Hiking and interpretive trails and signs
- Wildlife viewing and habitat enhancement
- Day-use (active recreation) facilities including
- Multi-use sports fields
- Playgrounds
- Group camping area with necessary support facilities
- Small outdoor amphitheater
- Event lawn area
- Event / Conference Center building including restroom
- Meadow and forest vegetation management

Riparian area

- Little Deschutes River trail access point
- Non-motorized "walk in" boat launch
- Fishing access
- Hiking and interpretive trails and signs
- Wildlife viewing and habitat enhancement
- Informal picnic areas

Finley Butte Road Park Complex

The Finley Butte Road Park Complex, as now developed, provides for a limited range of active sports activities on fields that need to be improved. Facility buildings are located between the sports fields and the parking lot. The existing community building (recreation hall) is located on the north end of the parking. This location provides a buffer between the

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sports activities and meeting activities. There is an existing caretaker trailer and associated storage buildings at the northwest corner of the property. The area around the trailer needs debris cleanup. The improvement and development of park facilities at this site should be evaluated regarding the potential to provide similar facilities at other park sites more centrally located in the community. Initial recommendations include:

Opportunities, Proposed Actions, and Park Program

- Develop a master plan that locates potential park facilities within appropriate areas on site. The master planning effort should include analysis of the existing utility limitations to the site. Once master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the recommended improvements
- Renovate or replace the Recreation Hall. Long-term park development should include the development of a new recreation hall at this site or at a site that is more centrally located within the community.

Recreation Hall

The Recreation Hall and park improvement recommendations presented below are the result of an earlier evaluation done by the Park District. A detailed evaluation of each building at the park should be carried out and the future use for each building evaluated. Park District initial recommendations include:

- Immediate improvements should include:
 - Remodel kitchen
 - Upgrade bathrooms to comply with ADA requirements
 - Add/upgrade utility room/pantry/entry/heating/hall to patio
 - Improve roof/add insulation
 - Improve entry area
- Build patio with a tot yard adjacent to the Recreation Hall
- Construct a new announcers stand
- Develop a playground
- Replace picnic facilities
- Add SE picnic area
- Signage
- Purchase additional land, if appropriate
- Improve water system

Park Program

- Develop park entry signage
- Improve the parking area with landscaped islands to delineate the parking spaces
- Remove caretaker trail and storage building; use the area for events related to the Recreation Hall
- Develop a paved trail system that connects the parking area to the recreation areas
- Improve the existing baseball fields. This improvement should include soil, irrigation and turf improvements and an irrigation system. The field improvement should include improvements to the fencing, dugouts, lighting
- Develop a multi-purpose field with necessary soils, irrigation and turf
- Develop an additional baseball field (with necessary soils, irrigation and turf) to the east of the parking lot
- Develop a play ground and picnic area within the treed area between the parking area and the ball fields
- Improve landscaping within the area

Goal 3 – Plan for future parks and facilities

Strategy 1 – Work with other agencies to identify and acquire park sites for Future development

Actions:

- Work with Deschutes County, Bureau of Land Management (BLM) and other partners to acquire future park sites identified on the master plan.
- Work with School District to explore opportunities to jointly develop park and school facilities that can serve multi uses.
- Work with Deschutes County to develop a mechanism to acquire parks and trail easements during the development process, to serve new developments.
- Work with Deschutes County to acquire parks and trails in the New Neighborhood when funding is available for the ongoing maintenance of sites.

Strategy 2 – Work to acquire a comprehensive park, trail and open space system

Actions:

The proposed park system is composed of a range of park facilities that reflects the unique natural characteristics of the area and responds to the community recreation facility and program needs. The park system will consist of the following types of parks and recreation facilities:

Nature Parks

Nature parks provide passive recreation and habitat protection within the park's natural settings. These sensitive natural areas provide opportunities for passive recreation, interpretation, wildlife viewing and habitat protection and enhancement. Recreation facilities of appropriate scale and character can be sited within areas suitable for development. Since these are nature parks, developed areas should not be a major component of the parks. The Little Deschutes River can play a major role in forming a river trail system that connects parks and open space within the community.

Sports Complex

Sports complexes provide community / regional scale sports facilities that are used by the community as well as others from the region. The existing Finley Butte sports park, located in the southeastern corner of the District, provides active sports facilities for the existing La Pine community. These sports complexes provide a range of active sports activities with necessary support facilities.

Another active sports area should be located in the northern sector of the District when future residential growth requires the facility. The addition of this second sports facility could occur in several phases. The first phase would be to acquire land and then develop the sports facilities when required to meet demand and as funding opportunities and project partners appear. The successful partnership with the School District should be strengthened with the community continuing to use school facilities to provide active sports facilities.

Community Parks

Community parks are larger and serve a broader purpose than neighborhood parks. Their focus is on meeting the recreation needs of several neighborhoods or large sections of the community. They allow for group activities and other recreational opportunities not feasible at the neighborhood park level. A community park should serve at least two neighborhoods and have a service area of 1/2 to 3 miles in radius. The site should be served by arterial and collector streets. Typically, community parks include all of the improvements found in a neighborhood park plus athletic fields designed for competitive athletics. Generally, community parks have lighted playfields, spectator areas, restroom facilities, picnic shelters, or pavilions. Community parks are generally 10

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to 20 acres. Community parks with adjacent natural areas may be significantly larger. There should be several community parks within the District Park and open space system.

Neighborhood Parks

A neighborhood park is typically a neighborhood facility serving a residential neighborhood within 1/4 to 1/2 mile radius. These parks are intended to provide active and passive recreation opportunities for individual neighborhoods. Typically a neighborhood park includes playground equipment, multi-use playfields, and picnic facilities. Larger neighborhood parks may include tennis courts, volleyball courts, basketball courts and restroom facilities.

The District should have an aggressive land acquisition strategy that focuses on working with Deschutes County and land developers to set aside land for neighborhood parks as new developments are proposed. As development pressures increase within the community the opportunity to acquire park land will become more challenging. A key question with these parks is who will own and manage and maintain them. Land acquisition should focus on the three levels presented below:

- Acquire undeveloped parcels within existing neighborhood areas.
- Work with landowners / developers to incorporate park sites into the developments as part of the development process. Experience has shown that parks within new developments provide an important amenity to the new neighborhood and are an attractive sales incentive to prospective homebuyers.
- Evaluate land acquisition opportunities for park development on the lands that Deschutes County has identified as 0-2 feet to groundwater - "not eligible" (the "red" areas on the County's TDC sending area map dated March 22, 2002). Since these properties have environmental constraints, park development should be appropriate to fit the conditions of the areas. A concentration of these lands along the Deschutes and Little Deschutes Rivers provides opportunities for a unique park system paralleling the river. In addition, scattered "not eligible" parcels exist within existing platted subdivisions. These scattered parcels provide opportunities to develop neighborhood parks discussed above.

Trails

In addition to the parks and open space the Park District should develop a trail system that links neighborhoods to community facilities and connects to the adjacent federal lands that provide a wide range of recreation opportunities. In addition, the trail system should consider trail alignments for regional trails through the District. The regional trails can connect to communities to the north of the District and to the federal and state lands to the east and west of the District. The rivers that flow through the District provide another opportunity to create a river trail through the community. Several existing and proposed parks along the rivers can become the anchors to this water trail.

The trail planning process should include:

- Seek funds to develop a detailed trail master plan for the District
- Work with Deschutes County, Federal agencies and private developers to get trail continuity through out the community
- Develop river access points at bridge crossing points along the Little Deschutes River and other rivers
- Develop a trail (or adequate shared use paved road shoulder) on or adjacent to the following north/south roads within the community:
 - Huntington Road
 - Howard Lane / 7th
 - Day Road
 - Dorrance Meadow Road

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- Connect the Newberry neighborhood to the community with a trail along Huntington Road
- Develop east/west trail (or adequate shared use paved road shoulder) on the following east/west roads within the community:
 - La Pine State Recreation Road
 - Burgess Road
 - Finley Butte Road
- Research other potential community trail corridors including utility right of ways
- Develop connections between community facilities and the Little Deschutes River
- Develop a trail system that connects community facilities

Proposed New Parks

Neighborhood Parks

Neighborhood parks should be developed within a ¼-to ½-mile walk within neighborhoods. The parks can vary in size and provide a range of passive recreation activities. Small playgrounds, informal play lawns or meadows and seating areas should be provided at each neighborhood park. The Opportunity Plan presents a conceptual distribution of neighborhood parks.

The following locations were identified as potential neighborhood park locations by the Park District Board:

- ◆ 6th street
- ◆ Dorrance and Meadow Road.
- ◆ Sunrise Blvd.
- ◆ Ponderosa Pines
- ◆ Day Rd. at Dawn Road
- ◆ Lazy River South
- ◆ Whittier Road
- ◆ Wild River
- ◆ Fall River
- ◆ Foster Road.
- ◆ Huntington Road. North
- ◆ Newberry Neighborhood
- ◆ Additional neighborhoods to be developed within the New Neighborhood development area adjacent to Highway 97.
- ◆ Pinecrest
- ◆ Pine Forest

Community Parks

River Park Site

This potential park site is located west of La Pine School site and to the north of Jack Pine Road. This forested 80-acre site, owned by the Bureau of Land Management (BLM), includes a band of wetlands and riparian vegetation adjacent to the Little Deschutes River. The site provides another opportunity to provide the community access to the Little Deschutes River and a wide range of community park facilities. The Bend La Pine School District is in the process of acquiring the land to the east of this parcel from the BLM to provide space for additional athletic facilities.

Opportunities and Proposed Actions

- Map the wetlands and flood plains

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- Work with BLM (and other potential partners) to acquire the parkland. This acquisition would provide a major recreation open space centrally located in the community. This site provides the opportunity to develop a cluster of community facilities on the site and relate those activities to the High School facilities
- Develop a master plan that locates potential park facilities within appropriate areas on site. Once master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the facility

Park Program

- Passive recreation facilities including:
 - Playground(s)
 - Ice skating area
 - Picnic area
 - Pathways and trails for cycling, walking and running
 - Support facilities including restrooms, picnic shelters, etc.
- Natural areas:
 - River access points
 - Youth fishing area
 - Walk-in non-motorized boat launch
 - Interpretive trails and signage
 - Wildlife viewing and habitat enhancement

Burgess Central Park

The site for Burgess Central Park is on the north side of Burgess Road at Meadow and Howard Lanes. The 120-acre site, owned by the BLM (classified for disposal), is flat and heavily wooded. A single-family residential development exists to the east of the site. Rosland Park is located to the southeast (across Burgess Road) of this site. This site could be the focal point for community facilities including the potential aquatic center and a range of community park facilities. The proximity of the two park sites presents the opportunity to create two complementary park facilities. Rosland Park could be the focal point for a series of passive recreation opportunities while Burgess Central Park could provide a space for a wide range of active recreation facilities and programs. An evaluation of the utility availability for this site will play a role in determining the level of development that could occur at this site.

Opportunities and Proposed Actions

- Map the site characteristics
- Work with BLM (and other potential partners) to acquire the parkland. This acquisition would provide a major recreation open space centrally located in the community
- Develop a master plan that locates potential park facilities within appropriate areas on site. Once master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the facility

Park Program

- Active and passive recreation facilities including:
 - Multi-purpose sports fields (baseball/softball, soccer/football) outfields of baseball fields
 - Support facilities including restrooms, concession trailer area, sports tournament camping area (open lawn area that is used for practice fields or informal sports). The Rosland Camp Ground if determined by the Park District to be a viable use for that site could provide the camping facilities
 - Playground(s)
 - Outdoor sports courts including basketball, volleyball and tennis
 - Ice skating area

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- Picnic area with shelters
- Pathways and trails for walking and running
- Outdoor exercise course
- Youth Activity Center
- Meeting and event facilities
- Skate Park
- Dog park area
- Aquatic Center including:
 - Indoor swimming pool
 - Play pool
 - Meeting rooms
 - Exercise rooms
 - Support facilities
- Natural areas
 - Interpretive trails and signage
 - Wildlife viewing and habitat enhancement

Sportsman's Recreation Area

The site for the Sportsman's Recreation Area is located on the southwest corner State Recreation Road and Huntington Road. The forested and open 160-acre site, owned by the BLM, (classified for retention) is flat with several ponds located in the central area. This site is strategically located in the northern sector of the Park District. This site could provide a wide range of active and passive recreation activities. The Board, in earlier planning efforts, identified a series of potential uses including indoor and outdoor rifle ranges, model plane, snowmobile track, and an ROTC training area for the site. The full list of activities is presented in the appendix. Those uses could occur on the site due to its isolated nature, but the need for such recreation activities should be identified through the public process. The site is large enough to provide opportunities for a wide range of recreation activities

Park Opportunities and Proposed Actions

- Map the site characteristics
- Work with BLM (and other potential partners) to acquire the parkland. This acquisition would provide a major recreation open space located in the northern sector of the Park District
- Develop a master plan that locates potential park facilities within appropriate areas on site. Once master plan is approved and funding is available, develop the necessary construction and permitting documents required to construct the facility

Park Program

The park program could include a range of active and passive recreation activities similar to those proposed for Burgess Central Park.

Other Potential Park and Community Facility Sites

Community Center Site

This concept focuses on developing a "critical mass" of community facilities within LaPine's "down town" area. The location of a community center in this area takes advantage of the existing community facilities (school site, Boys and Girls Club, Library and White School Park site) within the area.

The suggested site for the community center would be on private land to the west of the Boys and Girls Club. The focus of community facilities in this area could be further reinforced if the rodeo

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grounds (and potential equestrian facility site) could continue to be located at the present location to the west of the proposed community center site.

BLM Properties

Burgess/ Pine Drive Property

This 80 acre BLM site (classified for disposal) is immediately north of the proposed elementary school and new neighborhood site. There has been community discussion regarding the use of this site for the rodeo grounds / equestrian facility and or the potential aquatic center and community park.

Additional BLM parcels

There are two additional BLM parcels (classified for disposal) that the Park District Board should consider for future open space and park facility needs. The first parcel is an 80 acre parcel located on the north side of Burgess Road west of Day Road. The second parcel 80 acre parcel is located west of Dorrance Meadow Road.

Goal 4 – Improve recreation program planning process

Strategy 1 – Annual Program Process

Actions:

- The District serves an important community service by providing information about a variety of events and recreation programs in the community. The District should strive to set up a central information system and calendar where people can find out about various programs. A web-site would be particularly helpful for this purpose.
- Each year during the Board goal setting and budget planning process the District should determine which recreation programs it is going to offer. The program budgets (expenses and revenues) should be included in the annual budget.
- A system for continually evaluating recreation programs needs to be developed. The program evaluations should include participant input about customer satisfaction, ideas for other programs and program improvements.
- In addition to program evaluations for individual programs, the District should conduct regular, ongoing community surveys to help determine program needs of the community.

Strategy 2 – Recreation Staffing and Personnel Management

Actions:

- The District should work to recruit a pool of program leaders/instructors that can directly lead a variety of programs.
- Create job descriptions for program leaders/instructors outlining roles and responsibilities.
- Program leaders can be volunteers, paid – hourly staff, or work as independent contractors. Employment agreements for these various arrangements should be developed.
- Provide orientation and training for all program leaders/instructors as well as an evaluation system.
- A process for reviewing program proposals from potential leaders/instructors needs to be developed so the General Manager can review proposals prior to deciding whether or not to offer a program. The proposal process should include a formal job application from the leader/instructor.
- All staff, program leaders/instructors and volunteers in programs should go thru a formal application process which includes a check of their references and criminal history check.
- An orientation manual should be developed so the program leaders/instructors are familiar with District policies and procedures.

Strategy 3 – Program Budgets

Actions:

- Develop a budget planning template in order to plan and estimate program expenses and revenues for each program.
- As mentioned above, the program expenses and revenues should be included in the annual budget planning process.
- The District needs to develop a policy regarding fees and charges for recreation programs. The policy should include guidelines about the amount of program costs that fees should recover. A fee policy for "Out of District Residents" also needs to be established.

Strategy 4 – Establish a Scholarship Fund for Participants

Actions:

- Typically fees for recreation programs cover all of the direct program costs and often some of the administrative overhead associated with the program. Because some participants cannot afford to pay program registration fees, a scholarship fund should be established to help individuals.
- The scholarship program should also include a simple application and approval process. Criteria
- For applicants must also be developed and often the same criteria as the School District uses for the "free lunch" program is adopted for this purpose.
- Seek funding from private sources, grants and other community organizations to establish and sustain a scholarship fund.

Strategy 5 – Create partnerships to coordinate and expand recreation programs

Actions:

- Work with the School District, Boys and Girls Club, Senior Center and COCC Continuing Education Program to coordinate programs, share facilities, and to develop a pool of program leaders/instructors.
- Work with the Boys and Girls Club to expand and cosponsor recreation programs.
- Working with private recreation providers is another effective way to expand program services. Examples of partnerships with private partners include health clubs, fitness and dance studios, and arts and crafts stores.

Goal 5 – Expand program offerings in the following areas, as identified in the Recreation Program Inventory

Strategy 1 – Partnership with Boys and Girls Club

Actions:

- Explore the feasibility of Boys and Girls Club managing youth recreation programs to expand program offerings and participation.

Strategy 2 – Expand Program Offerings

Based on the Citizen Advisory Committees review of existing recreation programs in the Community and the community survey the following areas of recreation programs should be considered for development by the District:

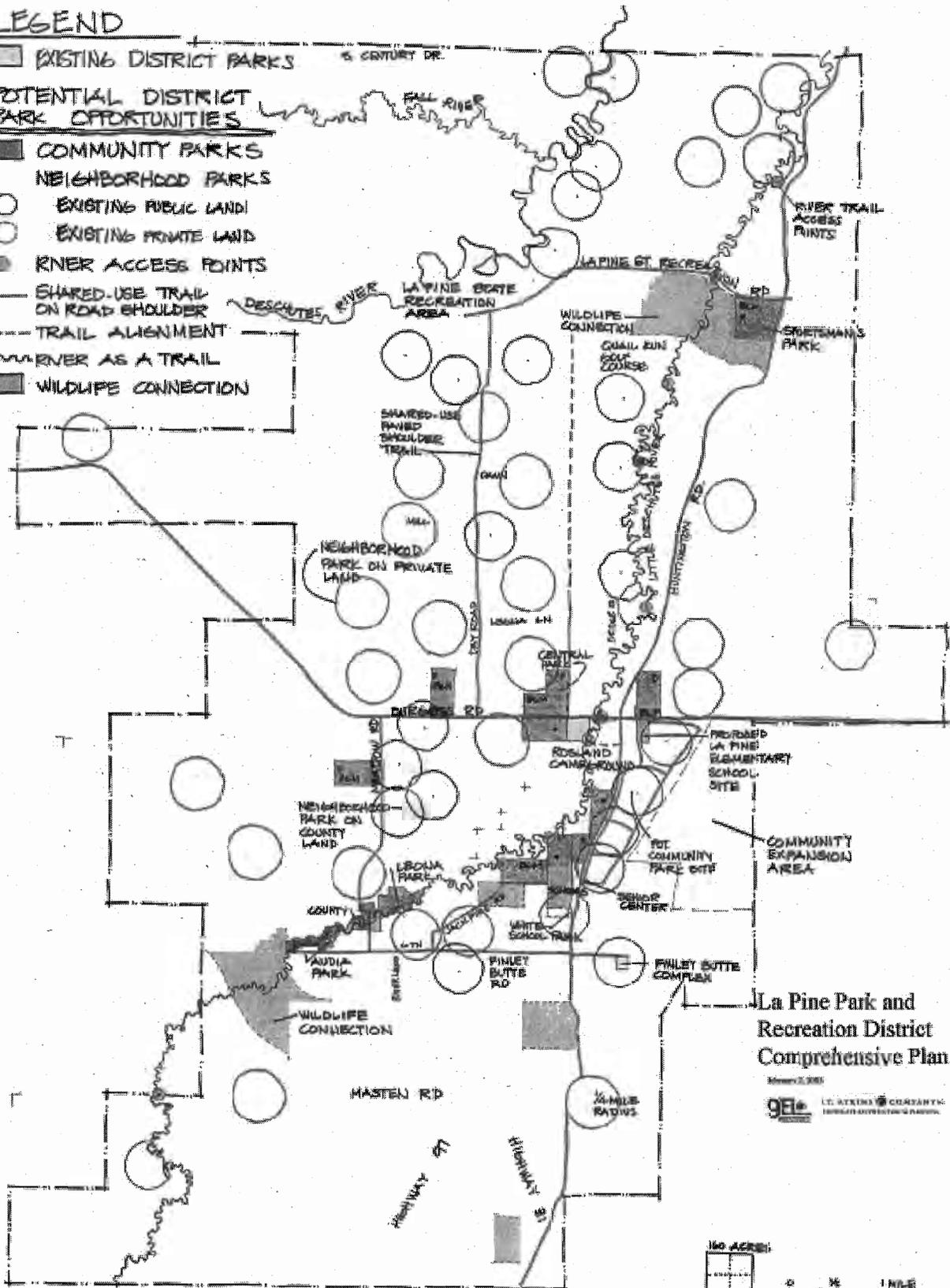
Actions:

- **Based on the survey results the community is most interested in developing programs for children, teen and families.**
- Preschool enrichment programs such as: playgroups, music, dance and movement, and art programs.
- Youth Programs (1st – 5th Grades) such as: enrichment program, art, music, dance, movements and fitness, school holiday programs, skateboard and BMX programs and summer camps and programs.
- Middle School Programs (6th – 8th Grades) such as: enrichment programs, art, music, dance, movement and fitness, school holiday programs, summer camps and outdoor recreation programs.
- Teen Programs (9th – 12th Grades) such as: enrichment programs, art, music, dance, movement and fitness programs and outdoor recreation.
- Adult Programs such as: adult sports, adult fitness and outdoor recreation programs.

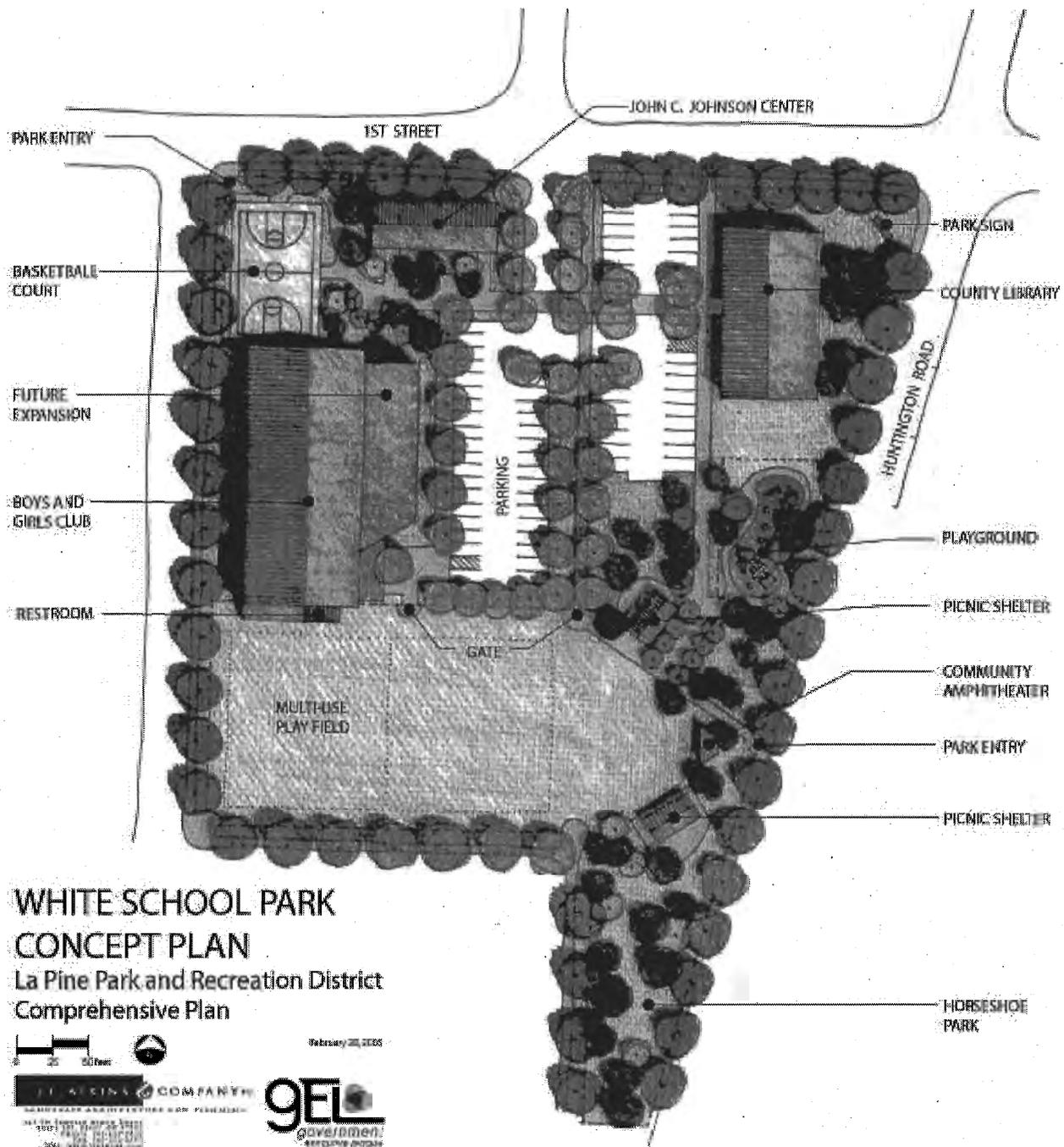
La Pine Park and Recreation District
 Comprehensive Plan

LEGEND

- EXISTING DISTRICT PARKS
- POTENTIAL DISTRICT PARK OPPORTUNITIES**
- COMMUNITY PARKS
- NEIGHBORHOOD PARKS
- EXISTING PUBLIC LAND
- EXISTING PRIVATE LAND
- RNER ACCESS POINTS
- SHARED-USE TRAIL ON ROAD SHOULDER
- - - TRAIL ALIGNMENT
- ~ WALKER AS A TRAIL
- WILDLIFE CONNECTION



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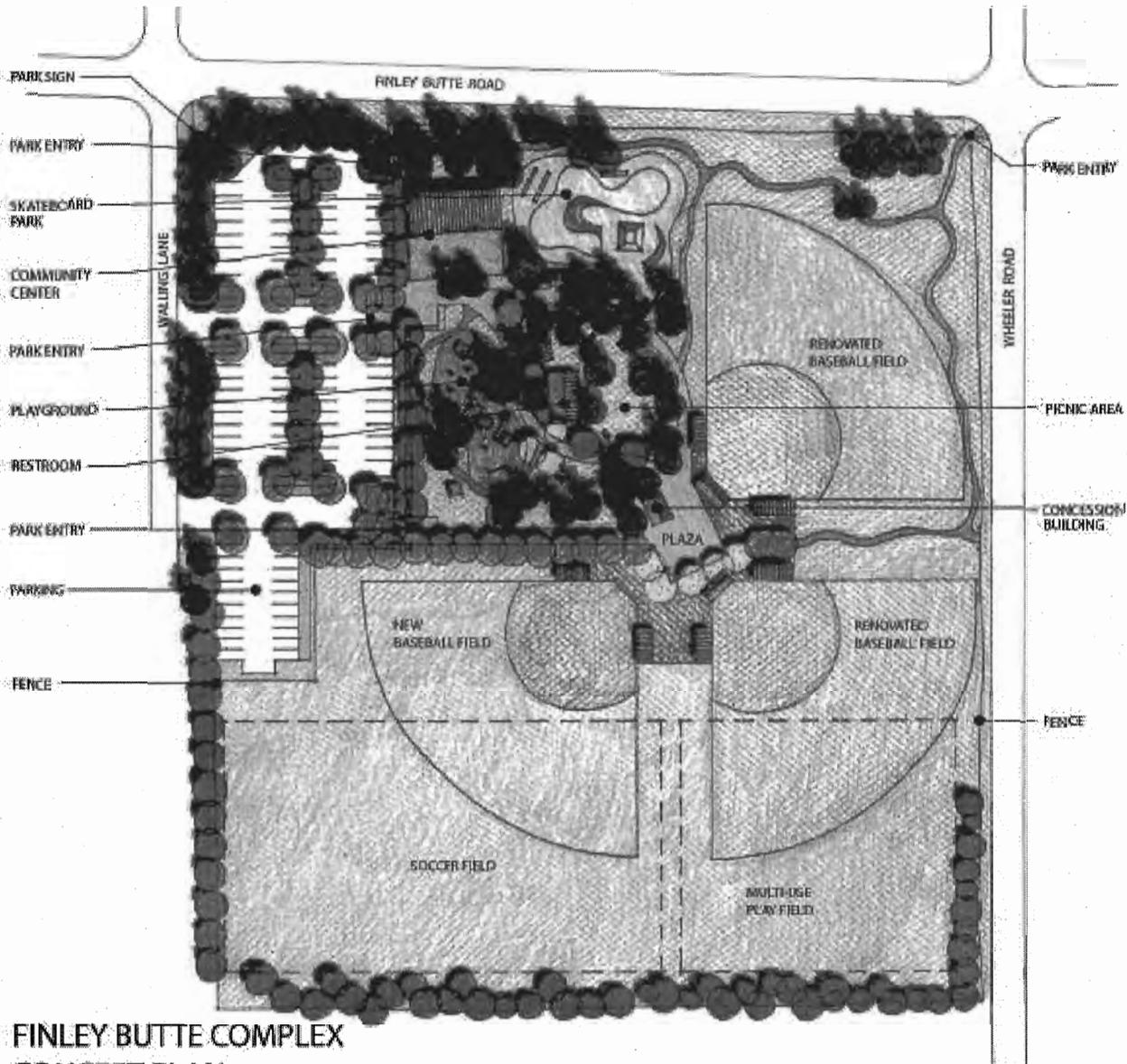
**WHITE SCHOOL PARK
CONCEPT PLAN**
La Pine Park and Recreation District
Comprehensive Plan



February 20, 2008



La Pine Park and Recreation District
Comprehensive Plan



FINLEY BUTTE COMPLEX
CONCEPT PLAN
La Pine Park and Recreation District
Comprehensive Plan

1" = 20' 0"

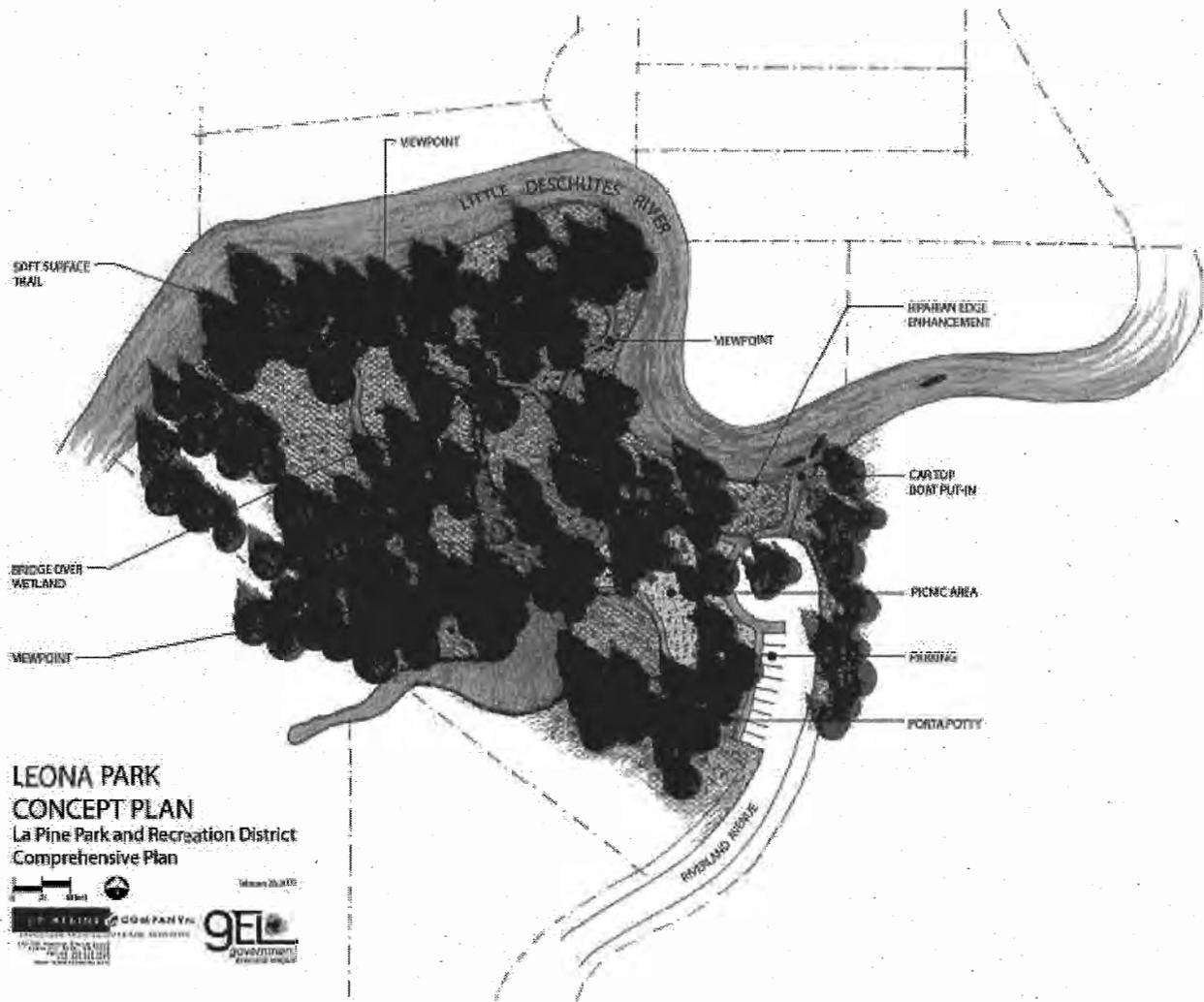
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BY: J. STINE

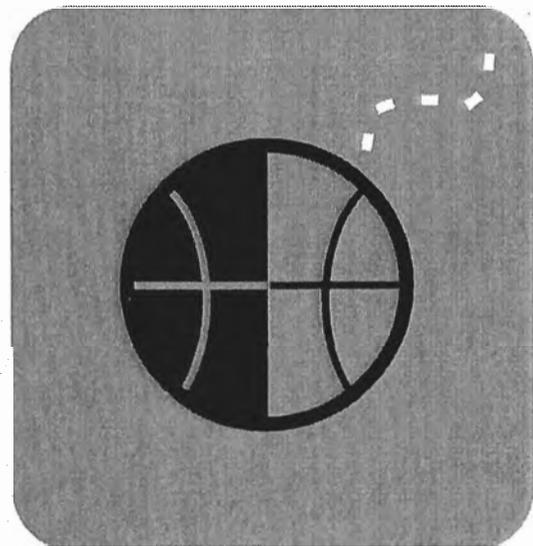
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La Pine Park and Recreation District
Comprehensive Plan



Chapter Four Action Plans



ANNUAL ACTION PLAN GOALS, STRATEGIES AND ACTIONS FOR 2005 – 2006

GOAL #1

Create a sustainable organization/Build organizational capacity

Strategy	Actions	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1. Board Development	• Annual training for all board members				
	• Develop orientation/training for new board members				
	• Board policies/update existing board bylaws				
	• Written roles and responsibilities				
	• Board policy and operations manual				
	• Board communications procedures				
	• Board meeting procedures				
2. Build Community Involvement & Support	• Appoint recorder to take meeting minutes/non-board member				
	• Meeting announcements in media/set up media distribution list and email system.				
	• Regularly published brochures/newsletters/publish quarterly				
	• Develop website				
	• Improve relations with other organizations				
	• Improve relations with media				
3. Interim Funding	• Public information program will be critical leading up to funding proposal, to assure passage				
	• Seek interim funding to hire General Manager, recreation program coordinator, parks maintenance staff				
4. Permanent Funding	• Develop fees and charges policy and schedule for all facilities and District services				
	• Conduct analysis of District operating costs, capital requirements and projected needs to determine tax rate proposal				
	• Seek voter approval of permanent tax rate, spring or fall 2008				
	• Plan and implement System Development Charges (SDC) program				

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5. Annual Budget Development Process	<ul style="list-style-type: none"> Appoint budget officer (ORS 294-331), hire a professional public finance consultant to develop 05'-06' budget. 				
	<ul style="list-style-type: none"> Appoint budget committee for 05'-06' budget cycle, (ORS 294.336) 				
	<ul style="list-style-type: none"> Set 05-06 Board goals, then base 05-06 budget on those goals, from Comp. Plan/Use consultant to facilitate annual goal setting meeting and process 				
6. Improve Financial Management	<ul style="list-style-type: none"> Hire professional public finance consultant to review current financial situation and set up new system 				
	<ul style="list-style-type: none"> Current accounting/finance structure needs to be replaced by June 30 (beginning of new fiscal year) 				
	<ul style="list-style-type: none"> Adopt written financial policies and procedures 				
	<ul style="list-style-type: none"> Develop and adopt fees and charges policy and fee schedule 				
	<ul style="list-style-type: none"> Develop cash flow projections for new fiscal year/update monthly 				
7. Develop staffing plan	<ul style="list-style-type: none"> Hire General Manager 				
	<ul style="list-style-type: none"> Determine number of additional positions needed/create organizational chart 				
	<ul style="list-style-type: none"> Written job descriptions for each position Establish wage and benefit administration program 				
8. Personnel Management	<ul style="list-style-type: none"> Written job descriptions and task assignments for each position 				
	<ul style="list-style-type: none"> Annual employee evaluations 				
	<ul style="list-style-type: none"> Personnel policies – develop and adopt 				
	<ul style="list-style-type: none"> Maintain secure personnel files on all employees Regularly scheduled employee training 				
9. Volunteer program	<ul style="list-style-type: none"> Establish volunteer coordinator position 				
	<ul style="list-style-type: none"> Written job descriptions 				
	<ul style="list-style-type: none"> Orientation manual and training for volunteers 				
	<ul style="list-style-type: none"> Recruitment and recognition program Annual evaluation program/of volunteers 				
10. Office Automation	<ul style="list-style-type: none"> Conduct needs assessment for office computers, phones, copy machines etc. (Hardware and software) 				

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	• Seek grant funds				
	• Acquire equipment				
	• Periodic review and upgrades/include in annual budget				

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GOAL #2

Improve existing parks and facilities

Strategy	Actions	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1. Establish Maintenance Standards for existing parks and facilities	<ul style="list-style-type: none"> Conduct Special Districts Association (SDAO) risk management assessment 				
	<ul style="list-style-type: none"> Establish risk management program 				
	<ul style="list-style-type: none"> Establish daily, weekly, monthly and seasonal maintenance tasks for each park/facility 				
2. Establish Annual Maintenance and Operation Budget for existing parks and facilities	<ul style="list-style-type: none"> Determine annual budgets for operating and maintaining each park/facility based on maintenance standards (see above) 				
	<ul style="list-style-type: none"> Include maintenance and operation budgets in annual budget 				
3. Establish Capital Improvement Plan and Budget for existing parks and facilities	<ul style="list-style-type: none"> Complete master plans for each park. 				
	<ul style="list-style-type: none"> Develop capital improvement plan (CIP) and cost estimate for each park 				
	<ul style="list-style-type: none"> Seek funding for CIP 				
4. ADA Accessibility Plans	<ul style="list-style-type: none"> Parks, trails, facilities should comply with ADA standards to the degree feasible 				
5. Plan for maintenance facility to house equipment and personnel	<ul style="list-style-type: none"> Create concept plan for maintenance facility 				
	<ul style="list-style-type: none"> Identify site for maintenance facility 				
	<ul style="list-style-type: none"> Study feasibility of contracting with or partnering with other agency to build and share maintenance equipment & functions 				
6. Organize a Community flagship park improvement project	<ul style="list-style-type: none"> To be discussed with Citizen Advisory Committee, Board and community 				
7. Caretaker Residents	<ul style="list-style-type: none"> Existing caretaker trailers should be removed from parks as soon as possible. A seasonal park host program should be established at Roseland Campground if camping is to be continued 				
Park Improvements					

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 Comprehensive Plan

8. Audia Park Improvements	<ul style="list-style-type: none"> • Work with Deschutes County (and other potential partners) to acquire interspersed County owned lots and the County owned common area and non-eligible parcels 				
	<ul style="list-style-type: none"> • Work with private property owners to consolidate parcels and/or acquire remaining parcels within the area due to high water tables on remaining lots (see map) as a major natural area along the Little Deschutes River 				
	<ul style="list-style-type: none"> • Develop site analysis including wetland and flood plain mapping 				
	<ul style="list-style-type: none"> • Develop master plan for the site 				
	<ul style="list-style-type: none"> • Once master plan is approved and funded, develop the necessary construction and permitting documents to construct the facilities 				
	<ul style="list-style-type: none"> • Park improvements to include: parking and road improvements, playground, picnic facilities, interpretive trail with signage, wildlife viewing opportunities, toilet facilities, non-motorized boat launch, ADA compliant trails, perimeter fencing, signage 				
9. Leona Park Improvements	<ul style="list-style-type: none"> • Consider acquisition of the parcel to immediate southwest (wetland and pond area) 				
	<ul style="list-style-type: none"> • Work with Deschutes County (and other potential partners) to acquire "non-eligible" parcels on the north side of the Little Deschutes River. 				
	<ul style="list-style-type: none"> • Map the wetlands and floodplain areas on the site 				
	<ul style="list-style-type: none"> • Develop master plan that locates potential park facilities within appropriate areas on site 				
	<ul style="list-style-type: none"> • Once master plan is approved and funded, develop the necessary construction and permitting documents for construction of facilities 				
	<ul style="list-style-type: none"> • Park improvements/master plan to include: parking and road improvements, limited picnic facilities, interpretive trail with signage, wildlife viewing opportunities, toilet facilities, study need for extending utilities to site, non motorized boat ramp, youth fishing access, ADA compliant 				

La Pine Park and Recreation District
Comprehensive Plan

	trails, signage, landscape buffer between river and parking area.				
10. White School Complex					
A. White School Bldg.	<ul style="list-style-type: none"> • A detailed evaluation of the building should be carried out and the initial recommendations for each building should be reevaluated • Develop a master plan for the complex and park areas 				
B. John C. Johnson Building – Initial Recommendations	<ul style="list-style-type: none"> • Window replacements • South porch improvements • Covered walk • Window coverings • New roof • New floor coverings 				
C. Adjacent Park Properties – Initial Recommendations	<ul style="list-style-type: none"> • Develop master plan that locates potential park facilities within appropriate areas on site • Once master plan is approved and funded, develop necessary construction and permitting documents to construct facility • Improve pedestrian and vehicle patterns within campus and pave parking lots/appropriate fencing to control pedestrian access • Develop landscape plan for circulation patterns and provide shade at appropriate points • Add lighting to park • Redevelop the existing playground • Develop picnic area with arbor • Develop community garden area • Develop skate park area • Improvements to sports fields, new turf, irrigation and lighting, small spectator seating. • In long term this multi – purpose field will become the central green space for the community for events and celebrations. 				
11. Finely Butte Road Park Complex	<ul style="list-style-type: none"> • Develop a master plan that locates potential park facilities within appropriate areas on the site • Once the master plan is approved and funded, develop the necessary 				

La Pine Park and Recreation District
 Comprehensive Plan

	<p>construction and permitting documents required to the construct the recommended improvements</p> <ul style="list-style-type: none"> • Renovate or replace the Recreation Hall. Long-term park development should include the development of a new recreation hall/center at this site or at a site that is more centrally located 				
A. Recreation Hall and Buildings	<ul style="list-style-type: none"> • A detailed evaluation of each building at the park should be carried out and the future use of each building evaluated 				
B. Park and Ball fields	<ul style="list-style-type: none"> • Develop park signage • Improve parking area with landscaped islands to delineate the parking spaces • Remove caretaker trailer and storage building. Use the area for events related to the Recreation Hall • Develop a paved trail system that connects the parking area to the recreation areas • Improve existing baseball fields: soil, turf improvements, irrigation system, fencing, dugouts and lighting • Develop 2 multi-purpose fields with necessary soils, irrigation and turf • Develop an additional baseball field (with necessary soils, irrigation and turf) to the east of parking lot • Develop playground and picnic area within treed area between the parking area and ball-fields • Improve landscaping within the area 				
12. Rosland Campground	<ul style="list-style-type: none"> • Consider alternative uses for the park including mix of active and passive recreation opportunities – LPRD Board and community should further consider 				
	<ul style="list-style-type: none"> • If camping continued: add group campsites, group cabins, upgrade all utilities, build bathrooms & shower, provide full hook up on north circle, restore ranger station, build picnic shelter, build woodshed, improve storage areas, seasonal campground host site, add low voltage lighting in select 				

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	areas				
	<ul style="list-style-type: none">• If camping not continued: consider day use picnic facilities, hiking trails, event – conference center, multi-use turf area, fishing area and informal picnic areas				

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GOAL #3

Plan for future parks and facilities

Strategy	Actions	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1. Work with other agencies to identify and acquire park site for future development	<ul style="list-style-type: none"> Work with Deschutes County (and other partners) to acquire future park sites identified on master plan 				
	<ul style="list-style-type: none"> Work with School District to explore opportunities to jointly develop park and school facilities that can serve multi uses. 				
	<ul style="list-style-type: none"> Work with County to develop mechanisms to acquire park and trails lands during the development process/to serve new development areas 				
	<ul style="list-style-type: none"> Work with County to acquire parks and trails in the New Neighborhood when funding is available for ongoing maintenance of sites 				
2. Work to acquire a comprehensive park, trail and open space system	<ul style="list-style-type: none"> The narrative describes the different elements and criteria for a range of park classifications, facilities, trails and open spaces. Following is a brief description of each park type that the District should work to acquire and develop in the future 				
A. Nature Parks	<ul style="list-style-type: none"> To provide passive recreation and habitat protection within natural areas in the community. The Little Deschutes River can play a major role in forming a river trail system that connects parks and open spaces within the community 				
B. Sports Complexes	<ul style="list-style-type: none"> To provide community/regional scale sports facilities that are used by the community as well as others from the region. Continue to work with School District to jointly develop these facilities where feasible 				
C. Community Parks	<ul style="list-style-type: none"> To provide larger, community wide facilities, versus neighborhood purposes. They allow group activities and recreation activities not feasible at the neighborhood park level. Serve ½ to 3-mile radius, located on major arterial or collector streets, generally from 10 – 20 acres 				

<p>D. Neighborhood Parks</p>	<ul style="list-style-type: none"> • To provide amenities within walking distance (1/4 – 1/2 mile) of residential areas. Include active and passive recreation opportunities for individuals in neighborhoods: playground, playfields and picnic facilities. Larger neighborhood parks may include tennis, volleyball and basketball courts, and restrooms. • District should aggressively work with Deschutes County to set aside park sites as new developments are proposed • Work with Deschutes County and private property owners to identify sites that have been designated “non-eligible” for development that would be appropriate for neighborhood parks. A concentration of these lands along the Deschutes and Little Deschutes River provide opportunities for a unique park system paralleling the river • Scattered parcel, owned by Deschutes County, in existing developed subdivisions provide opportunities to develop neighborhood parks 				
<p>E. Trails</p>	<ul style="list-style-type: none"> • Develop trail system that links neighborhoods to community facilities and connects to adjacent federal and state lands. The Rivers that flow through the District provide another opportunity to create a river trail through the community • Seek funding to develop a detailed trail master plan for the District • Work with Deschutes County, Federal agencies and private developers to achieve trail continuity through out the community • Develop river access points at bridge crossing points along the Little Deschutes River • Develop trail on or adjacent to the following north/south roads within the community: Huntington Road, Pine Forest Road, Day Road and 6th street • Connect the New Neighborhood development zone to the 				

La Pine Park and Recreation District
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	<p>community along Huntington Road</p> <ul style="list-style-type: none"> • Develop east/west trail on the following east/west roads in the community: La Pine State Recreation Road, Burgess Road, Road between Shaw and Jean Roads in the south • Research other potential community trail corridors • Develop connections between community facilities and Little Deschutes River • Develop a trail system that connects community facilities • Accessibility considerations: Parks and trails should be accessible to all users wherever possible 				
PROPOSED NEW PARKS					
1. Neighborhood Parks	<ul style="list-style-type: none"> • Develop neighborhood parks within ¼ to ½ mile walk within neighborhoods. See narrative and Master Plan map for proposed locations. 				
2. Community Parks					
A. Expo Park and Aquatic Site	<ul style="list-style-type: none"> • Located north of La Pine High School and to west of Huntington Road. 80-120 acre site owned by BLM. See narrative and Master Plan map for description 				
B. Burgess Central Park	<ul style="list-style-type: none"> • Located on north side of Burgess Road, at Meadow and Howard Lanes. 120-acre site owned by BLM. See narrative and Master Plan map for description 				
C. Sportsman's Recreation Area	<ul style="list-style-type: none"> • Located on the southwest corner of State Recreation Road and Huntington Road. 160-acre site owned by BLM. See narrative and Maser Plan map for descriptions 				

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GOAL #4
 Improve existing recreation programs

Strategy	Actions	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1. Annual Program Planning Process	<ul style="list-style-type: none"> Maintain inventory of all recreation programs and events and contact information in community (See Recreation Inventory in appendix) 				
	<ul style="list-style-type: none"> Determine programs that LPRD will sponsor each year/ include in annual budget planning process 				
	<ul style="list-style-type: none"> Implement ongoing program evaluations/to poll participants about customer satisfaction, ideas for other programs and program improvements 				
	<ul style="list-style-type: none"> Conduct regular/ongoing community survey to help determine program needs 				
2. Recreation Staffing and Personnel Management	<ul style="list-style-type: none"> Program instructor/leader/volunteer recruiting program to increase pool of program leaders 				
	<ul style="list-style-type: none"> Create job description for program leaders 				
	<ul style="list-style-type: none"> Set up contracts/agreements for contract leaders/instructors 				
	<ul style="list-style-type: none"> Provide training and evaluation system of leaders and programs 				
	<ul style="list-style-type: none"> Set up process for reviewing program proposals and employment applications for leaders 				
	<ul style="list-style-type: none"> Create contracts/employment agreements for program leaders outlining responsibilities, terms of employment etc. 				
	<ul style="list-style-type: none"> Set up staff and volunteer screening process/ criminal history checks, reference checks etc. 				
	<ul style="list-style-type: none"> Create staff and volunteer resource/training manual for program leaders 				
3. Program Budgets/Fees and Charges/Revenues	<ul style="list-style-type: none"> Develop program budget template to plan/estimate expenses and revenues for existing and proposed programs 				
	<ul style="list-style-type: none"> Include program budgets (expenses and revenues) in annual budget 				

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	<ul style="list-style-type: none"> Develop board policy regarding fees and charges for recreation programs (regarding direct expenses, administrative expenses and In-District/Out of District resident fees) 				
4. Establish Scholarship Fund for Participants	<ul style="list-style-type: none"> Establish a scholarship program and fund for participants who need assistance with registration fees – including application criteria, form and approval process 				
	<ul style="list-style-type: none"> Seek funding from private sources, grants and other community organizations to establish and sustain the scholarship fund 				
5. Create Partnerships to Coordinate and Expand Recreation Programs	<ul style="list-style-type: none"> Work with School District to coordinate programs and develop pool of program leaders 				
	<ul style="list-style-type: none"> Boys and Girls Club 				
	<ul style="list-style-type: none"> Senior Center 				
	<ul style="list-style-type: none"> COCC Continuing Education Program 				
	<ul style="list-style-type: none"> Work with private recreation providers. 				
	<ul style="list-style-type: none"> Find business, corporate sponsors and non-profit organizations to help fund recreation programs or subsidize costs of recreation programs 				

La Pine Park and Recreation District
 Comprehensive Plan

GOAL #5

Plan for future recreation programs

Strategy	Actions	1 st Quarter	2 nd Quarter	3 rd Quarter	4 th Quarter
1. Partnership with Boys and Girls Club	<ul style="list-style-type: none"> Explore feasibility of Boys and Girls Club managing youth recreation programs to expand program offerings and participants 				
2. Expand program offerings in the following areas/as identified in Recreation Program Inventory	<ul style="list-style-type: none"> Preschool enrichment programs: playgroups, music, dance and movement, the arts 				
	<ul style="list-style-type: none"> Youth Programs (1st – 5th grades): enrichment programs: art, music, dance, movement/Fitness programs/ school holiday programs/ skateboard and BMX programs and facilities/summer camps and programs. 				
	<ul style="list-style-type: none"> Middle School Programs (6th – 8th grades): Enrichment programs: art, music, dance, movement/fitness/school holiday programs/summer camps and programs/outdoor recreation programs 				
	<ul style="list-style-type: none"> Teen Programs (9th – 12th grades): Enrichment programs: art, music, dance, movement/fitness/outdoor recreation programs 				
	<ul style="list-style-type: none"> Adult Programs: adult sports programs/ adult fitness programs/ outdoor recreation 				

**FIVE YEAR ACTION PLAN
 GOALS, STRATEGIES AND ACTIONS FOR 2005 – 2009**

GOAL #1

Create a sustainable organization/Build organizational capacity

Strategy	Actions	2005	2006	2007	2008	2009
1. Board Development	<ul style="list-style-type: none"> • Annual training for all board members • Develop orientation/training for new board members • Board policies/update existing board bylaws • Written roles and responsibilities • Board policy and operations manual • Board communications procedures • Board meeting procedures • Appoint recorder to take meeting minutes/non-board member 					
2. Build Community Involvement & Support	<ul style="list-style-type: none"> • Meeting announcements in media/set up media distribution list and email system. • Regularly published brochures/newsletters/publish quarterly • Develop website • Improve relations with other organizations • Improve relations with media • Public information program will be critical leading up to funding proposal, to assure passage 					
3. Interim Funding	<ul style="list-style-type: none"> • Seek interim funding to hire General Manager, recreation program coordinator, parks maintenance staff • Develop fees and charges policy and schedule for all facilities and District services 					
4. Permanent Funding	<ul style="list-style-type: none"> • Conduct analysis of District operating costs, capital requirements and projected needs to determine tax rate proposal • Seek voter approval of permanent tax rate, spring or fall 2008 • Plan and implement System Development Charges (SDC) program 					

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5. Annual Budget Development Process	<ul style="list-style-type: none"> • Appoint budget officer (ORS 294-331), hire a professional public finance consultant to develop 05'-06' budget. • Appoint budget committee for 05'-06' budget cycle, (ORS 294.336) • Set 05-06 Board goals, then base 05-06 budget on those goals, from Comp. Plan/Use consultant to facilitate annual goal setting meeting and process 					
6. Improve Financial Management	<ul style="list-style-type: none"> • Hire professional public finance consultant to review current financial situation and set up new system • Current accounting/finance structure needs to be replaced by June 30 (beginning of new fiscal year) • Adopt written financial policies and procedures • Develop and adopt fees and charges policy and fee schedule • Develop cash flow projections for new fiscal year/update monthly 					
7. Develop staffing plan	<ul style="list-style-type: none"> • Hire General Manager • Determine number of additional positions needed/create organizational chart • Written job descriptions for each position • Establish wage and benefit administration program 					
8. Personnel Management	<ul style="list-style-type: none"> • Written job descriptions and task assignments for each position • Annual employee evaluations • Personnel policies – develop and adopt • Maintain secure personnel files on all employees • Regularly scheduled employee training 					
9. Volunteer program	<ul style="list-style-type: none"> • Establish volunteer coordinator position • Written job descriptions • Orientation manual and training for volunteers • Recruitment and recognition program • Annual evaluation program/of volunteers 					
10. Office Automation	<ul style="list-style-type: none"> • Conduct needs assessment for office computers, phones, copy machines etc. (Hardware and software) • Seek grant funds 					

La Pine Park and Recreation District
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	<ul style="list-style-type: none">• Acquire equipment• Periodic review and upgrades/include in annual budget					
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GOAL #2
 Improve existing parks and facilities

Strategy	Actions	2005	2006	2007	2008	2009
1. Establish Maintenance Standards for existing parks and facilities	<ul style="list-style-type: none"> • Conduct Special Districts Association (SDAO) risk management assessment • Establish risk management program • Establish daily, weekly, monthly and seasonal maintenance tasks for each park/facility 					
2. Establish Annual Maintenance and Operation Budget for existing parks and facilities	<ul style="list-style-type: none"> • Determine annual budgets for operating and maintaining each park/facility based on maintenance standards (see above) • Include maintenance and operation budgets in annual budget 					
3. Establish Capital Improvement Plan and Budget for existing parks and facilities	<ul style="list-style-type: none"> • Complete master plans for each park. • Develop capital improvement plan (CIP) and cost estimate for each park • Seek funding for CIP 					
4. ADA Accessibility Plans	<ul style="list-style-type: none"> • Parks, trails, facilities should comply with ADA standards to the degree feasible 					
5. Plan for maintenance facility to house equipment and personnel	<ul style="list-style-type: none"> • Create concept plan for maintenance facility • Identify site for maintenance facility • Study feasibility of contracting with or partnering with other agency to build and share maintenance equipment & functions 					
6. Organize a Community Flagship park improvement project	<ul style="list-style-type: none"> • To be discussed with Citizen Advisory Committee, Board and community 					
7. Caretaker Residents	<ul style="list-style-type: none"> • Existing caretaker trailers should be removed from parks as soon as possible. A seasonal park host program should be established at Roseland Campground if camping is to be continued 					
Park Improvements						
8. Audia Park Improvements	<ul style="list-style-type: none"> • Work with Deschutes County (and 					

La Pine Park and Recreation District
 Comprehensive Plan

	<p>other potential partners) to acquire interspersed County owned lots and the County owned common area and non-eligible parcels</p> <ul style="list-style-type: none"> • Work with private property owners to consolidate parcels and/or acquire remaining parcels within the area due to high water tables on remaining lots (see map) as a major natural area along the Little Deschutes River • Develop site analysis including wetland and flood plain mapping • Develop master plan for the site • Once master plan is approved and funded, develop the necessary construction and permitting documents to construct the facilities • Park improvements to include: parking and road improvements, playground, picnic facilities, interpretive trail with signage, wildlife viewing opportunities, toilet facilities, non-motorized boat launch, ADA compliant trails, perimeter fencing, signage 					
<p>9. Leona Park Improvements</p>	<ul style="list-style-type: none"> • Consider acquisition of the parcel to immediate southwest (wetland and pond area) • Work with Deschutes County (and other potential partners) to acquire “non-eligible” parcels on the north side of the Little Deschutes River. • Map the wetlands and floodplain areas on the site • Develop master plan that locates potential park facilities within appropriate areas on site • Once master plan is approved and funded, develop the necessary construction and permitting documents for construction of facilities • Park improvements/master plan to include: parking and road improvements, limited picnic facilities, interpretive trail with signage, wildlife viewing opportunities, toilet facilities, study need for extending utilities to site, non motorized boat ramp, youth fishing access, ADA compliant trails, signage, landscape buffer 					

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	between river and parking area.				
10. White School Complex					
A. White School Building	<ul style="list-style-type: none"> • A detailed evaluation of each building should be carried out and the recommendations for each building reevaluated. East addition and architectural enchantments. 				
B. John C. Johnson Building – Initial Recommendations	<ul style="list-style-type: none"> D. Window replacements E. South porch improvements F. Covered walk G. Window coverings H. New roof I. New floor coverings 				
C. Adjacent Park Properties – Initial Recommendations	<ul style="list-style-type: none"> • Develop master plan that locates potential park facilities within appropriate areas on site • Once master plan is approved and funded, develop necessary construction and permitting documents to construct facility • Improve pedestrian and vehicle patterns within campus and pave parking lots/appropriate fencing to control pedestrian access • Develop landscape plan for circulation patterns and provide shade at appropriate points • Add lighting to park • Redevelop the existing playground • Develop picnic area with arbor • Develop community garden area • Develop skate park area • Improvements to sports fields, new turf, irrigation and lighting, small spectator seating. • In long term this multi – purpose field will become the central green space for the community for events and celebrations. 				
11. Finely Butte Road Park Complex	<ul style="list-style-type: none"> • Develop a master plan that locates potential park facilities within appropriate areas on the site • Once the master plan is approved and funded, develop the necessary construction and permitting documents required to the 				

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	<p>construct the recommended improvements</p> <ul style="list-style-type: none"> • Renovate or replace the Recreation Hall. Long-term park development should include the development of a new recreation hall/center at this site or at a site that is more centrally located 					
A. Recreation Hall and Buildings	<ul style="list-style-type: none"> • A detailed evaluation of each building at the park should be carried out and the future use of each building evaluated 					
B. Park and Ball fields	<ul style="list-style-type: none"> • Develop park signage • Improve parking area with landscaped islands to delineate the parking spaces • Remove caretaker trailer and storage building. Use the area for events related to the Recreation Hall • Develop a paved trail system that connects the parking area to the recreation areas • Improve existing baseball fields: soil, turf improvements, irrigation system, fencing, dugouts and lighting • Develop 2 multi-purpose fields with necessary soils, irrigation and turf • Develop an additional baseball field (with necessary soils, irrigation and turf) to the east of parking lot • Develop playground and picnic area within treed area between the parking area and ball-fields • Improve landscaping within the area 					
12. Rosland Campground	<ul style="list-style-type: none"> • Consider alternative uses for the park including mix of active and passive recreation opportunities – LPRD Board and community should further consider 					
	<ul style="list-style-type: none"> • If camping continued: add group campsites, group cabins, upgrade all utilities, build bathrooms & shower, provide full hook up on north circle, restore ranger station, build picnic shelter, build woodshed, improve storage areas, seasonal campground host site, add low voltage lighting in select areas 					

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	<ul style="list-style-type: none">• If camping not continued: consider day use picnic facilities, hiking trails, event – conference center, multi-use turf area, fishing area and informal picnic areas					
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 Comprehensive Plan

GOAL #3

Plan for future parks and facilities

Strategy	Actions	2005	2006	2007	2008	2009
1. Work with other agencies to identify and acquire park site for future development	<ul style="list-style-type: none"> • Work with Deschutes County (and other partners) to acquire future park sites identified on master plan • Work with School District to explore opportunities to jointly develop park and school facilities that can serve multi uses. • Work with County to develop mechanisms to acquire park and trails lands during the development process/to serve new development areas • Work with County to acquire parks and trails in the New Neighborhood when funding is available for ongoing maintenance of sites 					
2. Work to acquire a comprehensive park, trail and open space system	The narrative describes the different elements and criteria for a range of park classifications, facilities, trails and open spaces. Following is a brief description of each park type that the District should work to acquire and develop in the future					
A. Nature Parks	To provide passive recreation and habitat protection within natural areas in the community. The Little Deschutes River can play a major role in forming a river trail system that connects parks and open spaces within the community					
B. Sports Complexes	To provide community/regional scale sports facilities that are used by the community as well as others from the region. Continue to work with School District to jointly develop these facilities where feasible					
C. Community Parks	To provide larger, community wide facilities, versus neighborhood purposes. They allow group activities and recreation activities not feasible at the neighborhood park level. Serve ½ to 3-mile radius, located on major arterial or collector streets, generally from 10 – 20 acres					
D. Neighborhood Parks	To provide amenities within walking distance (1/4 – ½ mile) of residential areas. Include active and passive recreation opportunities for individuals in neighborhoods: playground, playfields and picnic facilities. Larger neighborhood parks may include tennis, volleyball and basketball courts, and restrooms.					

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	<p>District should aggressively work with Deschutes County to set aside park sites as new developments are proposed</p> <p>Work with Deschutes County and private property owners to identify sites that have been designated "non-eligible" for development that would be appropriate for neighborhood parks. A concentration of these lands along the Deschutes and Little Deschutes River provide opportunities for a unique park system paralleling the river</p> <p>Scattered parcel, owned by Deschutes County, in existing developed subdivisions provide opportunities to develop neighborhood parks</p>					
<p>E. Trails</p>	<p>Develop trail system that links neighborhoods to community facilities and connects to adjacent federal and state lands. The Rivers that flow through the District provide another opportunity to create a river trail through the community</p> <p>Seek funding to develop a detailed trail master plan for the District</p> <p>Work with Deschutes County, Federal agencies and private developers to achieve trail continuity through out the community</p> <p>Develop river access points at bridge crossing points along the Little Deschutes River</p> <p>Develop trail on or adjacent to the following north/south roads within the community: Huntington Road, Pine Forest Road, Day Road and 6th street</p> <p>Connect the New Neighborhood development zone to the community along Huntington Road</p> <p>Develop east/west trail on the following east/west roads in the community: La Pine State Recreation Road, Burgess Road, Road between Shaw and Jean Roads in the south</p> <p>Research other potential community trail corridors</p> <p>Develop connections between community facilities and Little Deschutes River</p> <p>Develop a trail system that connects community facilities</p> <p>Accessibility considerations: Parks and trails should be accessible to all users wherever possible</p>					
<p>PROPOSED NEW PARKS</p>						
<p>1. Neighborhood Parks</p>	<p>Develop neighborhood parks within ¼ to ½ mile walk within neighborhoods. See narrative and Master Plan map for proposed locations.</p>					

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2. Community Parks						
Expo Park and Aquatic Site	Located north of La Pine High School and to west of Huntington Road. 80-120 acre site owned by BLM. See narrative and Master Plan map for description					
Burgess Central Park	Located on north side of Burgess Road, at Meadow and Howard Lanes. 120-acre site owned by BLM. See narrative and Master Plan map for description					
Sportsman's Recreation Area	Located on the southwest corner of State Recreation Road and Huntington Road. 160-acre site owned by BLM. See narrative and Maser Plan map for descriptions					

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GOAL #4

Improve existing recreation programs

Strategy	Actions	2005	2006	2007	2008	2009
1. Annual Program Planning Process	<ul style="list-style-type: none"> • Maintain inventory of all recreation programs and events and contact information in community (See Recreation Inventory in appendix) • Determine programs that LPRD will sponsor each year/ include in annual budget planning process • Implement ongoing program evaluations/to poll participants about customer satisfaction, ideas for other programs and program improvements • Conduct regular/ongoing community survey to help determine program needs 					
2. Recreation Staffing and Personnel Management	<ul style="list-style-type: none"> • Program instructor/leader/volunteer recruiting program to increase pool of program leaders • Create job description for program leaders • Set up contracts/agreements for contract leaders/instructors • Provide training and evaluation system of leaders and programs • Set up process for reviewing program proposals and employment applications for leaders • Create contracts/employment agreements for program leaders Outlining responsibilities, terms of employment etc. • Set up staff and volunteer screening process/ criminal history checks, reference checks etc. • Create staff and volunteer resource/training manual for program leaders 					
3. Program Budgets/Fees and Charges/Revenues	<ul style="list-style-type: none"> • Develop program budget template to plan/estimate expenses and revenues for existing and proposed programs • Include program budgets (expenses and revenues) in annual budget • Develop board policy regarding fees and charges for recreation programs (regarding direct expenses, administrative expenses 					

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	and In-District/Out of District resident fees)					
4. Establish Scholarship Fund for Participants	<p>Establish a scholarship program and fund for participants who need assistance with registration fees – including application criteria, form and approval process</p> <ul style="list-style-type: none"> • Seek funding from private sources, grants and other community organizations to establish and sustain the scholarship fund 					
5. Create Partnerships to Coordinate and Expand Recreation Programs	<ul style="list-style-type: none"> • Work with School District to coordinate programs and develop pool of program leaders • Boys and Girls Club • Senior Center • COCC Continuing Education Program • Work with private recreation providers. • Find business, corporate sponsors and non-profit organizations to help fund recreation programs or subsidize costs of recreation programs 					

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GOAL #5

Plan for future recreation programs

Strategy	Actions	2005	2006	2007	2008	2009
1. Partnership with Boys and Girls Club	<ul style="list-style-type: none"> Explore feasibility of Boys and Girls Club managing youth recreation programs to expand program offerings and participants 					
2. Expand program offerings in the following areas/as identified in Recreation Program Inventory	<ul style="list-style-type: none"> Preschool enrichment programs: playgroups, music, dance and movement, the arts Youth Programs (1st – 5th grades): enrichment programs: art, music, dance, movement/Fitness programs/ school holiday programs/ skateboard and BMX programs and facilities/summer camps and programs. Middle School Programs (6th – 8th grades): Enrichment programs: art, music, dance, movement/fitness/school holiday programs/summer camps and programs/outdoor recreation programs Teen Programs (9th – 12th grades): Enrichment programs: art, music, dance, movement/fitness/outdoor recreation programs Adult Programs: adult sports programs/ adult fitness programs/ outdoor recreation 					

Appendix



Appendix

- Park and Facility Inventory
- Recreation Program Inventory
- Description of Planning Area
- Demographic Information
- Benefits of Parks and Recreation Services
- Comparable Park & Recreation Organizations
- Community Opinion Results:
 - Stakeholder interviews, survey, comments
- 5 Year Financial Plan
- Special Districts' Association of Oregon Model Accounting Policies
- Park and Recreation Resources

Park and Facility Inventory

Facilities Inventory

Parks, trails, facilities, support facilities

Audia Park

Located on Station Road at west end of 6th Street

Acres/Sq. Ft.:

Date Acquired: Donated by Jay Audia

Date Developed: Undeveloped

History/Character/Use

Audia Park is an undeveloped park on the east side of the Little Deschutes River. The park is composed of three separate clusters of residential lots within a proposed residential subdivision. The park parcels as well as the remaining undeveloped lots are all within an area with area of 0-2 feet depth to groundwater area delineated by Deschutes County as a "denial area". The park is unimproved.

Existing Conditions:

- Access to the park is on a dirt road. There is a large, dirt parking and turn-around area for vehicles. At the unimproved river access area, the riverbank is eroded due to compaction from cars, trailers and foot traffic.
- 600 feet of riverfront
- Open flood plain areas
- Partially forested (thinned lodge pole pine)
- Willows and other riparian vegetation within the flood plain
- Largely flood plain
- One non-flood plain lot overlooking the flood plain
- Interspersed county-owned lots
- Roadways
- Electricity access 200 feet away
- Common area county-owned

Site Features:

- Vegetation – Dense riparian vegetation along the river. Scattered stands of pine and grasses on the higher elevation land
- Landforms – Floodplain and flood plain terrace that is approximately 20-30 feet above the flood plain.
- Water forms – Little Deschutes River forms the western boundary of the park.
- Habitat – Riparian habitat
- Surrounding Land uses – Scattered single family residences
- Transportation Access – On dirt road off 6th
- Other site forms – Prominent flood plain terrace that provides views of lower flood plain area

Leona Park

Located on east end of Sherrie Way off of Riverland Road and 6th.

Acres/Sq. Ft.: 2 acres

Existing Conditions

Access to the park is through subdivision. Single-family residential properties abut the park site.

The park is minimally developed at present and provides great access and views of the Little Deschutes River.

- Little Deschutes River frontage forms a park boundary
- Lagoon
- Island
- Partially fenced on boundaries

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- Electric power
- Wooded
- Roadway
- Riparian vegetation
- Picnic area
- Trails
- Wildlife habitat
- BBQ area

Site Features

- Vegetation – Mixture of deciduous and conifer trees as well as riparian vegetation.
- Landforms – River flood plain as well as a pond depression. Land overlooking the park is on the flood plain terrace (approximately 30-50 feet above the park).
- Water forms – Little Deschutes River (meanders through the area) and pond and wetlands
- Habitat – Riparian habitat
- Surrounding Land Uses – Scattered single family residential.
- Transportation Access – Park entry off of Riverland Road

White School Complex

Located on 1st and Coach (the old White School site), East half Library District

Date Acquired:

Date Developed:

History/Character/Use

The Boys and Girls Club are currently using the facility, year round, and for several community wide, special events.

Existing Conditions

- White School Park Building (Gym floor, Boys & Girls Club, Kitchen, Bathrooms, Storage area, pop can recycling area)
- The Green (football, soccer & event area, exterior bathroom, power stations, picnic tables)
- In-ground BBQ pit
- Pump house
- Parking
- Playground (play structures, fencing, BBQ, picnic shelters)
- Horseshoe pits
- John C. Johnson Center (district office & bathrooms, meeting room, rental offices)

Site Features:

- Vegetation – Lawn with scattered trees
- Landforms – Flat area
- Water forms - None
- Habitat – Urban setting
- Surrounding Land Use – John C. Johnson Center, library and school sites
- Transportation Access – on 1st and Coach
 - Carpeting

Facility Name: Rosland Campground

Existing Conditions

This park provides a range of camping sites within a beautiful wooded and riparian setting. The existing facilities are relatively primitive in nature similar to campgrounds found at US Forest Service campgrounds.

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The site provides several opportunities to experience the river as it flows to the east of the property. Many of the facilities at the site have been in use for many years and are showing their age and use.

- 11 dispersed campsites (2 w/ electricity and water)
- Electric well and building
- Vault toilets north/south
- Old ranger station (to be located on the property)
- Lightly graveled roads
- Log barriers
- Three USGS wells (south circle)
- Barbed wire fencing
- River frontage
- 2 natural river areas
- Storage areas
- Barn, shop, garage
- Storage shed
- Day use area (swings/play structure, campfire circle, volleyball court etc)
- Single entrance
- Amphitheater
- Park entrance sign

Site Features:

- Vegetation – Scattered stands of deciduous and conifer trees and riparian vegetation
- Landforms – Upland terrace and flood plain
- Water forms – Little Deschutes River and associated meanders
- Habitat – Upland and riparian habitat
- Surrounding Land uses – Scattered large lot residential developments. Large BLM parcel to the northwest
- Transportation Access – Access off of Burgess Road.

Finley Butte Road Park Complex

Located at Finley Butte Road, SE Corner of Walling Lane

Acres/Sq. Ft.: 10 acres (old Lions Club) complex

Date Acquired:

Date Developed:

History/Character/Use

Existing Conditions:

This park provides community meeting facilities and is now focal area for active sports within the community. The sports facilities provide for baseball and softball on fields. In general the area needs improvements to the facilities and sports field including turf and irrigation improvements.

- Recreation Hall (60'x60')
- Meeting Hall (50'x50')
- Caretaker mobile home and yard storage area
- Kitchen, bathroom & fenced yard
- Renters storage & storage lean to
- Exterior storage (8'x16')
- Bathroom
- Little League storage
- Snack shack (24'X24')/crew bathroom
- Two baseball fields
- T-ball field
- Picnic area
- Two undeveloped fields
- Paved parking

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- Play area

Site Features:

- Vegetation – Scattered conifer trees between parking area and the fields
- Landforms – Flat area
- Water forms - None
- Habitat – urban habitat
- Surrounding Land uses – Single family residences
- Transportation Access – Off of Finley Butte Road, SE Corner of Walling Lane

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Recreation Program Inventory

Recreation Programs	LPRD Existing Programs	Other Providers in La Pine	Recommendations
Pre School Programs – Ages 18 months – 5 years			
<ul style="list-style-type: none"> Pre – school 		Rising Star Church pre-schools	
<ul style="list-style-type: none"> Enrichment groups: play groups, music, dance, arts, tumbling and movement 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
Youth Programs – Ages 1-5th Grades			
<ul style="list-style-type: none"> Enrichment: art, music, dance, movement, gymnastics 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Fitness: martial arts, aerobics 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Before and after school care 		Kids Club – operates in schools. Boys and Girls Club	<ul style="list-style-type: none"> Lease with Boys and Girls Club needs to be revised/updated. Boys and Girls Club needs better communications from LPRD regarding events in building
<ul style="list-style-type: none"> School holiday programs: Christmas, spring break, school closure days 		Boys and Girls Club	<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Equestrian Activities 		Rodeo Club	
<ul style="list-style-type: none"> Outdoor Recreation: camps, skiing, rafting, hiking 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Sports: baseball, softball, soccer, basketball, football, volleyball, BB Gun Club 	Basketball Soccer Flag football Tackle football Girls fast pitch softball	Little League Youth Wrestling K-5	
<ul style="list-style-type: none"> Skateboard – BMX activities 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming and facilities
<ul style="list-style-type: none"> Youth Clubs 		BB Gun Club 4-H Clubs Girl Scouts, Boy Scouts, Campfire Inc.	<ul style="list-style-type: none"> LPRD provides a valuable community service by maintaining list of recreation clubs and activities with contact info. Should consider expanding this service with regular brochures, newsletter, web site.
Middle School Programs – 6-8 Grades			
<ul style="list-style-type: none"> Enrichment: art, music, dance, movement, gymnastics 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Fitness: martial arts, aerobics 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> School holiday programs: Christmas, Spring Break, school closure days 		<ul style="list-style-type: none"> Boys and Girls Club 	<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Equestrian programs 		<ul style="list-style-type: none"> Rodeo Club 	

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<ul style="list-style-type: none"> Sports: baseball, softball, soccer, basketball, football, volleyball, track, wrestling, golf, baseball, cheerleading, bowling 		<ul style="list-style-type: none"> Bend La Pine School District Girls Fastpitch 	
<ul style="list-style-type: none"> Outdoor Recreation: camps, skiing, rafting, hiking 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
Teen Programs – 9-12 Grades			
<ul style="list-style-type: none"> Enrichment: art, music, dance, movement, gymnastics 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Fitness: martial arts, aerobics, etc. 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> School holiday programs: Christmas, Spring Break, school closure days 		<ul style="list-style-type: none"> Boys and Girls Club 	
<ul style="list-style-type: none"> Equestrian programs 		<ul style="list-style-type: none"> Rodeo Club 	
<ul style="list-style-type: none"> Outdoor recreation: camps, skiing, rafting, hiking 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Sports: baseball, softball, soccer, basketball, football, volleyball, track, wrestling, golf, baseball, cheerleading, bowling 		<ul style="list-style-type: none"> Bend La Pine School District Girls Fastpitch softball 	
<ul style="list-style-type: none"> Youth Clubs 		<ul style="list-style-type: none"> ROTC, FBL 	
Adult Programs			
<ul style="list-style-type: none"> Enrichment: art, music, dance, movement, etc. 		<ul style="list-style-type: none"> COCC Community Ed. 	
<ul style="list-style-type: none"> Sports: softball, soccer, volleyball 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Fitness: martial arts, aerobics, yoga etc. 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Outdoor Recreation: skiing, hiking, rafting, etc. 			<ul style="list-style-type: none"> LPRD should consider developing this area of programming
<ul style="list-style-type: none"> Continued Education: computers, finance, parenting etc. 		<ul style="list-style-type: none"> COCC Community Ed. 	
Senior Adult Programs			
<ul style="list-style-type: none"> Enrichment: art, music, woodworking, etc. 		<ul style="list-style-type: none"> Senior Center 	
<ul style="list-style-type: none"> Games and Clubs: cards, pool, etc. 		<ul style="list-style-type: none"> Senior Center 	
<ul style="list-style-type: none"> Fitness: yoga, senior fitness, walking etc. 		<ul style="list-style-type: none"> Senior Center 	
<ul style="list-style-type: none"> Continued Education: computers, finance, foreign studies etc. 		<ul style="list-style-type: none"> Senior Center COCC Community Ed. 	
Community Special Events			
Recreation/Tourism	<ul style="list-style-type: none"> Big Band Dance and Dinner Spring Fling Frontier Days Community Picnic Heritage Fair 	<ul style="list-style-type: none"> Frontier Days Atta Boy – Community Banquet Crab Feed High Lakes Car Show 	<ul style="list-style-type: none"> LPRD needs to develop a facility use policy and fee schedule for each event using the Old White School.

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	Christmas Bazaar Family New Years Eve Halloween Event		<ul style="list-style-type: none"> • LPRD Board should not necessarily run these events but oversee facility use arrangements only. Let community groups organize and run the events, according to LPRD guidelines. • Consider hiring an event/bldg. use coordinator paid for from proceeds from building use fees.
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Description of Planning Area

Natural Resources

The La Pine area is relatively flat and forested. The native vegetation in the area consists primarily of lodge pole and ponderosa pines with an under story of grasses and shrubs. Much of the native vegetation in the surrounding area remains, except that trees have been thinned in conjunction with forest product operations and residential development.

The District is surrounded by large holdings of federal and state lands with County holdings interspersed throughout the District. Many of these lands were evaluated in this planning process for potential park and open space sites for the District. There are also many opportunities to link the Districts facilities and trails with those on the surrounding public lands.

The Little Deschutes, Fall and Deschutes Rivers run through the District and have created many beautiful meadows and riparian areas along the waterways. While many of the lands along the rivers have development restrictions, they should be seriously considered for incorporation into the park, open space and trail plan for the District. If they are developed in a way that is sensitive to natural resources, they present a unique opportunity for developing a river park and trail system in the La Pine area.

The abundance of wildlife in the area is one of the qualities that attract people to La Pine. The La Pine region includes the largest mule deer migration corridor in Oregon. Residential development has removed existing migration corridors and created conflicts with wildlife. Both Deschutes County and the Bureau of Land Management (BLM) have done extensive work mapping the planning for the conservation of the wildlife migration corridors and habitat and they should be consulted by the District regarding any park or trail planning.

Land Use Patterns

The pattern of public and private land ownership has dispersed the population and made the creation of a cohesive community challenging. In the 1960's and 70s before statewide planning regulations were legislated, over 12,000 lots were platted south of Sunriver. The majority of the lots are less than two acres in size and primarily developed with single-family residences. The platted lots have been developed over time resulting in a scattered land use pattern with many still undeveloped within the developed areas. A new neighborhood is being developed north of the existing "downtown" area. This development will provide approximately 1,770 residences. In addition, four neighborhood parks are planned for the new neighborhood.

Development pressure will continue to increase as more people move to Central Oregon. Many families are moving to the La Pine area due to the quality of life and relatively inexpensive land and homes found in the area. This development pressure must be recognized in the plan to acquire land for parks and open space in advance of the land being "locked-up" for residential and commercial development. Several clusters of residential properties within the La Pine area have severe limitations to septic systems and have remained undeveloped. Deschutes County has initiated a development credits purchase program on lots designated as Non-eligible (due to 0-2 foot to groundwater) for septic systems.

The pace of residential development can be described by the number of building permits that have been approved within a given time period. The table (Figure 2) summarizes residential building permit activity for the community.

Figure 2
Summary of Residential Building Permits in the La Pine area

Date	Number of permits	Percentage of total permits	
Before 1990	2920	56.2 %	
1991 - 1994	599	11.5%	
1995 - 1999	747	14.4%	
2000 - 2003	750	14.4%	
2004	182	3.5%	
Total to date	5197		

Approximately 44% of the residential growth in the area has happened since 1990. The County development area (approximately 519 acres) along highway 97 is planned to include approximately 1770 dwellings in 4 neighborhoods.

Most of the development over the next few years is forecast to occur near the La Pine “downtown” area and in the New Neighborhood. This area is described in Deschutes County planning documents as the La Pine Unincorporated area.

Housing Trends

The La Pine area offers some of the least costly housing in the region, and on the average, lots that are considerably larger than other incorporated cities in Central Oregon. This combined with the natural beauty of the area provides an atmosphere of privacy and seclusion preferred by many residents. La Pine is one of the fastest growing unincorporated areas in the state.

La Pine Park System – General Character

The diverse landscape within the La Pine Park and Recreation District boundaries provides a rich range of park and recreation opportunities. The Deschutes River, Little Deschutes River and Fall River flow through the District. These rivers and the adjacent riparian habitats provide a natural network that can form the foundation for a distinctive park system for the community. The park system can celebrate the natural character of the area, which presents a diverse range of passive and active recreation facilities and program opportunities. The proposed park system builds on the District’s existing parks and identifies additional parklands and facilities to provide desired recreation opportunities for the existing and future residents and visitors to La Pine.

Population Growth and Demographic Characteristics

Since 1989, Deschutes County has been the fastest growing County in the state on a percentage basis. The estimated population in 2000 for La Pine and surrounding area is over 10,000 year-round residents (and a summer population upwards of 16,000). The La Pine area is currently experiencing rapid growth similar to other unincorporated areas of Deschutes County.

In 1998, Deschutes County adopted a coordinated population forecast with the cities of Bend, Redmond and Sisters. This forecast relied on information from Portland State University and the Oregon Office of Economic Analysis. The adopted forecast includes the following population estimates for Deschutes County and incorporated cities.

Population estimates for Deschutes County

Year	2000	2005	2010	2020
Population Estimate	113,231	132,329	151,431	182,353

Source: Deschutes County Coordinated Population Forecast 2000 – 2025

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From 1995 through 1999, building permits, vacant lot sales and real estate sales of improved lots increased. Growth in the La Pine Unincorporated Urban Area surrounding rural area was similar to growth experienced in the remainder of Deschutes County for this time period. This trend is expected to continue

District Population Forecast

Exact population figures for the District are difficult to determine using existing data. While more research is required to determine a population figure for the District, at this point we will assume the figure of 16,000. Based on an annual growth rate of 2.2%, we can forecast that the population in the District will increase 11% every five years between the years of 2000 - 2020. The 2.2% annual growth rate is the figure Deschutes County adopted in the 2000 – 2025 Coordinated Population Forecast for forecasting growth rates in unincorporated areas in Deschutes County.

Year	2000	2005	2010	2020
District Population Estimate	16,000	17,760	19,713	21,188

The population of the unincorporated County has not grown as rapidly as the population of the Urban areas and County planning staff does not anticipate this changing in the future for two reasons. First, the County cannot anticipate that land use regulations will be changed in such a way as to direct population growth to the unincorporated areas of the County. Second, there is no reason to anticipate demand for new housing outside the urban growth boundaries will fluctuate dramatically. Assuming a constant rate of population growth over the forecast horizon is sufficient for planning in the unincorporated areas of Deschutes County. The County is not as concerned about short-term forecast numbers as the cities which are required to plan for housing, commercial and industrial land needs and the infrastructure to serve development.

School	11/01/2000	2005 Enrollment	2010 Enrollment
La Pine (K-5)	644	767	941
La Pine (6-8)	385	470	565
La Pine High School	443	597	679

Source: Bend La Pine School District Sites and Facilities 2000 Study, June 2001

Note: The School District will be updating the study in early 2005. The District will want to participate in the update of the study. Future school sites in La Pine will be identified and the opportunity for joint development of parks, athletic facilities and possibly facilities should be explored with the School District.

The following information regarding school enrollment and school age children should be noted as pertinent to the District Comprehensive Plan:

In the 2002-2003 school years, La Pine Elementary Free and Reduced Lunch Program served 66% of the total student body. This figure is significant and the District will want to take this into consideration when considering access to programs and facilities. Many families in the District will need assistance with fees for services.

Population

Population figures are only available for the La Pine area in zip-code area 97739, based on the 2000 census. While these figures do not represent the exact population characteristics for the District, they serve to illustrate and characterize residents in the La Pine Unincorporated Area.

Change in Population from 1990 - 2002

Age	1990 Population	2002 Population	% of Change
0 - 14	1,371	1,858	35.5 %

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15 – 44	2,530	3,159	24.9 %
45 – 64	1,721	3,450	100.5 %
65 +	1,287	2,049	59.2%
Total	6,909	10,516	52.2%

Age Characteristics

2002 Population Breakdown by Age

Age	Male	Female	Total	Percentage
0 – 14	969	889	1,858	17.7 %
15 – 19	303	288	591	5.6 %
20 – 24	161	145	306	2.9 %
25 – 34	427	438	865	8.2 %
35 – 44	673	724	1,397	13.3 %
45 – 64	1,712	1,738	3,450	32.8 %
65 – 74	688	583	1,271	12.1 %
75 – 84	328	326	643	6.1 %
85 +	53	82	135	1.3 %
Total	5,303	5,213	10,516	100. %

Race and Ethnicity

Race	La Pine Area	Oregon
Hispanic	2.3 %	8.6 %
Asian/Pacific Islanders	0.4 %	3.3 %
African American	0.1 %	1.6 %
Native American	1.3 %	1.2 %

Benefits of Parks and Recreation

The Benefits of Parks and Recreation: A catalog was developed by the Parks and Recreation Federation of Ontario and published in 1992. This project compiled the best evidence about the benefits of parks and recreation, and documents the ways in which recreation services can be a tool for addressing social issues and improving quality of life.

The National Park and Recreation Association (NRPA) has also adopted the Benefits of Parks and Recreation Initiative. It is now used by park and recreation agencies across the country to communicate to citizens the positive and far reaching impacts of community, regional and state wide park and recreation services.

Through services provided by park and recreation agencies, residents have the opportunity to experience physical and spiritual renewal, develop life-long skills, build confidence and self esteem, preserve and protect the environment, and share the economic benefits of the quality of life that is developed in the community.

The benefits were categorized into four major areas. The principle benefit statements are listed below.

Personal Benefits

Physical recreation and fitness contribute to a full and meaningful life.

Regular physical activity is one of the very best methods of health insurance for individuals.

Relaxation, rest and revitalization through leisure is essential to stress management in today's busy and demanding world.

Meaningful leisure activity is an essential source of self-esteem and positive self-image.

Leisure provides the opportunity to lead balanced lives, achieve our full potential, and gain life satisfaction.

Children's play is essential to development.

Leisure opportunities for youth provide positive lifestyle choice and alternatives to self-destructive behavior.

Parks and open spaces provide beauty while giving people satisfaction and improving their quality of life.

Social Benefits

Leisure provides leadership opportunities that build strong communities.

Community recreation reduces alienation, loneliness and anti-social behaviors.

Community recreation promotes ethnic and cultural harmony.

Recreation together builds strong families, the foundation of a stronger society.

Leisure provides opportunities for community involvement, and shared management and ownership of resources.

Integrated and accessible leisure services are critical to the quality of life of people with disabilities and disadvantaged individuals.

Leisure services enrich and complement protective services for latchkey children through after-school and other recreation services.

Economic Benefits

Pay now or pay more later – investment in recreation as a preventative health service makes sense.

A fit work force is a productive work force.

Small investments in recreation yield big economic returns.

Parks and recreation services motivate business expansion in our community.

Leisure services reduce the high cost of vandalism and criminal activity.

Recreation and park services are often the catalyst for tourism, a growing sector of the economy.

Investments in environmental protection through parks and open space pay for themselves.

Environmental Benefits

Through parks, open spaces and protected natural environments, recreation can contribute to the environmental health of our communities.

The public is often prepared to pay for environmental protection and rehabilitation in their communities and to support parks and recreation organizations that play a lead role in that protection.

Investing in the environment through parks and open space in residential areas leads to an increase in neighborhood property values.

The trend toward nature-based leisure is insurance for an improved environmental future.

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Comparable Size Cities – Park and Recreation Agencies	Programs: Brief Summary	Facilities: Brief Summary
<p>Crook County Park and Recreation District Prineville, Oregon</p> <p>Population: 8,640/2004 Full Time Staff: General Manager, Business Manager, Program Coordinator, Parks Maintenance 3. Budget: \$1,807,700.</p>	<p>Community Events Youth: tennis, basketball, enrichment, outdoor recreation, after school program, roller-skating Adult: softball, enrichment, tennis Aquatics programs</p>	<p>Outdoor pool Parks - 4 Roller Rink RV Park complex Campground fields Skate park Community Park Acres/12 parks</p> <p>Neighborhood River Parks Baseball field Adult softball Total: 100</p>
<p>Central Oregon Park and Recreation District Redmond, Oregon</p> <p>Population: 18,000/2004 Full Time Staff: General Manager, Recreation Manager, Development Director Budget: \$1,052,411,</p>	<p>Community Events Youth; enrichment, bowling, basketball, horseback riding, outdoor recreation, field trips, skate park, tumbling Adult: Outdoor recreation, field trips, basketball, fitness Aquatics programs</p>	<p>Indoor swim center Sports complex – 4 softball fields BMX bike track Wildlife Preserve: trails, picnic area, fishing, swimming River Park Skateboard park</p>
<p>Newport Department of Parks, Recreation & Tourism Newport, Oregon</p> <p>Population: 9,740/2004 Full Time Staff: Director, Assistant Director, Tourism Director, Parks Administrator, Finance Manager, Events Coordinator Full Time Staff: 9/ FTE: 15-18 Budget: \$1,097,505.</p>	<p>Community Events Youth: Basketball, baseball, softball, soccer, sports camps, enrichment, outdoor recreation, after school care, skateboarding Adult: Outdoor recreation, enrichment, tennis, basketball, field hockey, rugby, volleyball, softball Teen: enrichment, basketball, boxing, football Aquatics programs</p>	<p>Regional Park Campground courts - 4 Ball Fields –3 Open space/natural Neighborhood Parks – 17 Developed Golf Course/Club Undeveloped Outdoor Pool Trails Indoor Pool/Recreation Center</p> <p>Skate park Tennis 70 AC. 20 AC. 50 AC. ¾ Miles</p>
<p>Northern Wasco County Parks and Recreation District The Dalles, Oregon</p> <p>Population: 12,400/2004 Full Time Staff: Executive Director, Recreation Coordinator, Administrative Manager, Administrative Assistant, Parks Maintenance 4 Budget: \$1,222,379.</p>	<p>Community Events Youth: summer programs, tennis, outdoor recreation, enrichment, basketball, after school care, soccer Adult: Open gyms, volleyball, coed volleyball, outdoor recreation, dance Aquatics programs</p>	<p>Outdoor pool Developed Golf Course Undeveloped Disc Golf Course Trails Senior Center athletic fields Sports Complex: group picnic, softball, soccer, tennis Softball, sports complex Neighborhood parks - 2</p> <p>80 AC 400 AC 7 Miles 10</p>
<p>Pendleton Parks and Recreation Department Pendleton, Oregon</p> <p>Population: 16,830/2004 Full Time Staff: Director, Facilities Manager, Recreation Coordinator, Teen Program Supervisor, Pool Manager Budget: \$661,810.</p>	<p>Youth: summer parks program, enrichment, sports Adults: softball, basketball, volleyball Aquatic programs</p>	<p>Recreation Center Pool Sports Complex – 2 Neighborhood Parks – 9 Ice Skating Rink 18 parks landscaped sites</p> <p>Total: 20</p>

Summary of Comments from Stakeholder Interviews

Beginning in September 2004 GEL conducted 15 stakeholder interviews with residents of La Pine, including the five members of the District Board of Directors. These one on one interviews were conducted by Carrie Ward, project manager. Stakeholder interviews were conducted to gather information from residents about the opportunities and challenges they see in developing and implementing a Comprehensive Plan for the District. Following is a summary of the key themes from the interviews.

Opportunities:

La Pine is growing and becoming more diverse. Many new people are moving to the community and they would like to see additional parks, trails, recreation programs and facilities.

Now is the time to establish where future park and recreation facilities should be sited, before more development occurs.

The business community recognizes that quality parks and recreation services benefits the community and makes it a more desirable place to live.

La Pine has tremendous opportunity to plan a comprehensive park and recreation plan that takes advantage of the surrounding federal lands, open space and natural beauty.

There are many partnerships between District and other organizations. These partnerships can all be leveraged and expanded to continue to provide services for the community.

Parks, trails and facilities planned in the New Neighborhood.

More people are interested in becoming involved in the District as board members, volunteers and participants.

The District and the community have committed to creating a Comprehensive Plan.

District can become a focal point for the community.

Support from Deschutes County to create the Comprehensive Plan.

The Comprehensive Planning process gives the community a great opportunity to become involved in the District and to build additional community awareness and support.

This is a great opportunity to move past some of the old conflicts in the community and plan for the future.

Challenges:

District needs stable source(s) of funding, in order to improve and expand facilities and services.

Many people in the community do not know about the District and there is a need to create a more positive image of the District and additional public information about its services.

Additional recreation programs are needed for youth and all ages in the community.

Existing facilities need many improvements and upgrades made. They also need a source of ongoing funding, staff and other resources for maintenance.

The Board of Directors has not only served as the policy making body for the District, they have also provided most of the labor to operate the office, recreation programs and events and maintain facilities. It will be hard to recruit future board members if the same level of volunteerism is required.

The District needs to build its organizational capacity and operational practices and policies in order to expand current services to meet the community's needs.

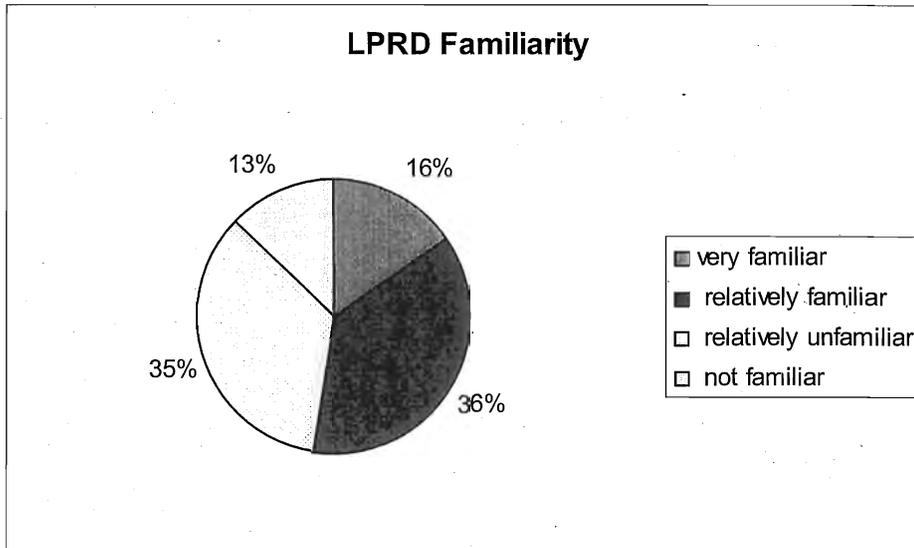
Growth in the community can provide a source of funding for new parks and facilities, in the form of System Development Charges (SDCs). At the same time funding must be identified for the maintenance of existing and new facilities.

The community has to be willing to support the recommendations in the Comprehensive Plan in order for the District to provide the desired services. They will have to have ownership in the District and its future plans.

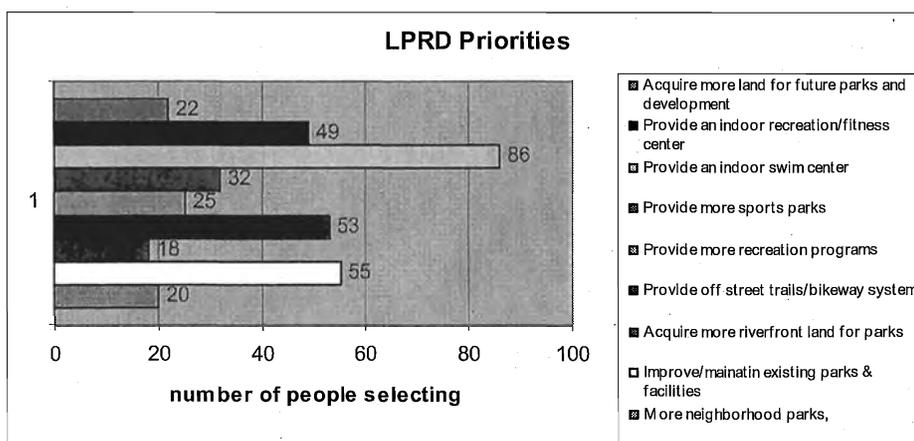
Survey Data

A simple non-scientific survey was issued to gather community input. The following data was gathered.

When asked if they were very familiar, relatively familiar, relatively unfamiliar, or not familiar at all with the La Pine Park and Recreation District, respondents provided the following response:



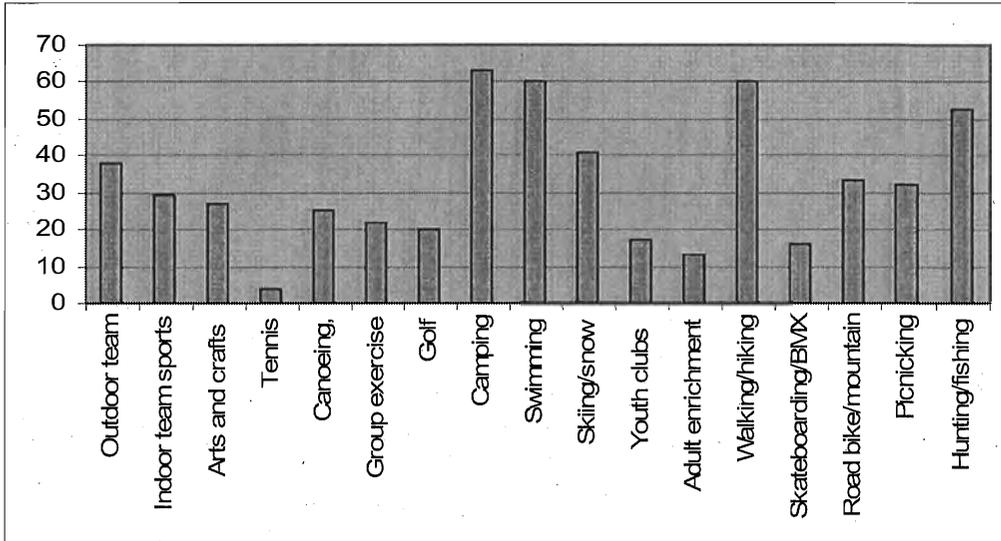
From activities that could be funded by the District, respondents were asked to select their highest priorities for future planning. They could select three.



Additional suggested priorities included: horseback riding, paint ball facility, motor cross track, ATV track, auctions, volleyball, lacrosse, football, boxing, kick boxing, video games, shopping, etc.

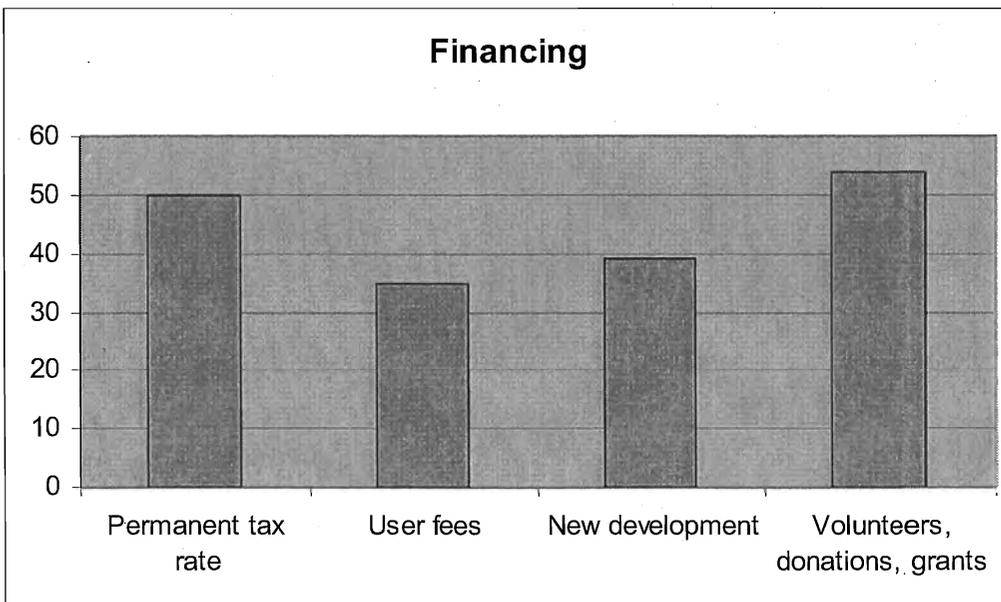
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Participants were asked have you or members of your household participated in any of the following recreation activities in the past 12 months?



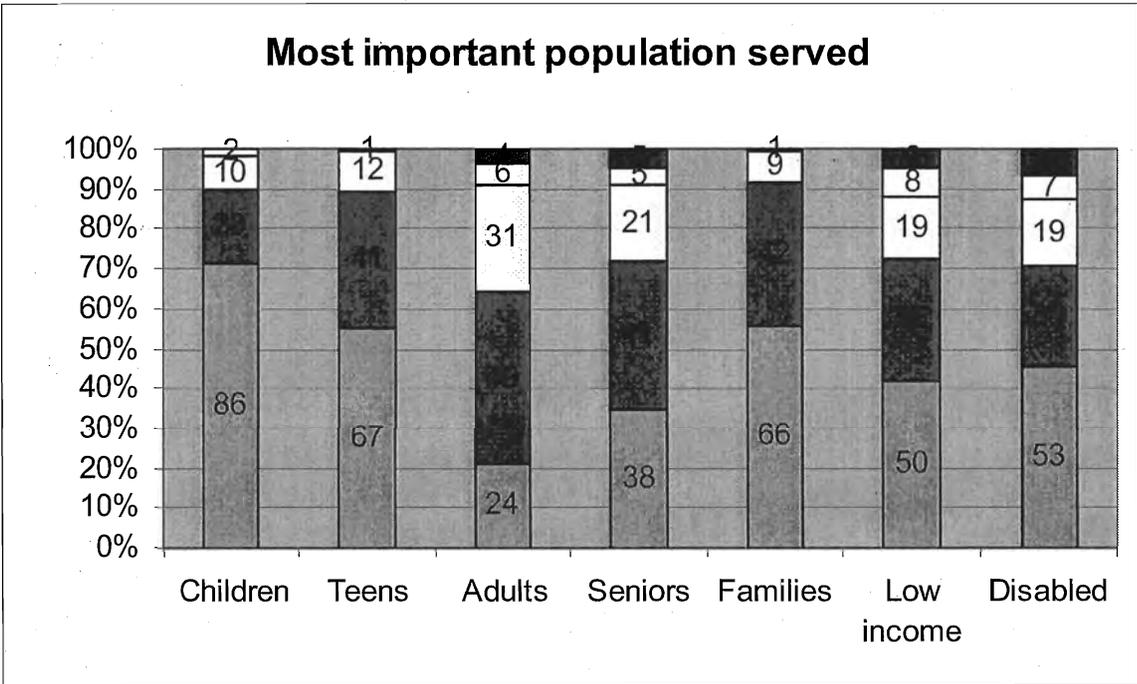
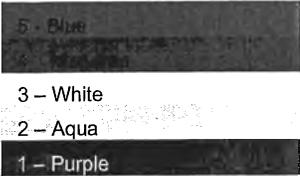
Other activities households participated in were: horseback riding and riding camps, motor cross, watching TV, paintball, airport planning, travel, bowling, etc.

How should the District fund Park and Recreation programs and parks?
The choices were; through a permanent tax rate, user fees, new development fees or through grants, volunteers and donations.



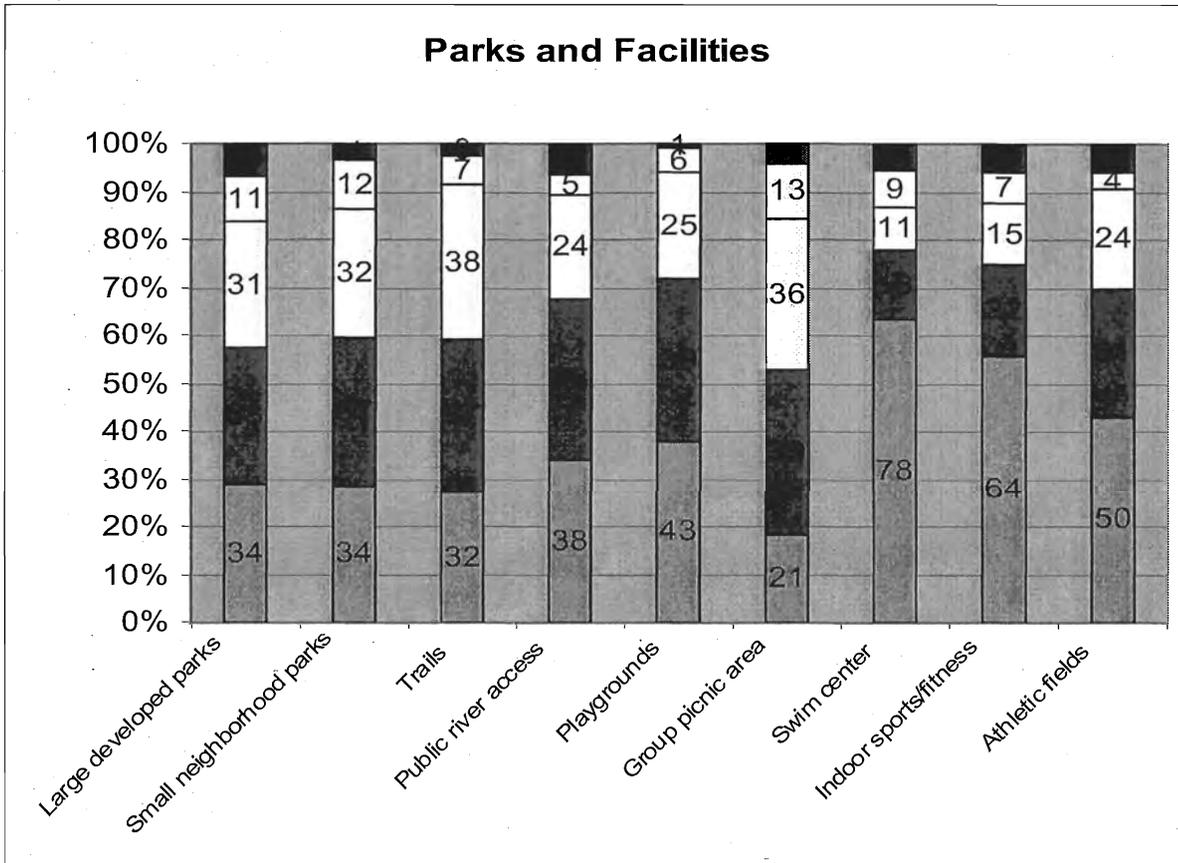
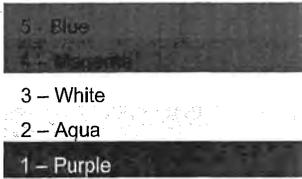
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Respondents were asked to indicate the level of importance on a scale of 1 to 5, 1 being least important and 5 being the most important. They were asked to rank each category of service: Population Served, Parks and Facilities and Recreation Programs.



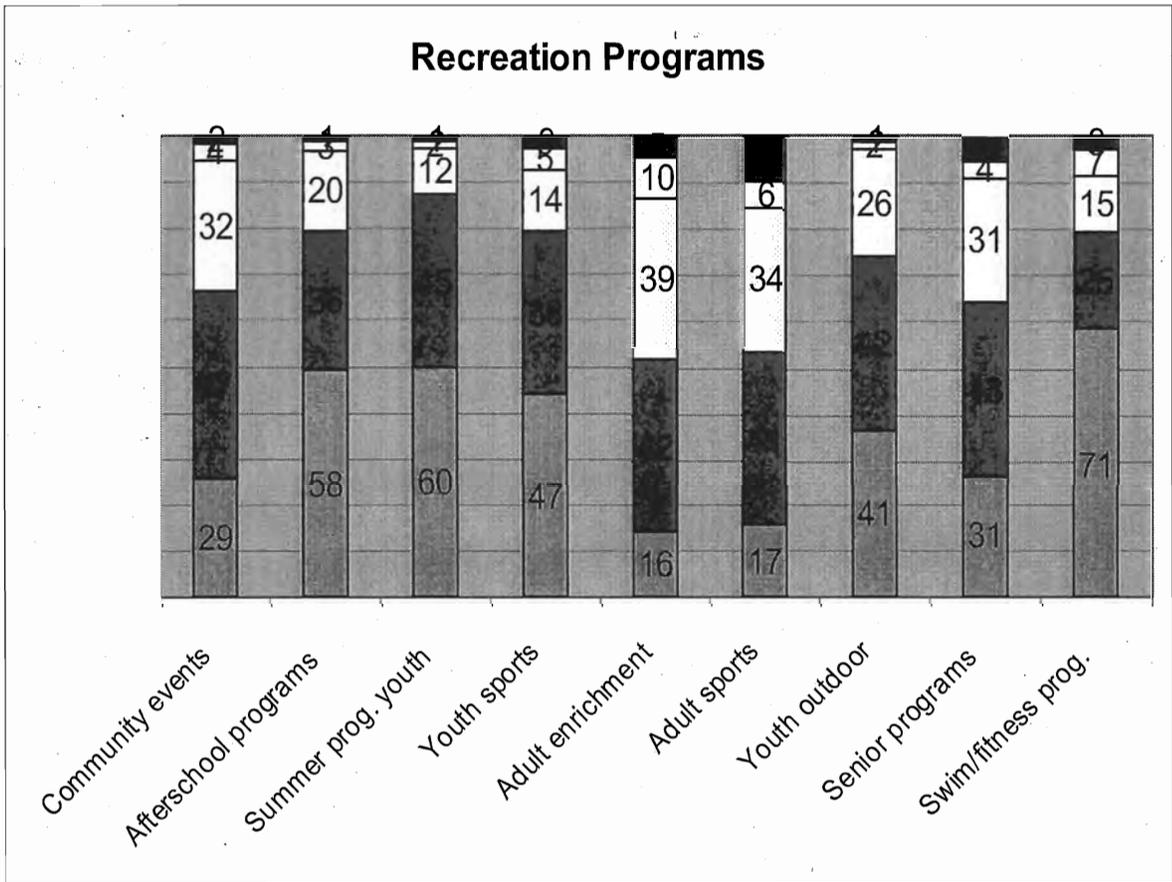
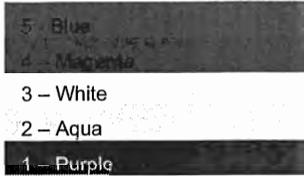
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Asked to rank the most important Parks and Facilities respondents answered:



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Asked to rank the most important Recreation Programs respondents answered:



The average age of respondents was in their late thirties.
 The average time living the area was 10+ years.

Additional Community Input gathered included:

1. All caretakers should have a required background check.
2. It would be neat to have about 4 acres that is a dirt bike track. It would need to be wide enough to be able to side a 4-wheeler as well. If it would be that wide you would also be able to side a snowmobile on it in the winter.
3. The La Pine Rodeo Assn. is currently looking for land (20+ acres) to build a permanent home for the Rodeo. We are interested in talking to the Parks Dept regarding a joint venture, land lease, etc.

Our current site is in La Pine. We want to keep the rodeo in the core area. We only have one more year on current lease and need to move on to a permanent site. Thank you, Ted Anderson President and Jim Court, Treasurer
4. We need an indoor skate park close to the Boys and Girls Club (Old Deschutes County Maint. Building), BMX/Motor cross (behind Dairy Queen) outdoor basketball, swimming holes in river and a movie theater.
5. For the betterment of our community and for the betterment of summer, I think an indoor swim center would be great. Not only for the children and youth, but for exercise for every age.
6. We need more recreation programs, bike trails and paved roads.
7. Don't grow, manage what you have.
8. Need more baseball fields.
9. Board members with vision: and experience – open to new ideas but guided by realism.
10. Provide and service existing facilities. Get the Board to policy level and provide a tax base so you can have programs.
11. I'm thankful this is finally coming together. I hope we can experience progress relatively soon and that a vast majority of La Pine residents can understand the need.
12. A permanent tax rate should be established only if money is dedicated to specific programs ie swimming pool.
13. I would have put an aquatic center high on the priority list, but without permanent funding that is impossible.
14. We need more opportunities for motorized off-road activities, moto-cross and ATVs.
15. How about horseback riding trails?
16. I would like to see a professionally managed LPRD district and board. The board spends too much time on activities (i.e. Heritage Fair, Betty Burger, Spring Fling) that gets in the way of the real board business. The District cannot move forward without changing the way the board works with the community. I am encouraged by the work of the comp plan committee and hope the board listens to what the community has to say.
17. The White School Complex should be used for youth activities, fitness center, pool, playground. Move other activities to Rosland Parks and surrounding area. Rosland should be a community park area and not a campground.

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18. Boys and Girls Club should own the White School and run kids programs out of there. The other activities should run out of Rosland Recreational area.
19. This community needs more places for kids to play! Playground!
20. A swim center could benefit all ages. Having to drive to Sunriver or Bend for swim lessons is hard for many families. The area we live in has lakes and rivers everywhere. Therefore, our kids need to know how to swim well!! A swim center could benefit seniors with low-impact water aerobics. I would love to see a swim center near La Pine. I believe it would be well used by the entire community.
21. We just moved from Bend and would like a place to take our children to play and to walk and ride bikes.
22. A skateboard park would be useful and innovative and popular. An indoor pool is a must. An ice skating rink would also be innovative and popular.
23. We really need a swimming pool and a better fitness center.
24. We can only fund a small part of all the ideas that are proposed – please try to stay within funding.
25. On behalf of La Pine Hoofbeats, we are interested in an indoor arena and equine facilities. La Pine Hoofbeats would like to work w/ Park and Rec. in running the facilities and raising funds to do so.
26. More activities for the children and teen groups in area.

Financial plan

Special Districts' Association of Oregon Model Accounting Policies

(Chapter 1)

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Introduction

Financial management is necessary for the control of district financial affairs. A financial management policy should be developed which includes rules for conducting all aspects of financial control and transactions. A sample financial management policy is included at the end of this chapter. All phases of the financial process should have documentation, showing when and why money was received and disbursed. Since most districts must be audited, a sound accounting system will make it easier for an auditor to attest to the legitimacy of financial statements.

Sound accounting practices and policies are absolutely necessary for ensuring the integrity of financial records and district funds. Records must be kept up-to-date, secure, and accurate. Internal controls and security policies must be established to avoid errors and omissions, ensuring that public funds are protected from mismanagement.

The yearly audit that most districts are required to conduct can be a complicated procedure. To make the process run smoothly, a committee should be formed to supervise and prepare for the audit. When selecting an auditor, districts should solicit requests for proposal.

Public Accounting

Purpose

The purpose of an accounting system is:

1. To provide for the orderly accumulation and recording of financial data.
2. To summarize this information in reports which present financial condition and compare actual with expected results of operations.
3. To provide for safeguarding of assets and accuracy of record keeping to the maximum extent possible; this is called "internal control."

Scope

The complexity of the accounting system will be determined by the needs of the individual district. A basic accounting system will include at least the following:

1. A general ledger.
2. Subsidiary ledgers as necessary.
3. Books of original entry, such as a general journal, revenue (cash receipts) journal, and expenditures (cash disbursement) journal. A payroll journal may be part of the disbursements journal.

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4. Written documents supporting, authorizing, and explaining individual financial transactions such as invoices, bank statements, board minutes, annual budget, purchase orders, or fund transfers.
5. Monthly reconciliation of all bank accounts.

Note: Items 1, 2, and 3 above may be in the form of computer reports.

In addition to maintaining these records, the governing body will want to keep in mind the following:

- There should be good documentation for all phases of a transaction. This means a clearly marked path of vouchers, authorizations, deposit slips, bank statements, canceled checks, etc., showing when and why money was received and when, to whom, and for what purpose money was disbursed.
- The accounting system should be designed to encourage good financial management. For example, money should be spent only for authorized purposes. Requiring approval by a responsible official before a check is prepared assures compliance with applicable laws and discourages unauthorized expenditures.

It is suggested that a district use vouchers in triplicate form. This will enable the district to retain copies of all transactions even while an audit is taking place.

Results

A good accounting system should produce the following results:

1. Data necessary for the preparation of financial statements. Some districts may prepare their own financial statements, others will have statements prepared for them by the auditors. Regardless of who prepares the statement, the data must be provided by the accounting system.
2. Efficient functioning of financial affairs of the district.
3. Encouragement of sound financial management policies and practices.
4. Documentation maintained in neat, orderly files.

Fund Accounting

Public accounting and budgeting is based on funds. Revenues and expenses must be kept separate by each type of fund. An accounting policy should state the types of funds that a district has, their definition, and where the resources and expenditures transfer to in the event the fund is dissolved. The main types of funds include the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, Enterprise Funds, Trust Funds, and Reserve Funds.

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General Fund

The General Fund is composed of accounts for the financial operations of the district which are not accounted for in any other fund. The principal sources of revenue are property taxes and interest income. Primary expenditures in the General Fund are made for general district services and administration.

Special Revenue Funds

Special Revenue Funds are authorized for a specific purpose and generally operate on a year to year basis until the fund is discontinued or revised by proper legislative authority. In the event the fund is discontinued, any excess funds should be returned to the originating jurisdiction or the General Fund.

Debt Service Funds

A Debt Service Fund is a fund to account for the payment of principal and interest on all general obligation long-term debt, including that payable exclusively from revenue-producing enterprises. Resources cannot be diverted or used for any other purpose.

Capital Projects Fund

Capital Projects Funds operate until the capital project is completed. Upon completion, any remaining cash is transferred to the Debt Service Fund, the originating source of the funds, or the General Fund.

Internal Service Funds

An Internal Service Fund finances and accounts for services furnished by a department or agency to other departments or agencies within the local government. Amounts expended from the fund are restored from either operating earnings or as operating expenditures from other funds to the Internal Service Fund.

Enterprise Funds

An Enterprise Fund is a fund established to finance and account for acquiring, operating, and maintaining facilities and services which are self-supporting from user charges and fees (such as water and sewer).

Trust and Agency Funds

Assets are sometimes held, or revenue received, by districts in a fiduciary capacity to be used for a certain specified purpose.

Reserve Funds

A district may set up a Reserve Fund to accumulate money for financing the cost of any service, project, property, or equipment that the district can legally perform or acquire. Some districts will even have a Reserve Fund established for debt service in the event revenues are insufficient to meet future payment obligations on long-term obligations.

Financial Management

The basis of a good accounting system should originate from a sound financial management policy. The policy should outline the district's rules for handling district funds. The scope of the policy should take into account more than just basic accounting procedures, by including all district activities revolving around the disbursement and management of funds.

Internal Controls

Internal controls are absolutely necessary for maintaining a secure and reliable accounting system. Internal controls, when strictly followed, can protect the financial integrity of district records, protect against mismanagement of district funds, and maintain the public's confidence in government's financial management. District directors can be held liable for negligence in the management of district funds so extreme care should be followed in developing a system which ensures that finances are viewed closely by the board.

Records Retention

Districts are required to follow the State of Oregon's Records Retention Policy. These schedules can be obtained from the Oregon Secretary of State's Archives Division under Division 300 – Section 166-300-0010. Unless otherwise provided in these schedules, the Division generally recommends that records not specifically mentioned shall be retained for a period of not less than two years.

The goal of a records retention policy is to provide efficient retrieval and use of information while keeping record maintenance costs to a minimum.

Records typically have a four-stage life cycle:

1. The period of creation, when data or information is generated.
2. The period of active use, which can range from a few days to several years. During this period, users frequently reference the record and need quick access to it. Therefore, the record should be maintained in the office area.
3. The period of inactivity. During this period, the record is in storage and is kept either because of legal reasons or because of infrequent reference needs. Some records have no inactive period while others may remain in this stage for several years, or permanently.
4. The final stage in the cycle is destruction, which occurs when the district no longer needs the record or no longer is required by law to keep it. With confidential or proprietary records, special attention must be taken to ensure destruction is total and that records can in no way be re-created.

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A district should develop a schedule which is intended to serve as a framework of required periods of retention for various records currently in use. The policy should specify the total retention period. District staff can exercise their discretion in determining whether records should be retained in office files or at outside storage.

Investments

Special Districts should have an established and documented investment policy. Funds that are not needed for immediate cash flow purposes should be invested in safe investments that offer the maximum yield possible. An investment policy should be adopted by the governing body and reviewed and updated periodically. The Oregon State Treasurer's Model Investment Policy for Local Governments is included in this chapter.

Auditing

Oregon local governments are subject to Municipal Audit Law, ORS 297.405 to 297.555. Unless otherwise specified in the Oregon Revised Statutes, all districts must be audited.

A district (1) with combined revenues and expenditures of **less** than \$150,000, and (2) whose chief fiscal officer is bonded for the total amount of money received during the year may file unaudited financial statements with the Secretary of State within the 90 days after its fiscal or calendar year ends.

Forms used to file unaudited financial statements are available at no charge from the Audits Division of the Secretary of State.

A district, other than a county or school district, (1) with combined revenues and expenditures of **more** than \$150,000 but less than \$500,000, and (2) whose financial statements have been reviewed by a licensed municipal auditor may file "review reports" with the Secretary of State within 180 days after its fiscal or calendar year ends.

A district, including counties and school districts, that must have its financial statements reviewed or audited, must contract with an accountant licensed as a municipal auditor by the Oregon Board of Accountancy. For a copy of this listing write the Oregon Board of Accountancy at 3218 Pringle Road SE, #110, Salem, OR 97302-6307. Phone (503) 378-4181 or visit their website at <http://www.boa.state.or.us>.

Audits and reviews must be made as directed by administrative rules adopted by the Secretary of State. The rules referring to reviews are known as "Minimum Standards for Reviews of Oregon Municipal Corporations." These rules prescribe the financial statements that must be included in audit or review reports, the minimum procedures that must be followed, and the standards that must be followed in an audit or review. Copies of these rules may be obtained from the Secretary of State, Division of Audits, Public Service Bldg., Suite 500, 255 Capital St., NE, Salem, OR 97310 or on their website at <http://www.sos.state.or.us/audits/auditthp.htm>.

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Copies of all financial statements, whether unaudited, reviewed, or audited, must be filed with the Secretary of State. They are public records available for inspection by anyone who is interested. Copies of these reports may be obtained for a small charge. (For more information see the Public Meetings and Records chapter.)

A filing fee must accompany all reports filed with the Secretary of State. The amount of the fee is set by law. It is determined by the amount of expenditures of the municipal corporation. The Division of Audits uses the filing fee to administer Municipal Audit Law. The Division of Audits offers technical assistance in accounting and financial reporting.

Purpose of the Audit

The auditor's main job is not to look for mistakes (although he/she may find them if they are there). An auditor's main purpose is to independently review the financial statements to attest to their fairness. In addition to this, the auditor will also:

1. Comment on the compliance of the district's financial affairs with applicable laws and budget requirements.
2. Assist the district in revising its accounting system to increase efficiency and ease of function.
3. Help the district institute procedures that will increase accuracy of record keeping and strengthen internal controls.

What the Auditor Expects

Since the main purpose of the audit is to express an opinion on the financial statements of the district, the auditor expects the district to have already prepared those statements. If this has not been done, the auditor will examine the accounting records and prepare the statements himself. In either case, the district should have available to the auditor:

1. A general ledger and related subsidiary ledgers posted accurately and up to date.
2. Books of original entry that provide, in an orderly manner, the summarization of transactions.
3. Source documents supporting the transactions in the books of original entry filed in a neat and orderly manner. (Remember that source documents include all revenues as well as expenditures.)
4. Explanations of apparent differences between general ledger balances and source documents (an example of this would be a reconciliation of a bank account).
5. Copies of reports required to be filed with government agencies and explanations of any differences between amounts reported and the accounting records.
6. Specifically, the above would include such items as minutes of regular meetings, budget committee minutes, insurance forms and policies, copies of adopted resolutions that may not be included in the regular minutes, copies of the ballot title and abstracts of any bond issues, copies of published newspaper notices of budget committee meetings and hearings, a copy of the preceding year's budget, county tax turnover documents, right of way documents, and copies of lease contracts on equipment.

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The district's governing body should realize that a good accounting system can be of financial benefit. The easier it is for an auditor to do his job, the less time it will take and the less money it will cost the district for the audit.

The Audit Report

At the conclusion of the audit examination, the auditor will issue an audit report. This report will contain:

1. The financial statements of the district with appropriate notes.
2. The auditor's opinion on these statements.
3. The auditor's comments about the district's financial affairs and its compliance with legal requirements.

In addition to this, the auditor may also give the district recommendations on how the district may improve its accounting system or more effectively conduct its financial affairs.

Audit Request for Proposal

Districts which must use an outside auditor to conduct their annual audit should conduct a formal *Request for Proposal* process to select an auditor. The process is designed to help districts pick the most qualified and cost effective service. A sample Request for Proposal for Auditing Services is included at the end of this chapter.

Resolution Adopting a Financial Management Policy

RESOLUTION NO. _____

A RESOLUTION ADOPTING A FINANCIAL MANAGEMENT POLICY

WHEREAS, financial management is necessary for the control of district affairs.

WHEREAS, sound accounting practices and policies are necessary for ensuring the integrity of financial records and district funds.

WHEREAS, the district is subject to Municipal Audit Law, ORS 297.405 to 297.555,

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF _____ hereby adopts its Financial Management Policy dated _____.

ADOPTED BY BOARD OF DIRECTORS THIS _____ DAY OF _____, _____.

President (or Chairman)

ATTEST:

Secretary (or Clerk)

Sample Financial Management Policy

Objectives

1. To preserve capital through prudent banking and cash management activities.
2. To achieve the most productive use of cash, minimize operating costs, and to control receipts and disbursements.
3. To maintain competitive and good working relations with financial institutions.
 4. To ensure that all financial systems, functions, and controls meet generally accepted auditing standards.
5. To provide safety to employees.

Banking Services

1. Banking services shall be solicited at least every five years on a competitive bid basis.

Banks submitting proposals must meet the following minimum criteria:

- Be able to provide Collateral Pool Certificates.
 - Be insured by the Federal Deposit Insurance Corporation.
 - Be able to facilitate transfers to and from the Local Government Investment Pool managed by the Oregon State Treasurer.
 - Provide annual audited financial statements.
2. All District bank accounts must be authorized and approved by the District Manager.

Billing and Receipts

1. The District will invoice all vendors for amounts due on a current basis. An accounts receivable age schedule will be prepared and monitored to ensure amounts due the District. Invoices are due within 30 days of billing date. Interest of one and one half percent (1½%) per month will be charged on all balances over 30 days.
2. State Funds/State Grants. If state agency/grantor is willing and it is feasible, funds will be received via Local Government Investment Pool.

Accounts Payable

1. The District will maintain a system to age accounts payable. Invoices will be analyzed to take advantage of any discounts available.

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2. All obligations paid to the District will be reviewed to ensure proper documentation is attached and that all District requirements are met.

Cash Forecasting

1. Each fiscal year, the District Manager will prepare an annual general fund cash flow budget for the District for approval by the Board of Directors.
2. Each month the cash flow statement will be adjusted to reflect the current month's actual cash flow and revise the remaining estimated cash flow schedule.

Debt

1. If feasible, the District may enter into long-term lease obligations or issue bonds to finance capital acquisitions upon approval of the Board of Directors.
2. Before issuing any debt, the District will consult with appropriate internal and/or external financial advisors.
3. All leases, as reported in the District's annual financial report, will be limited as follows:
 - Annual leases will be limited to the economic life of the equipment or facilities to be purchased and, in no case, shall be extended beyond 20 years or as otherwise authorized by Oregon Revised Statutes.
 - Lease purchases of equipment and facilities will be limited to fit within the District's stated mission, goal or governmental role.
 - All lease-purchase payments must be included in the originating department's approved budget.
 - The District Manager or elected official shall respond in writing to all external audit reports stating what actions have been taken to address the findings contained in the audit.

Internal Controls

1. Duties will be assigned to individuals in such a manner that no one individual can control all phases of collecting cash, recording cash, and processing transactions in a way that permits errors or omissions to go undetected.
2. The District Manager is authorized to request departments within the District to provide financial reconciliation when deemed appropriate by the District Manager.
3. Deposits should be reviewed by a person other than the depositor of the funds to ensure that funds are placed in the proper district accounts.
4. All accounting computer records must be kept secure. Persons authorized to edit or review the records must be given passwords which only enable them to access the system. More than one person should be trained on the system. Accounting records should be backed-up on a regular basis.

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5. The person that does the reconciliation of District accounts should not be the same person that writes the checks. If it is not possible to have separate functions, then the books must at least be reviewed regularly by the Board of Directors or someone who does not write the checks.
6. All large purchases should be authorized by someone other than the signer of the checks.
7. Receipts should always be verified prior to paying an invoice. Procedures should be developed for checking receipts or packing slips to determine that merchandise or services have been received before payment.
8. Cash transactions should always involve more than one individual to ensure that cash is properly recorded and deposited.
9. A procedure should be developed for writing off bad debt. The policy should specify the persons responsible for writing off the debt and their level of authority.

Example: Authorization for writing off bad debt shall be given to the Accounts Receivable Officer, District Manager, and the District Board at the following levels:

\$0 to 10	Accounts Receivable Officer
\$11 to 100	District Manager
\$100 and above	District Board of Directors

10. Petty cash funds should require full documentation, including the purpose of the expenditure and who received the petty cash funds.

11. More than one District employee or board member should be required to sign checks.

12. ORS 198.220 requires that any officer or employee of the District who is charged with the possession and control of District funds and properties be bonded or have an irrevocable letter of credit issued by a commercial bank. (Refer to chapter on Board Member Duties and Responsibilities for more information on bonding.)

13. Require individuals in high-fidelity risk areas to take mandatory annual vacations of at least ten consecutive working days. Job rotation or independent audit of function should be implemented when two-week vacations are not practical.

Authorized Personnel/Security

1. The District Manager or Finance Director are authorized to open demand deposit accounts as may be required by the District.
2. Checking accounts require two manual signatures or stamps.
 - Checkbooks are to be in a secure place at all times during business hours and locked in a filing cabinet during non-business hours.
 - The District Manager is responsible for maintaining a current signature card with the appropriate financial institution.

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Investments

1. The District will have a written investment policy adopted annually by the Board of Directors.

Audits/Auditors

1. The District will conduct an annual audit on (fill in the date).
2. District employees are to cooperate with all auditors, external and internal, regarding any records maintained for or by the District.

All external and internal audit reports are to be sent to the Board of Directors, District Auditor, and the District Manager.

Approval: _____
District Manager Finance Manager

_____ _____
Date Date

Sample Purchase Approval Procedure

Purpose: To provide a process for documenting approval guidelines and authorization levels for staff in making purchases. This procedure will provide an accurate method of tracking individual purchases, provide purchase approval documentation, assign accountability to individual employees, and improve staff's awareness of the organization's financial position in relation to budgeted line items.

Procedure: Employees are authorized to make appropriate purchases provided they adhere to the following procedure. Care should be taken to observe prudent purchasing practices.

1. Analyze product availability, competitive pricing, product quality, delivery, installation and/or service factors when considering available vendor sources.
2. Review District's operating budgets to determine if item is budgeted and to determine remaining budget availability for the related expense account(s).
3. If item under consideration is not specifically budgeted, or if insufficient account budget funds remain unavailable; employee will obtain prior approval from _____ in concurrence with _____ before implementing the purchase process. Capital equipment purchases over \$ _____ will require prior approval. In addition, some unbudgeted items may require Board of Director approval prior to purchase. In such cases, employee should make a request using the Purchase Approval Document. This document requires the signature of the ____ and ____.

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Documentation:

1. When a purchase decision is initiated, employee will retain ordering and/or shipping information. This documentation will be provided to the _____ for reconciliation to the item's invoice.
2. Employee responsible for the purchase will approve the invoice prior to issuance of a vendor's payment. Approving employee will date and initial the invoice and confirm the correct expenditure account number(s) for the charge.
3. The _____ or an appropriate staff member will review and approve normal on-going budgeted operating invoices such as utility, postage, or storage bills.
4. Employees will follow prudent purchasing practices when utilizing procurement cards such as Visa or MasterCard. In addition to ensuring budget authorization and availability, card users will provide with all receipts and/or shipping statements associated with card charges. When ordering by telephone, employee will provide _____ with accompanying credit card ordering documentation. This documentation is required by the _____ to reconcile the monthly bankcard statements and to allocate charges to the appropriate expense account(s). In addition, credit card users will note the purpose of the expenditure on the receipts submitted to _____.
5. If an employee is considering the purchase of an item or service that is not budgeted or, if remaining unencumbered budget funds are insufficient, staff member will obtain purchase approval prior to initiating the purchase process. This approval will be obtained through the use of the District's Purchase Approval Document.

Approval:

District Manager

Finance Manager

Date

Date

Sample Purchase Approval Form

Employee Making Request: _____

Proposed Purchase: _____

Proposed Purchase Price: \$ _____ (If over \$5,000 refer to contracting chapter.)

Comparable Product/Pricing (when appropriate):

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Current Budget Availability: ___ Yes ___ No

If no, please indicate where funds will come from i.e., budget savings from another line item, special request to the Board of Directors, etc. _____

(Please attach any supporting documentation that may be required for a budget change or Board budget adjustment request).

Approval:

District Manager

Finance Manager

Date

Date

Sample Petty Cash Procedure

Purpose: To provide adequate financial controls over the use and maintenance of the District's petty cash fund.

Procedure:

1. The petty cash fund will maintain a current minimum balance of \$ _____. This amount can be changed upon the approval of the District's _____ and _____.
2. The _____ will be responsible for the administration of petty cash. The _____ will monitor use of the funds, reconcile the fund on a periodic basis, and retain the petty cash in a locked storage device. The District's accountant will review petty cash balances on a quarterly basis and the _____ will review the fund at fiscal year-end.
3. Employees will make petty cash withdrawal requests to the _____. Within 30 days of the cash withdrawal, said employee will provide the _____ with documentation of petty cash use (i.e. purchase receipts or a signed and dated statement showing the purpose of the petty cash withdrawal).
4. If employee does not return unused petty cash and/or provide purchase documentation within 30 days of withdrawal, the _____, with the concurrence of the District Manager, has the authority to reimburse the entity's fund through customary methods including an equivalent employee payroll deduction.

Approval:

District Manager

Finance Manager

Date

Date

Sample Security Policy

Purpose

The purpose of this policy is to safeguard the District's checks, facsimile stamps, financial records, payroll records, petty cash, change funds and other District assets.

Treasury Checks

During working hours, treasury checks will be assigned to the accounting staff and kept in a secure location. During non-working hours, the checks will be locked in the District safe.

Check Stock

All general, payroll and other checks will be locked in a filing cabinet. This includes both signed and unsigned checks. Checks or cash will be locked in a drawer or safe at all times. The keys are to be kept in the possession of the assigned personnel and not left on the premises.

Outgoing payroll and accounts payable checks are not to be left in the mailroom unattended, but will be held until entrusted to the mail carrier. Payees, not personally known to District employees, who pick up checks must show identification.

Facsimile Signature Plates and Stamps

All facsimile signature plates and stamps are to be locked in filing cabinet during non-business hours. During business hours they are to be kept in a secure location.

Petty Cash/Change Funds

During business hours, petty cash/change funds entrusted with the accounting staff will be monitored at all times and will not be left unattended. During non-business hours, the petty cash/change funds will be locked in a filing cabinet.

Bank Deposits

Collections received by the accounting staff will be reviewed by the District Manager or Board of Directors. Personnel making deposits and deposit times will be varied so as not to create a routine pattern.

General Security

The District office doors will be locked at 5 p.m. by the District Manager, Finance Director, or appointed designee.

Policy

Changes to this policy will be approved by _____.

Approval:

Sample Investment Policy for Local Governments

I. Scope

This policy applies to the investment of short-term operating funds and capital funds including bond proceeds and bond reserve funds. Investments of employees' retirement funds, deferred compensation plans, and other funds are not covered by this policy.

II. General Objectives

The primary objectives, in priority order, of investment activities shall be safety, liquidity, and yield:

1. Safety Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

a. Credit Risk The [entity] will minimize credit risk, the risk of loss due to the financial failure of the security issuer or backer, by:

- Limiting exposure to poor credits and concentrating the investments in the safest types of securities.
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the [entity] will do business.
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.
- Actively monitoring the investment portfolio holdings for ratings changes, changing economic/market conditions, etc.

b. Interest Rate Risk The [entity] will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in shorter-term securities or short-term investment pools.

2. Liquidity The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the

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portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). A portion of the portfolio also may be placed in the Oregon Short-Term Fund which offers next-day liquidity for short-term funds.

3. Yield The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The majority of the portfolio is limited to highly rated/low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

III. Standards of Care

1. Prudence The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

2. Ethics and Conflicts of Interest Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees, officers and their families shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the [entity]. Officers and employees shall, at all times, comply with the State of Oregon Government Standards and Practices code of ethics set forth in ORS 244.
3. Delegation of Authority Authority to manage the investment program is granted to [designated official], hereinafter referred to as investment officer, and derived from the following: ORS 294.035 to 294.053, 294.125 to 294.145, and 294.810. Responsibility for the operation of the investment program is hereby delegated to the investment officer

who shall act in accordance with established written procedures and internal controls for the operation

of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements, and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

IV. Safekeeping and Custody

1. Authorized Financial Dealers and Institutions A list will be maintained of financial institutions authorized to provide investment and safekeeping services. In addition, a list will also be maintained of approved security broker/dealers selected by creditworthiness (e.g., a minimum capital requirement of \$10,000,000 and at least five years of operation). These may include "primary" dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule).

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following, as appropriate:

- Audited financial statements.
- Proof of National Association of Securities Dealers (NASD) certification.
- Proof of state registration.
- Completed broker/dealer questionnaire.
- Certification of having read and understood the [entity's] investment policy.
- Certification of agreement to comply with [entity's] investment policy.

An annual review of the financial condition and registration of qualified financial institutions and broker/dealers will be conducted by the investment officer. (See the GFOA Recommended Practice on "Governmental Relationships with Securities Deal-ers".)

2. Internal Controls The investment officer is responsible for establishing and maintaining an adequate internal control structure designed to reasonably protect the assets of the [entity] from loss, theft, or misuse. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the investment officer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion.

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- Separation of transaction authority from accounting and record keeping.
 - Custodial safekeeping.
 - Avoidance of physical delivery of securities whenever possible and address control requirements for physical delivery where necessary.
 - Clear delegation of authority to subordinate staff members.
 - Written confirmation of transactions for investments and wire transfers.
 - Development of a wire transfer agreement with the lead bank and third-party custodian and implementation of the appropriate safeguards described in the GFOA Recommended Practice on "Electronic Transactions for State and Local Governments."
 - Compliance and oversight with investment parameters including diversification and maximum maturities.
3. Delivery vs. Payment All trades, where applicable, will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.
4. Safekeeping Securities will be held by a third-party custodian as evidenced by safekeeping receipts.
5. Pooling of Funds Except for cash in certain restricted and special funds, the [entity] will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

V. Suitable and Authorized Investments

1. Investment Types Consistent with the GFOA Policy Statement on State and Local Laws Concerning Investment Practices, the following investments will be permitted by this policy and ORS 294.035 and 294.810:
- *US Treasury securities and other lawfully issued general obligations of the United States*
 - *Oregon Short-Term Fund*
2. Collateralization All bank deposits, time deposits, certificates of deposit, and savings accounts, shall be held in qualified Oregon depositories in accordance with ORS Chapter 295. Such deposits are designated cash management tools and not investments under this policy or otherwise.

ORS 294.035 (11) requires repurchase agreement collateral to be limited in maturity to three years and priced according to percentages prescribed by written policy of the Oregon Investment Council or the Oregon Short-Term Fund Board. On March 12, 1996, the OSTF Board adopted the following margins:

- US Treasury Securities: 102%
- US Agency Discount and Coupon Securities: 102%
- Mortgage Backed and Other*: 103%

*Limited to those securities described in ORS 294.035(1)

VI. Investment Parameters

1. Diversification The investments shall be diversified by:

- Limiting investments to avoid over-concentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
- Limiting investment in securities that have high credit risks,

Comment: What about interest rate risk, e.g., floaters?

- Investing in securities with varying maturities, and
- Continuously investing a portion of the portfolio in readily available funds such as the Oregon Short-Term Fund.

2. Maximum Maturities To the extent possible, the [entity] shall attempt to match its investments with anticipated future cash flow requirements. The maximum maturity shall be the anticipated use of the cash or 18 months, whichever is shorter, unless:

- This investment policy has been submitted to the OSTF Board for comment prior to being approved by [governing body] and complies with the requirements of ORS 294.135. In this case, the maximum maturity shall be defined in policy.
- The funds are being accumulated for a specific purpose, including future construction projects, and upon approval of the [governing body], the maximum maturity date matches the anticipated use of the funds (ORS 294.135(1)(b) and 294.135(3)).

If this investment policy has been submitted for review by the OSTF Board as specified above and in accordance with ORS 294.135(1)(a), debt service reserves may be invested to a maturity date not exceeding five years. Otherwise debt service reserves shall not be invested to a maturity date exceeding one year.

3. Maximum Percentages of Investments Surplus funds available for investment are those funds not required for immediate expenditure, and include: investments, savings accounts, CDs and OSTF deposits. Balances in checking accounts, negotiable order of withdrawal (NOW) accounts, and demand deposit accounts are not considered surplus funds.

The maximum percentages for investments of surplus funds are as follows:

<u>Security</u>	<u>Limitation</u>	<u>Maximum Maturity</u>
US Treasury	None	
OSTF Balances	None, except the maximum balance imposed by statute	N/A

Due to fluctuations in the aggregate surplus funds balance, maximum percentages for a particular issuer or investment type may be exceeded at a point in time subsequent to the purchase of a particular security. Securities need not be liquidated to realign the portfolio, however, consideration should be given to this matter when future liquidations are made.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds, such as the OSTF or overnight repurchase agreements, or held in bank balances to ensure that appropriate liquidity is maintained to meet ongoing obligations.

4. Bond Funds The investment of bond proceeds are restricted under bond covenants that may be more restrictive than the investment parameters included in this policy. Bond proceeds shall be invested in accordance with the most restrictive parameters of this policy and the applicable bond covenants and tax laws.
5. Securities Lending and Reverse Repurchase Agreements The [entity] shall not lend securities nor directly participate in a securities lending or reverse repurchase program.
6. Bids and Offers Before any security purchase or sale is initiated, the Investment Officer shall first determine the appropriateness of seeking competitive bids or offers. Such factors to consider include where the securities are held, the size of the transaction, and the term to maturity. In the event competitive bids or offers are not sought, the decision to do so shall be documented. Competitive bids and offers shall always be sought for security purchases and sales of bond funds, when tax laws or bond covenants require such action.

Comment: Another factor to consider should be 'best execution.'

VII. Reporting

1. Methods The Investment Officer shall prepare an investment report at least monthly including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last month. This management summary will be prepared in a manner which will allow the [entity] to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report shall be provided to the [governing body] within ___ days of the period end. The report will include the following:
 - Listing of transactions occurring during the reporting period.
 - Listing of individual securities held at the end of the reporting period.
 - Average weighted yield to maturity of portfolio on investments as compared to applicable benchmark(s).
 - Listing of investments by maturity date and call date.
 - Percentage of the total portfolio that each type of investment represents along with the percentages authorized in this policy.
 - Performance of the portfolio relative to benchmark(s).
2. Performance Standards The investment portfolio will be managed in accordance with the parameters specified within this policy. An appropriate benchmark(s) reflective of investment parameters shall be established and approved by the [governing body] against which portfolio performance shall be compared on a regular basis. It is anticipated the portfolio should attain a benchmark average rate of return over time. Factors influencing performance deviations will be described by the investment officer in [periodic, e.g. monthly, quarterly, ...] reports to the [governing body].
3. Marking to Market The market value of the portfolio shall be calculated at least monthly and a statement of the market value of the portfolio shall be issued at least monthly. This will ensure that review of the investment portfolio, in terms of value and price volatility, has been performed consistent with the GFOA Recommended Practice on "Mark-to-Market Practices for State and Local Government Investment Portfolios and Investment Pools." (See GFOA Recommended Practices.) In defining market value, considerations should be given to the GASB Statement 31 pronouncement.

VIII. Policy Adoption and Re-adoption

This policy shall be reviewed on an annual basis. OSTF Board review is required only if:

1. [Entity] elects to invest to maturities described under VI. 2. above; and, either
2. The policy has never been submitted to the OSTF Board for comment; or
3. Any material changes have been made since the last review by the OSTF Board.

Regardless of whether the policy is submitted to the OSTF Board for comment, the policy shall be re-submitted not less than annually to the [governing body] for approval.

Sample Request for Proposal for Auditing Services

DATE: [DATE]
TO: Invited Parties
FROM: [NAME OF OFFICIAL, TITLE]
SUBJECT: Professional Auditing Services

The [DISTRICT] is soliciting proposals from qualified firms of certified public accountants to audit the [DISTRICT]'s financial statements for the fiscal year ending [DATE], with the option of auditing the [DISTRICT]'s financial statements for the [NUMBER] subsequent fiscal years.

Your proposal should contain, but not be limited to the following considerations:

1. Eligibility - authorization by the State Board of Accountants to conduct audits.
2. Experience of your firm in relation to the scope of audits for the District.
3. A list of similar local governments or pertinent accounts served by your firm.
4. Your staff assignments and availability to complete the audit on a timely basis.
 - Participation of senior audit personnel assigned to the engagement.
 - Frequency of contact with fiscal personnel.
 - Availability of staff to respond to questions within the scope of the engagement and the hourly charge, if any, for services outside the scope of the audit.
5. Audit firm staff stability history - what assurances can you provide the District regarding the assignment of your permanent personnel to the engagement.
6. Describe capability to audit computerized accounts receivable systems and to audit during the development of a completely computerized bookkeeping system.
7. Procedures used to transmit audit adjustments and the reasons for them along with management recommendations to the responsible personnel within the District structure.
8. Detailed audit plan.

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9. Your fee proposal to conduct the basic audit function, along with your fee schedule for additional services that may be required beyond the scope of the audit engagement. The proposal should also state that any increase in the audit fee will be immediately disclosed to the District Manager. This disclosure should include an estimation of the increased fees and the reason for the increase.
10. Estimated number of hours to complete the audit by classification of your employees, i.e. partners, senior, junior.
11. Detail of expenses expected to be incurred, i.e. mileage, per diem, telephone, etc.
12. Audit firm to produce statements and to print annual report.
13. Proof that the firm is certified to conduct municipal audits by the Board of Accountancy.

Enclosed is a copy of the audit proposal information to provide you with information about the District's financial records. I have enclosed the unaudited statement from the previous fiscal period as well.

The final decision of the selection of the firm to conduct the audit will be made by the Board of Directors. The final agreement will be in the form of a written contract following the standard agreement form used by CPA firms conducting audits.

All questions and correspondence should be directed to [NAME OF OFFICIAL] in writing at the above address or by calling [TELEPHONE NUMBER]. Contact with [DISTRICT] personnel other than [NAME OF OFFICIAL] regarding this RFP may be grounds for elimination from the selection process.

We will look forward to receiving your proposals on or before [DATE].

Sincerely,

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Audit Proposal Information

Sealed audit proposals will be accepted by the _____ District until _____ p.m., on _____ . Please direct proposals to the attention of _____. All proposals become the property of _____ District.

All proposals will become part of the requester's files without obligation.

Nature of Services Required

1. Audit period will be _____ through _____. (one year)
2. Special reports, exhibits, and schedules required:
 - Accounts report.
 - Balance sheet.
 - Schedule of cash.
 - Statements of changes in financial position.
 - Notes of financial statement.
3. Conferences:
 - Exit conference with _____ and District Manager.
 - Exit conference with office personnel.
4. Description of Entity and Records to be Audited:
 - General ledger, fixed assets ledger, accounts receivable, general journal, accounts payable.
5. Available Manuals and Information Sources:
 - Minutes of the board meetings of the District.
 - Accounting function work description of General Ledger Bookkeeper.
 - By-laws.
6. Details of fixed assets are maintained. Fixed assets are based on cost when available otherwise on estimates authorized by the Board of Directors. The fixed assets ledger was constructed with historical information by the District Manager during an audit period.
7. A budget is maintained and is available for examination.
8. Staff members will be available to pull and reproduce documents. Legal counsel will be made available with prior staff approval.
9. Work areas will be provided by the District in close proximity with the financial records on the premises.
10. Report Requirements
 - The report will be addressed to the Board of Directors and will contain items listed in item #2.

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- State the scope of the examination and that the audit was performed with generally accepted accounting principles and include a statement of opinion as to whether the statements conform to generally accepted accounting principles.
- Reports of compliance examinations must include a statement that the audit was conducted in accordance with applicable standards. The audit report must state where the examination disclosed instances of significant non-compliance with laws and generally accepted accounting principles. Findings of non-compliance and ineligible expenditures must be presented in enough detail for management to be able to understand them.
- A management letter will be required. It should contain a statement of audit findings and recommendations affecting financial systems and statements, internal control, legality of actions, other instances of non-compliance with laws and generally accepted accounting principles, and any other material matters.

11. Time Requirements

- Proposals will be delivered to the District office at _____ not later than ____ p.m. on _____.
- If presentations of possible finalists are necessary, no one with personal bias will interview proposers.
- The Board of Directors have made no decision as to the date of the award of the audit. All proposers will be notified of the Board action in a timely manner.
- Once a contract has been signed, work may begin immediately to generate the audit in a progress manner with costs to be billed to the District as the charges generated by the proposer in accordance with the original agreement.
- Preliminary work to close accounts can begin immediately.
- The preliminary report and exit conference will be completed prior to _____.

12. Report Review Timing and Number of Copies.

- Prior to the submission of the completed audit report the audit firm will be required to deliver and review the draft and the proposed management letter with the District Board.
- Copies required
 - a. Audit report, ____ copies.
 - b. Management letter, ____ copies.
 - c. Working papers, ____ copies.

13. The District Reserves the Right:

- To reject any and all proposals submitted.
- To request additional information from all proposers.

Resources

Audits of Public Funds and Financial Records (ORS Chapter 297): <http://landru.leg.state.or.us/ors/297.html>

Borrowing and Bonds of Local Governments (ORS Chapter 287): <http://landru.leg.state.or.us/ors/287.html>

Depositories of Public Funds and Securities (ORS Chapter 295): <http://landru.leg.state.or.us/ors/295.html>

Financial Accounting Standards Board: <http://www.fasb.org/>

Government Finance Officer's Association: <http://www.gfoa.org>

Minimum Standards of Audits for Municipal Corporations (Oregon Administrative Rules 162-001-000 through 162-020-0330): http://arcweb.sos.state.or.us/rules/OARS_100/OAR_162/162_040.html

Oregon Board of Accountancy: <http://boahost.com>

Oregon Local Budget Law (ORS Chapter 294): <http://landru.leg.state.or.us/ors/284.html>

Oregon Municipal Finance Officers Association: <http://www.omfoa.org>

Oregon State Treasury: <http://www.ost.state.or.us>

Property Tax Rates and Amounts; Tax Limitations; Tax Reduction Programs (ORS Chapter 310):
<http://landru.leg.state.or.us/ors/310.html>

Secretary of State Archives Division (Records Retention): <http://arcweb.sos.state.or.us/banners>

Secretary of State Audits Division: <http://www.sos.state.or.us/audits>

Park and Recreation Resources

National Recreation and Park Association – NRPA

Membership services, advocacy, training and development, publications and research, programs and partnerships, marketing, and resources for all aspects of parks and recreation.

Website: www.nrpa.org

Oregon Parks and Recreation Department – State of Oregon

Programs: County Opportunity Grants, Local Government Grants, Recreation Trails Program Grant, All-terrain Vehicle Grant Program, Land and Water Conservation Fund Grants

Website: www.oregonstateparks.org

Oregon Recreation and Park Association – ORPA

Membership services, conferences and training, workshops, grants and scholarships, publications and information, awards program, professional certification, legislative advocacy, equipment vendors, links to local park and recreation agencies throughout Oregon.

Website: www.orpa.org

Special Districts Association of Oregon –SDAO

Membership services to special districts throughout Oregon: Financial services, training and education, awards program, legislative services, technical assistance; employee benefits, risk management, publications.

Website: www.sdao.com