



## Oregon Parks and Recreation Commission

June 19-20, 2012

Pendleton

### June 19-20, 2012 Meeting Minutes

Those attending all or part of the meeting included:

**Commissioners Present:**

Davis Moriuchi, Chair  
Jay Graves, Vice-chair  
Jim Brown  
Brad Chalfant  
Sharon Rudi

**Staff:**

Tim Wood, Director  
Steve Shipsey, Assistant Attorney General  
Vanessa DeMoe, Commission Assistant  
John Potter, Assistant Director, Operations  
Chrissy Curran, Heritage Division Manager, Deputy Dir. SHPO  
Lisa Van Laanen, Assistant Director, Administration  
Chris Havel, Associate Director, Communications & Research  
Mark Davison, Planning Team Leader  
Wayne Rawlins, Grants Manager  
Richard Walkoski, Communications & Research  
Jim Morgan, Stewardship Manager  
Tasha Petersen, Human Resources Manager  
Tanya Crane, Budget Manager  
MG Devereux, Project Manager  
Jerry Winegar, Eastern Oregon Region Manager  
Jim Hutton, Eastern District Manager  
Clay Courtright, Park Manager

**Visitors:**

Jack Remillard, Pendleton Citizen  
Bruce Barnes, Oregon State Parks Foundation

**Tuesday, June 19<sup>th</sup>**

## **Presentation and Work Sessions:**

Eric Quaempts, the Director of the Department of Natural Resources for the Confederated Tribes of the Umatilla Reservation gave a presentation to the Commission on “First Foods.”

### Work-sessions

1. Volunteer Services Program Development  
Parks Volunteer Services Specialists, Jill Nishball & Tammy Baumann presented the Commission with information on OPRD’s Volunteer Services Program. The presentation highlighted the following topics:
  - Current Volunteer Engagement at OPRD
  - The Volunteer Services Framework
  - Our Family of Volunteer Programs and Our Volunteer Family
  - Advancing Volunteer Engagement at OPRD
2. Park System Plan Update
3. Budget Discussion

## **Wednesday, June 20<sup>th</sup>**

### **Executive Session: 8:30 a.m.**

The Commission met in Executive Session to discuss acquisition priorities and opportunities, and potential litigation. The Executive Session was held pursuant to ORS 192.660(2)(e) and (h). The Executive Session was closed to the public.

### **Business Meeting: 10:00 a.m.**

1. **Commission Business (Action)**
  - a) Approval of Agenda

**Commissioner Rudi moved to approve the June 2012 Commission meeting agenda. Commissioner Graves seconded. The motion passed unanimously, 5-0.**

### **2. Public Comment:**

Jack Remillard, Pendleton Citizen

Mr. Remillard discussed the use of lightning rods in the parks for protection of park users.

3. **Approval of Commission Meeting Minutes (Action)**
  - a) April 2012

**Commissioner Chalfant moved to approve the April 2012 Commission meeting minutes. Commissioner Graves seconded. The motion passed unanimously, 5-0.**

4. **Director’s Update**  
Director Tim Wood

Director Wood gave an update on the recent activity surrounding the tsunami debris dock at Agate Beach. He highlighted the following topics:

- Public interest
- News/media interest
- Coordination with other state agencies
- Communication with the consulate
- Bids – plans for removal
- Praise for staff that have managed the issue
- Funding for tsunami debris removal
- Internal management plan for debris cleanup

Details and updates on the dock can be found at:

[http://www.oregon.gov/OPRD/PARKS/agatebeach\\_dock.shtml](http://www.oregon.gov/OPRD/PARKS/agatebeach_dock.shtml)

**The Commission brought forward a motion to have a letter sent to the Governor from the Commission requesting direction and help for Tsunami debris removal. Commissioner Rudi moved to approve the motion for a letter to be sent to the Governor; Commissioner Graves seconded. The motion passed unanimously.**

- a) Legislative Concepts for 2013-15  
MG Devereux, Project Manager

Mr. Devereux said that after the March 2012 Commission meeting discussions with members of the Oregon State Park Foundation (OSPF), the board identified the potential need for a legislative concept. This concept would allow the OPRD Director to develop formal relationships with non-profit organizations, like the OSPF, for the purpose of raising money or providing resources to projects that benefit the agency. He explained that the process for advancing legislative concepts for consideration required initial submittal of a placeholder by May 1, 2012. A placeholder was submitted to develop statutory guidance for formal relationships between OPRD and non-profit organizations whose mission is aligned with the OPRD mission and goals.

## **5. Consent Calendar (Action)**

- a) Approval of Delegated Authority Report
1. Contracts
  2. Natural Resources

**Commissioner Graves moved to approve the Delegated Authority Report. Commissioner Chalfant seconded. The motion passed unanimously, 5-0.**

- b) Recreational Trails Grant Projects

**Commissioner Brown moved to approve the Recreational Trails Grant Projects. Commissioner Chalfant seconded. The motion passed unanimously, 5-0.**

## **6. Budget**

- a) 2011-13 Budget Update (Information)  
Lisa Van Laanen, Assistant Director of Administration  
Tanya Crane, Budget Manager

Ms. Van Laanen said the June 2012 Lottery forecast was released May 22, 2012, reflecting an increase in Lottery Fund revenue for the Department of \$12,615. Since the close of session, the Lottery Fund revenue forecast has decreased by \$2,656,143. The Department's budget was built on a Lottery Fund revenue forecast of \$84.6 million and the June 2012 forecast is \$81.966 million.

Ms. Van Laanen shared that the legislative Emergency Board met May 20-22, 2012. The Department had two requests before the panel:

- a. Request for approval to submit a federal grant application - \$675,000 Federal Funds
- b. Request limitation related to Federal Emergency Management Agency (FEMA) assistance in the amount of \$297,000 total funds (\$74,250 Lottery and \$222,750 Other)

Both requests were approved, however the FEMA limitation granted was adjusted to \$292,567 Total Funds (\$73,392 Lottery and \$220,175 Other).

- b) Rate Adjustments Proposals (Action)  
Richard Walkoski, Communications & Research

Mr. Walkoski provided background and history of rate adjustments. He discussed the results of a report, compiled by a rate review team, that looked at the pet friendly program, camping rates and rate increases necessary to fully account for inflation since 1997 as well as the possibility of simplifying rates by eliminating the reservation fee and absorbing it into the camping rate. The review also identified some concepts and recommendations that need further study but which might help OPRD meet future goals where rates are concerned.

Mr. Walkoski clarified that the request to the commission is to adopt budget packages for the 2013-15 biennium that establish pet fees and make rate adjustments as recommended.

**Commissioner Brown moved to approve the Rate Adjustment Proposals. Commissioner Chalfant seconded. The motion passed unanimously, 5-0.**

- c) 2013-15 Budget – Commission approval of the Agency Request Budget (Action)  
Tanya Crane, Budget Manager

[See attached documents marked as “Amended & Approved”]

Ms. Crane said that the Department has created the 2013-15 Agency Request Budget. She explained that this work included projecting revenue sources for the biennium, calculating the current service level budget, determining any needed policy packages, and determining necessary reserves for cash flow and possible employee compensation plan changes.

After discussion the Commission concluded to amend the staff recommendation. The budget request was amended to include all revenue in the current lottery fund projection in the budget rather than holding a portion in the ending balance and to add a policy package to the Facility Investment Program.

**Commissioner Brown moved to approve the 2013-15 Agency Request Budget, as amended in discussion. Commissioner Graves seconded. The motion passed unanimously, 5-0.**

## **7. Operations Procurements and Facility Investment Program (FIP) Projects**

- a) Cottonwood Canyon Access Roadway (Action)  
John Potter, Assistant Director of Operations

Mr. Potter requested the Commissions approval for award of a contract to Crestline Construction Co. in the amount of 1,508,801.00, for the Cottonwood Canyon Access Roadway project.

**Commissioner Chalfant moved to approve award of the contract to Crestline Construction Co. for the Cottonwood Canyon Access Roadway. Commissioner Rudi seconded. The motion passed unanimously, 5-0.**

## **8. Planning and Land Use**

- a) Tryon Creek-McIver Comprehensive Plan (Information)  
Mark Davison, Integrated Services Manager

Mr. Davison discussed the initial planning concepts for the management of resources and recreation experiences at the Tryon Creek Management Unit.

- b) Columbia River Gorge Planning (Information)  
Mark Davison, Integrated Services Manager

Mr. Davison shared that the Integrated Services Division is beginning the Gorge Comprehensive Park Planning effort for this nationally significant landscape. He shared the planning team's objectives and the schedule for the planning process.

- c) Cottonwood Canyon Update (Information)  
MG Devereux, Project Manager

Mr. Devereux updated the Commission on the progress at Cottonwood Canyon State Park. He briefly discussed the planning efforts, the Oregon Solutions project, and community outreach.

## **9. Real Property**

- a) Rogue River Greenway (Information )  
Jim Morgan, Stewardship Division Manager

Mr. Morgan shared that the Oregon Parks and Recreation Department has been working with local partners since 2006 to develop the Rogue Valley Greenway Trail. He explained

that to safely move the trail under the bridge, an easement across property owned by Del Rio Vineyards is needed. Mr. Morgan discussed the details of the potential easement.

## 10. Rulemaking (Action)

- a) Request to Adopt OAR 736-016 – Non Traditional Use

**Commissioner Brown moved to approve the request to adopt OAR 736-016 – Non Traditional Use. Commissioner Chalfant seconded. The motion passed unanimously, 5-0.**

- b) Request to Adopt OAR 736-021 – Ocean Shores

**Commissioner Graves moved to approve the request to adopt OAR 736-021 – Ocean Shores. Commissioner Brown seconded. The motion passed unanimously, 5-0.**

- c) Request to Adopt Temporary Rule for OAR 736-015

**Commissioner Chalfant moved to approve the request to adopt temporary rule for OAR 736-015. Commissioner Graves seconded. The motion passed unanimously, 5-0.**

- d) Request to go to Rulemaking OAR 736-015 - Tribal/Foster Fee Waiver

**Commissioner Rudi moved to approve the request to go to rulemaking for OAR 736-015 - Tribal/Foster Fee Waiver. Commissioner Chalfant seconded. The motion passed unanimously, 5-0.**

- e) Request to go to Rulemaking OAR 736-010 – General Park Rules

**Commissioner Chalfant moved to approve the request to go to rulemaking OAR 736-010 – General Park Rules. Commissioner Rudi seconded. The motion passed unanimously, 5-0.**

## 11. Heritage & Community Programs

Chrissy Curran, Heritage Division Manager, Deputy Dir. SHPO

- a) Heritage Programs Report (Information)

Ms. Curran provided information to the Commission on the Pacific Northwest Preservation Field School and cultural resource impacts from large energy projects.

Pacific Northwest Preservation Field School

OPRD's Frenchglen Hotel will be one of the subjects of this year's historic preservation training. Two week-long sessions will be conducted at the hotel in late August. Work includes siding replacement and repairs to windows and the porch. Two additional weeks of training will be conducted on the nearby historic Sod House Ranch, which is owned by the U.S. Fish and Wildlife Service. Environmental Compliance Issue – Large Energy Projects

Cultural Resource Impacts from Large Energy Projects

In recent years, a number of large energy projects have required a significant amount of attention from SHPO staff to address the cultural resource compliance needs. The vast scope of the projects, some hundreds of miles long, require a huge effort by all parties and considerable coordination between the proponents, regulatory agencies, land managers, local governments, tribes, and interested parties.

b) **Heritage Grants (Information)**

Ms. Curran shared that Heritage Programs had recently awarded grants under one of its five heritage grant programs: Preserving Oregon grants. She provided the following information on recently awarded grants:

Preserving Oregon Grants (Round 2)

- 7 grants
- \$76,300
- For historic building restoration

**12. Reports (Information)**

- a) State Fair Update
- b) Willamette Falls National Heritage Area
- c) Cottonwood Canyon Natural Resources Update
- d) Snowy Plover Update
- e) Tsunami Debris Report
- f) Territorial Sea Plan
- g) Rulemaking Status

Reports in agenda item 12 were provided to the Commission as information only. There was no formal presentation or discussion on the reports.

**13. Commission Planning Calendar (Information)**

The next meeting of the Oregon Parks and Recreation Department will be held in Salem, August 28-29, 2012.

Tentative Itinerary:

Tuesday, August 28<sup>th</sup> – afternoon work sessions

- Park System Plan update
- State Fair
- Safety Program

Tuesday, August 28<sup>th</sup> - Evening – dinner at the Fairgrounds

Wednesday, August 29<sup>th</sup> – Executive Session and Business Meeting

**Adjournment:**

Commissioner Chalfant made a motion to adjourn the June meeting of the Oregon Parks and Recreation Commission; Commissioner Graves seconded. The meeting adjourned at 1:10 p.m.

## Oregon Parks and Recreation Commission

June 20, 2012

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Agenda Item: 6c

Action

Topic: 2013-15 Budget – Approval of the Agency Request Budget

Presented by: Lisa VanLaanen

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The Department has created its 2013-15 Agency Request Budget. This work included projecting revenue sources for the biennium, calculating the current service level budget, determining any needed policy packages, and determining necessary reserves for cash flow and possible employee compensation plan changes.

Revenue Discussion: Below is a chart that shows the Department's projected Beginning Cash Balances and projected Revenues. Lottery Fund revenues are based on the June 2012 statewide revenue forecast of \$85.7 million. Other Fund revenues total \$104 million with Park User Fees providing \$40.3 million before the fee increase that should bring in an additional \$1.678 million. Federal Fund revenues are projected to be \$9.98 million.

**Beginning Balances:**

Oregon State Fair/Expo	2,154,768
OR Prop Mgmt Acct	804,616
ATV Funds	7,430,188
Trust/Dedicated Funds	4,627,230
RV County Grants	665,553
Local Govt Grants	3,569,620
Cash Flow	12,000,000
Non Dedicated	15,007,645
	46,259,620

**Revenues:**

Non Business Licenses/Fees	2,301,178
Park User Fees	42,026,683
Charges for Services	9,580,659
Rents and Royalties	1,431,498
Interest Income	481,935
Sales Income	2,233,670
Other Revenue	8,320,350
Federal Funds	9,987,264
From DAS	85,728,825
From Business Oregon	257,000
From Marine Board	425,000
From ODOT	49,613,966
Transfer to Counties	(9,997,724)
Transfer to Forestry	(1,304,231)
Transfer to ODOT	(643,905)
Transfer to State Police	(590,337)
	199,851,831

Expenditure Discussion: The Department's base budget is \$204.2 million including increases in Personal Service costs. Phase ins, allowable inflation rates and State Government Services Charges increases add \$7.8 million to the budget; however, phasing out limitation associated with one time expenditures reduces the budget by \$9.96 million creating a Current Service Level (CSL) budget of \$201.3 million. Policy packages costing \$5.4 million bring the total budget request to \$206.7 million.

Below are charts that show the Department's policy packages and the Department's expenditure limitation by Summary Cross Reference (SCR). The Legislature will approve the Department's budget at the SCR level.

**Policy Packages:**

070 Revenue Reduction	(750,000)
101 Park Operating Costs	2,064,056
102 Bus Accts/Prev Maint	75,000
103 RTP Grant Carryover	1,084,400
104 SHPO Funds	124,696
105 State Fair positions	0
106 Heritage Programs	327,000
107 Establish Pet Fee	35,410
108 Rate Adjustments	1,640,000
109 ATV Program	800,000
110 Invest in Fac Maint	3,728,825
Total	9,129,387

**Budgets by SCR (including Packages):**

Director's Office	4,694,633
Central Services	30,050,995
Park Development	29,984,594
Direct Services	94,060,886
Community Support/Grants	35,432,780
Oregon Expo Center	16,224,795
Total	210,448,683
Acquisitions	3,872,539
Facilities Construct/Maintain	26,097,748
Local Government Grants	10,287,459
Total	40,257,746

Based on projected Beginning Balances, revenues and expenditures, the Department will continue to have an ending cash balance. The chart below shows the projected Ending Balance and the dedicated balances plus reserves.

**Ending Balance:**

Oregon State Fair/Expo	26,054
OR Prop Mgmt Acct	703,592
ATV Funds	179,380
Trust/Dedicated Funds	3,634,122
RV County Grants	575,773
Local Govt Grants	3,569,620
Cash Flow *	18,770,000
Salary/Wage Reserve	7,053,371
Empty Revenue	992,940
Non Dedicated	157,916
Total	35,662,768

*\*Breakdown of Amounts in Cash Flow:*

Oregon State Fair/Expo	748,000
OR Prop Mgmt Acct	150,000
ATV Funds	5,470,000
Trust/Dedicated Funds	602,000
General Operations	11,800,000
Total	18,770,000

Key Performance Measures – see Attachment D. No change from 2011-13 biennium.

The attached document (Attachment A) describes development of the 2013-15 Agency Request Budget in greater detail. Below are broad categories where analysis, projections, and assumptions have been made and recommendations are presented for approval.

- A. Revenues
  - a. Lottery Fund
  - b. Other Fund
  - c. Federal Fund
- B. Expenditures
  - a. Base Budget
  - b. Personal Services
  - c. Phase In and Out
  - d. Standard Inflation, Exceptions
  - e. Current Service Level
  - f. Policy Packages
- C. Ending Balance
  - a. Appropriate Reserves (Cash Flow, Salary/Benefits)
  - b. Unobligated Balances
- D. Next Steps
  - a. Input to Budget System
  - b. Program Funding Teams
  - c. Reduction Options

**Prior Action by Commission:** Budget workshop on the budget process and the new 10 year Plan for Oregon was held at the November 2011 meeting; Budget planning update was provided at the January 2012 meeting; Budget development update was provided at the April 2012 meeting.

**Action Requested:** The Department requests approval of the 2013-15 Agency Request Budget and Key Performance Measures for submission to DAS Budget and Management by the July 31, 2012 deadline.

**Prepared by:** Tanya Crane

**Oregon Parks and Recreation Commission  
Narrative for 2013-15 Agency Request Budget  
June 20, 2012  
Updated**

The Department has developed the 2013-15 biennium budget. This document provides some detailed information about the revenue forecast, expenditures and recommended appropriate ending cash balances.

**A. Revenues:**

- a. Lottery Fund: The budget is based on the June 2013 Lottery forecast provided by the Office of Economic Analysis, part of the Department of Administrative Services (DAS). The June 2012 forecast for 2013-15 is \$85.7M which is \$1.7M lower than the March 2012 forecast of \$87.4M.

The 2009-11 actual lottery revenue was \$81,456,970 and the current biennium's forecast is \$81,966,023. To be prudent, the Department is basing its 2013-15 budget on \$82.0M in Lottery Funds and reserving the remaining increase of \$3.729M in the ending balance.

*Update*: Based on Commission discussion and recommendation, the \$3.729M was placed in a policy package in the Park Development budget structure. This package will be adjusted downward if the lottery fund forecast declines.

- b. Other Fund:

- *Park User Revenues (Camping, Day Use)*: The Department is forecasting a very slight increase, around \$500K, in Park User Fees for the 2013-15 biennium. Currently there are no new facilities planned and occupancy is expected to be about the same.

OPRD is proposing rate adjustments in the Agency Request Budget. The specific recommendation is in another agenda item. The dollar amount recommended, \$1.678M is included in the budget.

- *RV Registrations*: The revenue amount in the Department's 2013-15 budget is based on the ODOT forecast and is \$611K less than the current biennium. The Department has created a forecast based on current data available on monthly RV registrations and it indicates that ODOT's number could be slightly low; however, OPRD will use ODOT's numbers.

A review of Senate Bill 29 (2007) indicates that the state/county split of 65/35 will revert to 70/30 effective July 1, 2015.

- *Roads and Rest Areas*: The Department receives funding from ODOT for rest area maintenance and paving. Each biennium a contract is negotiated; inflation has been part of the agreements. However, ODOT is reducing the funding by 5% for both rest area maintenance and paving of park roads to match their across the agency reductions to adjust for declining gas tax revenues.

- c. Federal Fund: The Department based federal fund revenues on current awards doubled and adjusted for any known changes in federal funding.

In addition, the Budget Unit worked with the federal grant programs to determine what awarded grants will carry over into the new biennium before being fully paid to the grantee. Additional limitation will be requested in a policy package.

## B. Expenditures

- a. Base Budget: Base budget is the 2011-13 Legislatively Adopted Budget adjusted for any legislative actions through the February 2012 session. In addition, the Base Budget includes adjustments to Personal Services from PICS (Position Inventory Control System).

	Lottery	Other	Federal	Total	Pos	FTE
Director's Office	1,768,133	2,627,088		4,395,221	13	13.00
Central Services	9,956,396	14,998,226		24,954,622	79	75.44
Park Development	21,157,360	6,094,372	4,596,870	31,848,602	19	18.50
Direct Services	30,517,875	54,679,770	1,916,267	87,113,912	692	434.06
Community Support/Grants	13,417,219	13,617,152	9,131,981	36,166,352	29	28.86
Oregon Expo Center	3,629,355	11,935,228		15,564,583	36	29.72
Debt Service	4,152,878			4,152,878		
Total	84,599,216	103,951,836	15,645,118	204,196,170	868	599.58

- b. Personal Services: This category of the budget has two pieces: PICS and Non PICS generated values.

- *PICS*: The PICS generates costs associated with specific positions. PICS freeze occurred April 9, 2012. The freeze projected costs based on the specific people in positions at the time of the freeze.
- *Non PICS*: Some Non PICS items (temporaries, differentials, unemployment) are given standard inflation; 2013-15 standard inflation is 2.4%. Mass transit costs are calculated as a percentage of Salary and Wages. Pension Obligation Bonds are adjusted statewide and OPRD was given a number to build into the budget – this amount increased \$279,856 over the 2011-13 biennium.

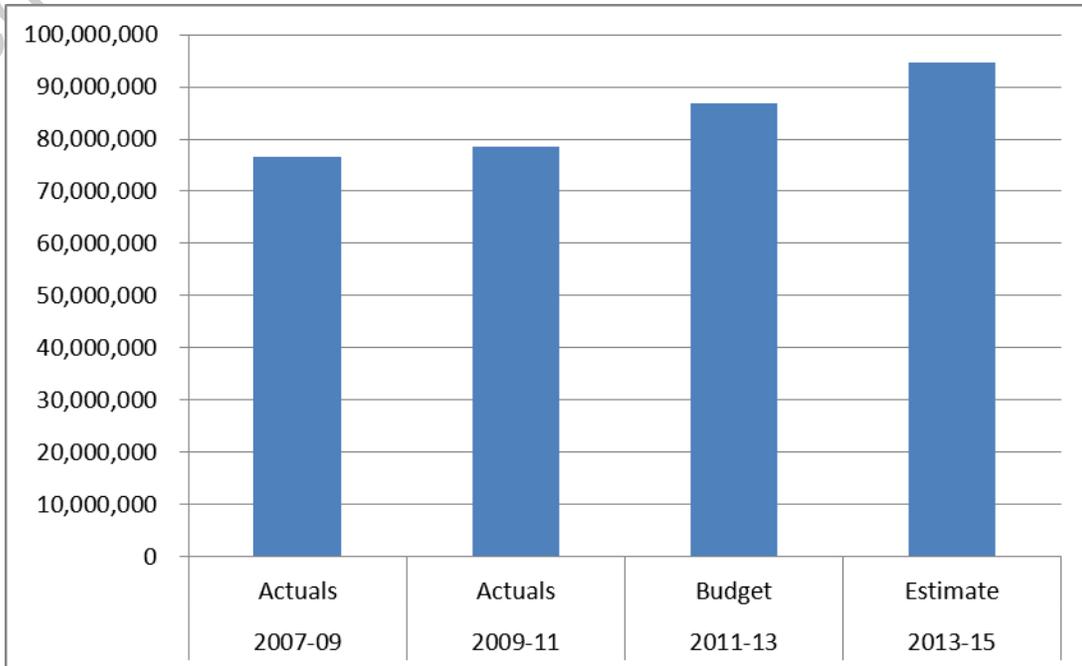
The PICS freeze for the 2013-15 biennium included the following adjustments:

1. Salary increases included in the 2011-13 biennium (COLAs and steps),
2. Increase in the PERS rate (from 14.41% to 19.73%),
3. Increase in the monthly health insurance rate (from \$1,254 to \$1,272).

Traditionally, PICS freeze would include assumed step increases for the coming biennium as well as growth in health insurance rates. For the 2013-15 biennium, these increases are not included; at the statewide level, the budget will include an amount designated as the “salary pot”. The salary pot will be granted to general fund and non-dedicated lottery funded agencies based on negotiations with the State’s unions and what is granted to management and executive service employees. OPRD will not be allocated funds from the salary pot – the Department will need to reserve sufficient cash in the ending balance to cover increases.

Below is a chart showing the growth of staffing costs over the last several biennia. It should be noted that these increases are for salary and benefits increases only; the Department has not increased staffing levels.

Personal Services Comparison				
	2007-09	2009-11	2011-13	2013-15
	Actuals	Actuals	Budget	Estimate
Total Funds	76,636,127	78,576,647	86,859,272	94,738,318
		2.53%	10.54%	9.07%



- c. Phase In/Out: Budgets need to be adjusted for new programs that were not funded for the entire 24 months (Phase In) and for programs that ended during the biennium or for one-time costs (Phase Out). The table below shows the Department's proposed Phase Ins and Outs.

	Phase In and Out					
	Lottery	Other	Federal	Total	Pos	FTE
Phase In:						
Natural Heritage Program		7,286	38,576	45,862		
Return Held back funds	1,327,756	3,573,140		4,900,896		
Total	1,327,756	3,580,426	38,576	4,946,758		
Phase Out:						
LWCF Compliance			(284,784)	(284,784)	(2)	(1.50)
Grant Carryover			(3,150,387)	(3,150,387)		
FEMA - Spring Valley Trail	(20,684)	(62,501)		(83,185)		
Property Acquisition		(2,281,847)	(2,190,000)	(4,471,847)		
Marine Reserves		(500,000)		(500,000)		
Natural Heritage Grants			(861,950)	(861,950)		
FHWA - Lautrell Falls			(816,898)	(816,898)		
Total	(20,684)	(2,844,348)	(7,304,019)	(10,169,051)	(2)	(1.50)

When a program is phased in, standard inflation is included in the phase in package instead of in the standard inflation package.

*Return of Held back funds* – During the 2011-13 regular session, the decision was made to hold back 3.5% of agencies total budgets as a hedge against a declining revenue forecast. In general, the idea was that the funds would be granted to agencies during the February 2012 session if revenues were available. General fund and lottery funds did decline and in general, agencies were not granted the held back funds during the short session. However, OPRD did receive \$1.7M of lottery funds added to the Department's budget in the short session. With agreement from DAS BAM, OPRD is adding back the remaining amount of the \$6.5M hold back as a phase in package.

- d. Standard inflation: A statewide inflation percentage is set for all budget building. It is used on Non PICS personal services, services and supplies, capital outlay, and special payments. For the 2013-15, standard inflation is 2.4% with the following special rates: Professional Services and IT Professional Services 2.8%, Attorney General 14.9%, Commercial Leases 6.0%.

The uniform rent rate charged by DAS for the North Mall Office Building (HQ) is increasing from \$1.36 per square foot to \$1.45 per square foot. In addition, the State Government Service Charges went up \$177K; assessments went down \$290K and the State Data Center charges went up \$467K.

- e. Exceptions: The Department requested a number of exceptions. When standard inflation does not keep up with rising costs, agencies may request exceptions to standard inflation. In order to request an exception, OPRD reviewed historical costs, budgets and allowable inflation factors. In addition, the Department needed to explain increased costs based on rate increases or utilization increases. Exception were:
- *Unemployment* – the agency pays actual costs billed quarterly by the Employment Department. Primarily these costs are associated with laying off seasonal staff. Costs have increased as people stay on unemployment longer. Amount requested: \$753,700; amount approved: \$16,472.
  - *Utilities* – this would be electricity, natural gas, water/sewer costs. This analysis looked at what is driving the increase – cost or usage. Amount requested: \$715,594; amount approved: \$89,962.
  - *Fleet/Fuel* – this would be for agency vehicles leased from DAS, vehicle fuel as well as equipment fuel. The analysis looked at rental cost increases above standard inflation, increased usage and cost increases (price per gallon). Amount requested: \$701,066; amount approved: \$0.
- f. Policy Packages: Policy packages are intended to establish or abolish programs, to enhance or reduce programs or make other changes to programs. Changes made from the existing base budget for the program can also be for one-time costs. The Department is requesting the following policy packages:
- *Reduce to Revenue* – This package reduces expenditure limitation available for the Oregon State Fair and Exposition Center. By budget rules, revenues must be sufficient to cover expenditures plus and necessary reserves (in this case, salary and wages, cash flow). Reduction Amount: \$750,000 Other Funds
  - *Park Operations* – This package requests an increase in limitation to cover the increasing cost of unemployment, utilities and fleet/fuel. This package covers the additional amount requested as an exception but not granted. When these increasing expenses are not fully funded, the increased cost causes reductions to other parts of the operation. Limitation Requested: \$2,064,056.
  - *Business Accounts, Preventive Maintenance* – This package requests an increase in limitation available to spend cash in park business accounts. Spending in these accounts is driven by the Department’s customers. When customers purchase park store and sale items (ice, firewood) for use in the campground, the supplies need to be replenished and available for the next customer. The amount of purchases is unpredictable; this limitation increase will allow additional room to get the balance right. Limitation requested: \$75,000 Other Funds
  - *RTP Grant Carryover* – This package requests limitation to allow payment of already awarded grants in the Recreation Trail Program. The Department awards grants to various applicants; once grantees spend the funds, OPRD provides reimbursement; however, the Department has little control over when reimbursement is requested. Limitation requested: \$1,084,400 Federal Funds

- *Heritage SHPO Funds* – This package requests an increase in federal limitation based on the incremental growth in the federal allocation in recent years. The State Historic Preservation Office has received an annual allocation from the federal Historic Preservation Fund (HPF) since the late 1960s to assist the state in handling a variety of historic preservation and archaeological issues, including pass-through grants to local governments. Limitation requested: \$124,696 Federal Funds
- *State Fair* – This package eliminates 8 positions/1.98 FTE and converts the funding associated with these positions to dollars in the Temporaries line items of the budget. By making this shift, the Fair has greater flexibility for hiring staff to assist in putting on the annual fair. Limitation requested: net zero Other and Lottery Funds.
- *Heritage Programs* – This package requests limitation for two items under the Heritage umbrella. The department's Heritage Commission and State Historic Preservation Office are two of the five "partners" who receive funds from the Oregon Cultural Trust for promoting heritage and other cultural activities throughout the state, usually through grants to local partners. The dollar amounts were small enough in earlier years that the department used its small-grant limitation to cover this revenue. The amount has now grown to the point that these funds need their own limitation. In addition, a family trust has provide funds for historic cemetery grants; the trust is committed to providing funds for the foreseeable future. Limitation requested: \$327,000 Other Funds
- *Establish Pet Fee* – This package establishes a \$10 non-refundable deposit for when campers utilize a “pet friendly” yurt or cabin by bring along a pet. The funds collected will be used for additional cleaning and maintenance required by having pets staying in yurts and cabins. Revenue Generated: \$35,410 and Limitation requested: \$35,410.
- *Rate Adjustments* – This package adjusts rates to compensate for inflationary increases from 1997 to current that were not covered in the 2009-11 biennium rate adjustments. These fund will be used in Park Operations to improve the Department’s ability to conduct business (work crews, radios, hazard trees, seasonal fleet, preventive maintenance). Revenue Generated: \$1,642,901 and Limitation requested: \$1,640,000.
- *ATV Program* – This package requests a one-time increase in limitation to fund additional grant applications. Grant requests have been exceeding available limitation. Limitation Requested : \$800,000 Other Funds
- *Invest in Facilities Maintenance* – (NEW) – This package was the result of the discussion with the Commission in work session. The increase forecasted in Lottery Funds of \$3.729M over \$82M for the current biennium, is placed in this package. As OPRD moves through the budget process to a Legislatively Adopted Budget, if the Lottery Fund forecast declines, the amount will be subtracted from this package.

### C. Ending Balances

- a. Appropriate Reserves – The Department needs to have a number of reserves. Each one has a specific purpose or restriction on the funds. Below is a list of reserves and a description of the reason for the reserve, amounts if known and/or the restrictions.
- *Reserve for Salary and Benefits* – this balance is reserved for salary and benefits increases negotiated above the amount included in the PICS freeze; as mentioned in the Personal Services section above, this amount needs to be greater this biennium than in the past because fewer adjustments were included in the PICS freeze. The Department calculated the need to reserve at total of \$7.1M. This is based on assuming eligible staff receive one step increase, health insurance costs increase 8% each year and a total of 3% is granted to all staff in cost of living adjustments.
  - *Cash Flow*- this balance is intended to cover expenditures when revenues are low and expenditures are high. The Department has a seasonal flow of revenues and expenditures that do not always match. In 2009-11, this reserve was \$9M and for 2011-13 is was raised to \$12M. This balance can be any combination of Other and Lottery Funds that the Department determines is reasonable. The Department recommends a cash flow amount of \$11.8M. Attachment B explains the recommendation.
  - *Oregon State Fair and Expo Center*– this balance is dedicated to the operation of the OSFEC. All revenue generated is placed in this account as Other Funds to cover expenditures. It is prudent to maintain a balance equal to the average of 3 months non fair time expenditures as a cash flow reserve. Amount: \$748,000.
  - *Oregon Property Management (OPMA)* – the balance in this account is to be used for heritage preservation. Revenues and expenditures related to the Special Assessment program are placed in this account. Additional other revenues and expenditures can be placed in this account. While this account has not requirement to maintain a balance, conversations with the Assistant Director for Heritage and Community Programs indicate that the Department would want to maintain this account at not less than \$150,000.
  - *ATV* – this balance is reserved for use by the ATV program. Revenues generated in this program are dedicated for expenditures on the program. While there is a permit fee in this program, the vast majority of the revenue comes from the Unrefunded Fuels tax transfer from ODOT. This transfer is made annually; therefore, it is reasonable to maintain the equivalent of the average one year’s transfer as a cash flow reserve. Amount: \$5,470,000.
  - *Trust and Dedicated Accounts* – this balance has a number of pieces all of which are dedicated to specific purposes. The big categories are: Preventive Maintenance, Business Accounts, Park Stewardship and Trusts. It is prudent to maintain a balance equal to the average of 3 months expenditures as a cash flow reserve for Preventive Maintenance, Business Accounts and Park Stewardship. Amount: \$602,000.
  - *Local Government Grants* – this balance is reserved for grants that have been awarded but not yet paid to the recipients. In addition, with the requirement that 12% of Lottery funds be dedicated to local grants, any returned grant funds would be part of this balance until awarded and paid to a new recipient.

- *Empty revenues* – in some cases, the revenue forecast included in the budget is provided by an entity outside the Department. If OPRD forecasts that the revenue will be lower than the amount included in the budget, a reserve is held in the ending balance for “empty revenue” (i.e. revenue not expected to actually be received). This prevents the Department from over budgeting expenditures and then needing to make cuts. For the Agency Request Budget, the Department is holding \$992,940 in Other Funds (ATV).
- b. Unobligated Balances – This would be any funds remaining after subtracting projected expenditures and reserves from Beginning Balances plus projected revenues.

**D. Key Performance Measures (New)**

Attachment D is a listing of the Department’s current Key Performance Measures (KPMs). At this time, OPRD is not proposing any changes in the KPMs for the 2013-15 biennium.

**E. Process Details**

- a. Budget System – Data must be entered into the statewide budget system ORBITS. The deadlines occur in stages. Current Service Level (CSL) is done first; CSL PICS was due May 31, 2012. Total CSL is due June 30, 2012. Agency Request PICS is due July 15, 2012 and Total Agency Request is due July 31, 2012. The Agency Request Budget Narrative/Budget Book is due to DAS BAM by August 30, 2012.
- b. Program Funding Teams – Initial bid documents were due June 1, 2012 – narrative and historical data only. Agencies will have a chance to appear before the Program Funding teams; dates are currently being schedule. Once the teams have had a chance to review agency documents, it is anticipated that feedback will be provided. Final bid documents matching the Agency Request Budget are due August 31, 2012.
- c. Reduction Options – The Department is required to include reduction options in the Agency Request Narrative/Budget Book. Once the detailed budget information has been entered into the budget system, the Department will develop the reduction options. Options must equal 10% for each fund type.

Oregon Parks and Recreation Department  
 Appropriate Cash Balance  
 For cash flow and reserve purposes  
 May 2012

**Problem Statement:**

What is the appropriate amount of the cash reserve for the agency as a whole and for individual dedicated accounts?

**Background:**

In the 2007-09 biennium, the Legislative Fiscal Office (LFO), determined that OPRD did not have an adequate cash balance for cash flow purposes (and it didn't). Good business practices indicate the need for the agency to have a cash reserve to handle day to day cash flow needs and to handle the unexpected. Since that point in time, the agency has created an operating reserve; in the 2011-13 biennium the amount is \$12 million.

Why have operating reserves?

- Unexpected shortfalls in revenues/revenues not meeting projections
- Unexpected demands on resources
- Unanticipated opportunities
- Normal day to day fluctuations in income and expenditures (cash flow)

Research indicates that an operating reserve should be between 30 to 90 days or higher depending on the risk factors of the business. Risk factors include: stability of revenue sources, diversified revenue sources, likelihood of natural disasters and regulatory environment.

Terminology – cash flow, operating cash and operating reserve. These terms seem to be used interchangeably. Do they really mean the same thing?

Cash Flow – this is the flow of funds in and out of the organization. Revenue coming in by way of sale of products (i.e. camping, day use, RV registration); paying bills (i.e. staff, supplies) sends money out. Funds need to be in the bank to pay the bills; a cash flow balance is needed to cover those times when expenditures are higher than revenues on a day to day basis.

Operating Cash – this is money in the bank today available to pay out. It is not funds that are restricted – for example, funds paid for a camping event that has not yet occurred; a deposit that has been made but not yet reconciled.

Operating Reserves – this is funds in the bank readily available to spend but not committed or restricted for another purpose.

OPRD is creating and maintaining a hybrid of cash flow and operating reserves. The Department needs enough available cash in the bank to cover expenditures during the height of the summer season as well as to have cash in the bank to allow time to respond to an unexpected event or events.

The Department is committed to routinely reviewing its revenue and expenditure projections. When this review indicates the need for adjustments, the Department immediately adjusts to the new projections.

**Explanation of the review/methodology:**

Overall, the goal was a methodology that would be simple and easy to maintain. The calculation could then be reviewed at each step in the budget building process to maintain the appropriate balances. The analysis looked at the agency's budget for three biennia – 2007-09, 2009-11, 2011-13; in addition, the same calculations were applied to the projected Current Service Level Budget for 2013-15.

The first option was to determine a percentage of the total budgetary limitation that would create an appropriate reserve. A second option was to determine a number of months that would create an appropriate reserve. For both options, a number of levels were created: the agency as a whole, the entire agency less dedicated programs, the entire agency less dedicated programs and optional spending and just keep the doors open spending.

In this analysis, dedicated programs were defined as: Trust and Dedicated Accounts, ATV Program, Local Government Grant Program, Oregon State Fair and Exposition Center, Other Funds grants and federally funded programs. Optional spending was defined as Acquisitions and Facilities Investment Program. Finally, "just keep the doors open" was defined as the Director's Office, Communications (25%), Administrative Services (50%), RNW, Park Experiences (85%) and Heritage Programs (Lottery Funded 25%).

The first conclusion drawn was that the dedicated programs should have their own cash flow/reserve calculation based on the individual circumstances of the fund. Below is a list of each of the funds and the methodology applied.

ATV Fund – Funds in this account come from two revenue sources, a 2 year permit fee and the Unrefunded Fuels Tax. The fuels tax is transferred from ODOT annually in late June or early July. Because these funds come in annually, it was determined that the goal should be to have the equivalent of one year's average transfer as cash in reserve. The 6 year average used looked back to FY 2008 and forward through the estimated amount for FY 2013.

Oregon State Fair and Expo Center – Funds in this account come from revenues earned during the annual state fair and from events held on the grounds. The goal of this cash flow/reserve fund is to have cash to cover 3 months of non-fair time operations. For the purposes of this analysis, "non-fair time" is considered to be November thru June of each year. The average is from the monthly costs during the 2009-11 biennium; this was chosen because it most closely reflects the current management spending directives.

Oregon Property Management Account – Funds in this account come from the Special Assessment program; other funds received may be placed in this account. While it is legal for this entire fund to be spent if the Department so chose, discussions with the Assistant Director for Heritage and Community Programs indicate it would be prudent to maintain a minimum balance in this account of \$150,000.

Trust and Dedicated Accounts – Funds in the account come from 2 very different sources: trusts accounts and dedicated accounts. Trust funds are given with specific requirements and can only be spent in accordance with the requirement; trusts are not part of this cash flow/reserve analysis. Dedicated accounts have three major components – business accounts, preventive maintenance and park stewardship. These accounts have funds flowing into them routinely – park sales (pop, ice, firewood), percentage of Park User Fees etc. The goal of this cash flow/reserve fund is to have the average of 3 months expenditures in the accounts. The calculation was done by averaging 2009-11 actual expenditures, averaging 2011-13 projected expenditures and then averaging the averages.

The remaining conclusion to be drawn was in regards to the cash flow/reserve needed for “general operations”. General Operations include the all day to day operations of the park system and all the necessary support systems – facilities construction and maintenance, administrative functions including the reservation system plus heritage and grant programs.

After looking at the Department’s cash flow since July 2009, it was determined that the Department has only dipped into the cash reserve of \$12M once (in October 2011). The first October of the biennium is traditionally a month to be watched because DAS does not transfer Lottery funds to the Department (DAS pays debt service first); OPRD has compensated for this by not paying the DAS annual assessment until the 2<sup>nd</sup> quarter Lottery transfer is made in late November/early December.

After a review of expenditure patterns, it was decided that a 2 month average would be an appropriate cash flow/reserve. However, an additional option not listed above was created. The average is based on the Department’s total limitation less dedicated accounts and the Acquisition program.

**Recommendation:**

For the 2013-15 biennium, it is recommended that the agency budget to have \$18,770,000 in an operating cash reserve in the ending cash balance. The \$18.770M is broken down as follows:

General Operations	\$11,800,000
All-Terrain Vehicle Account	5,470,000
Oregon State Fair and Exposition Center	748,000
Oregon Property Management Account	150,000
Trust and Dedicated Accounts	602,000

Written by: Tanya Crane

Attachment C

	2013-15														Pos	FTE
	All Funds	Lottery				Other						Federal				
	Total	Non dedicated	Loc Govt Staff	Loc Govt	Total	Non dedicated	RV County Opp Grants	OSFEC	OPMA	ATV	Trust / Dedicated	Total				
Estimated Beginning Balance	46,259,620	12,161,292	0	3,569,620	15,730,912	14,846,353	665,553	2,154,768	804,616	7,430,188	4,627,230	30,528,707	0			
<b>Revenues</b>																
Non Business License and Fees	2,301,178				0	540,000				1,761,178		2,301,178				
Park User Fees	40,348,372				0	38,931,052					1,417,320	40,348,372				
Charges for Services	9,580,659				0			9,580,659				9,580,659				
Rents and Royalties	1,431,498				0			1,431,498				1,431,498				
Interest Income	481,935	142,622			142,622	197,829		23,311		71,887	46,286	339,313				
Sales Income	2,233,670				0						2,233,670	2,233,670				
Other Revenue																
Ocean Shore	75,000				0						75,000	75,000				
Forest Management	490,000				0	245,000					245,000	490,000				
Heritage Funds	150,000				0				150,000			150,000				
Preventive Maintenance	483,670				0						483,670	483,670				
Park Stewardship	391,733				0						391,733	391,733				
Trust Accounts	227,429				0						227,429	227,429				
ODOT Funded Position	181,000				0	181,000						181,000				
Other Grants	5,551,347				0	5,551,347						5,551,347				
Misc Revenue	770,171				0	770,171						770,171				
Federal	9,987,264				0							0	9,987,264			
From DAS	85,728,825	75,005,895	435,471	10,287,459	85,728,825							0				
From Business Development Dept	257,000				0	257,000						257,000				
From Marine Board	425,000				0	425,000						425,000				
From ODOT																
ATV	12,700,302				0					12,700,302		12,700,302				
RV	31,996,619				0	20,888,037	11,108,582					31,996,619				
Roads	1,180,892				0	1,180,892						1,180,892				
Rest Areas	3,226,410				0	3,226,410						3,226,410				
Salmon Plate	509,743				0	509,743						509,743				
Tfr to Counties	(9,997,724)				0		(9,997,724)					(9,997,724)				
Tfr to Forestry	(1,179,357)				0					(1,179,357)		(1,179,357)				
Tfr to ODOT	(643,905)				0					(643,905)		(643,905)				
<b>Total</b>	<b>198,888,731</b>	<b>75,148,517</b>	<b>435,471</b>	<b>10,287,459</b>	<b>85,871,447</b>	<b>72,903,481</b>	<b>1,110,858</b>	<b>11,035,468</b>	<b>150,000</b>	<b>12,710,105</b>	<b>5,120,108</b>	<b>103,030,020</b>	<b>9,987,264</b>			
<b>Revenue Impacting Policy Packages:</b>																
060 Tfr to Oregon State Police	(590,337)				0					(590,337)		(590,337)				
060 Tfr to Dept of Forestry	(124,874)	(48,236)			(48,236)	(76,638)						(76,638)				
107 Establish Pet Fee	35,410				0	35,410						35,410				
108 Rate Adjustments	1,642,901				0	1,642,901						1,642,901				
	0				0							0				
<b>Total Revenues</b>	<b>963,100</b>	<b>(48,236)</b>	<b>0</b>	<b>0</b>	<b>(48,236)</b>	<b>1,601,673</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(590,337)</b>	<b>0</b>	<b>1,011,336</b>	<b>0</b>	<b>0 0.00</b>		
<b>Total Available Revenues</b>	<b>246,111,451</b>	<b>87,261,573</b>	<b>435,471</b>	<b>13,857,079</b>	<b>101,554,123</b>	<b>89,351,507</b>	<b>1,776,411</b>	<b>13,190,236</b>	<b>954,616</b>	<b>19,549,956</b>	<b>9,747,338</b>	<b>134,570,063</b>	<b>9,987,264</b>			
<b>Expenditures</b>																
2013-15 Base Budget	204,196,170	74,331,230	433,577	9,834,409	84,599,216	74,298,734	1,175,743	11,935,228	30,297	11,798,926	4,712,908	103,951,836	15,645,118	868 599.58		
Phase In (Pkg 021)																
Natural Heritage (11/13 Pkg 104)	45,862				0	7,286						7,286	38,576			
3.5% hold back from 2011-13 less \$1.7M LI	4,900,896	1,005,704		322,052	1,327,756	2,082,599		451,741		429,433	609,367	3,573,140				
Total Phase Ins	4,946,758	1,005,704	0	322,052	1,327,756	2,089,885	0	451,741	0	429,433	609,367	3,580,426	38,576	0 0.00		
Phase Out (Pkg 022)																
LWCF Compliance (11/13 Pkg 107)	(74,888)				0							0	(74,888)			
LWCF, RTP, CLG Carryover (11/13 Pkg 10)	(3,150,387)				0							0	(3,150,387)			
FEMA Spring Valley (11/13 Pkg 116)	(83,185)	(20,684)			(20,684)	(62,501)						(62,501)				

Attachment C

2013-15 All Funds	Lottery				Other							Federal	Pos	FTE	
	Non dedicated	Loc Govt Staff	Loc Govt	Total	Non dedicated	RV County Opp Grants	OSFEC	OPMA	ATV	Trust / Dedicated	Total				
Acquire Property (11/13 Pkg 118)	(2,281,847)			0	(2,281,847)						(2,281,847)				
Marine Reserves (11/13 Pkg 499)	(500,000)			0	(500,000)						(500,000)				
Lautrell Falls/Mitchell Point (11/13 Pkg 810)	(816,898)			0							0	(816,898)			
Jan JIW&M Natural Heritage	(861,950)			0							0	(861,950)			
Jan JIW&M Acquisition Grant #1	(2,000,000)			0							0	(2,000,000)			
Jan JIW&M Acquisition Grant #2	(190,000)			0							0	(190,000)			
Total Phase Outs	(9,959,155)	(20,684)	0	0	(20,684)	(2,844,348)	0	0	0	0	0	(2,844,348)	(7,094,123)	0	0.00
Inflation on:															
Standard Inflation (Pkg 010)	135,182	456,982	326		457,308	(388,201)	(3,251)	44,859		21,906		(324,687)	2,561		
Standard Inflation (Pkg 031)	2,538,700	959,840	1,568	130,998	1,092,406	689,090	28,146	176,008	727	252,346	113,941	1,260,258	186,036		
Exception Inflation (Pkg 033)	176,852	38,746			38,746	51,216				86,890		138,106			
Total Inflation	2,850,734	1,455,568	1,894	130,998	1,588,460	352,105	24,895	220,867	727	361,142	113,941	1,073,677	188,597	0	0.00
Technical Adjustments															
Planning to Park Experiences	0	1			1	(1)						(1)			
Oregon State Police	(590,337)				0					(590,337)		(590,337)			
Tillamook Forestry Center	(124,874)	(48,236)			(48,236)	(76,638)						(76,638)			
Split Rec Programs S&S	0	0			0	0						0			
SCSP positions to OSFEC	0	0			0	(332,160)		332,160				0			
NMOB Rent	0	0			0	0						0			
Technical Adjustments	(715,211)	(48,235)	0	0	(48,235)	(408,799)	0	332,160	0	(590,337)	0	(666,976)	0		
Total Adjustments	(2,876,874)	2,392,353	1,894	453,050	2,847,297	(811,157)	24,895	1,004,768	727	200,238	723,308	1,142,779	(6,866,950)	0	0.00
Expenditure Policy Packages:															
101 Park Operating Costs	2,064,056	676,742			676,742	1,387,314						1,387,314			
102 Business Accounts/Preventive Maint	75,000				0						75,000	75,000			
103 RTP Grant program carryover	1,084,400				0							0	1,084,400		
104 Heritage - SHPO funds	124,696				0							0	124,696		
105 State Fair positions	0				0							0		(8)	(1.98)
106 Heritage Programs	327,000				0	257,000			70,000			327,000			
107 Establish Pet Fee	35,410				0	35,410						35,410			
108 Rate Adjustments	1,640,000				0	1,640,000						1,640,000			
109 ATV Program	800,000				0					800,000		800,000			
110 Invest Increased Lottery Funds	3,728,825	3,728,825			3,728,825							0			
070 Revenue Reductions	(750,000)				0			(750,000)				(750,000)			
Total Packages	9,129,387	4,405,567	0	0	4,405,567	3,319,724	0	(750,000)	70,000	800,000	75,000	3,514,724	1,209,096	(8)	(1.98)
Estimated 2013-15 Expenditures	210,448,683	81,129,150	435,471	10,287,459	91,852,080	76,807,301	1,200,638	12,189,996	101,024	12,799,164	5,511,216	108,609,339	9,987,264	# 860	597.60
Ending Balance	35,662,768	6,132,423	0	3,569,620	9,702,043	12,544,206	575,773	1,000,240	853,592	6,750,792	4,236,122	25,960,724	0		
Reservations in Ending Balance:															
Reserve for Salary and Benefit increase	7,053,371	2,845,539	26,815		2,872,354	3,772,901		226,186		108,472		4,107,559	73,458		
Operating Cash Reserve	18,770,000	3,200,000			3,200,000	8,600,000		748,000	150,000	5,470,000	602,000	15,570,000			
Assume LF forecast decline to current level	0	0			0							0			
ODOT ATV Fuel forecast higher than OPRDs	992,940				0					992,940		992,940			
11-13 Spending reserve	1,200,000				0						1,200,000	1,200,000			
Trust Accounts	1,870,000				0						1,870,000	1,870,000			
Dedicated for a specific purpose	5,618,541			3,569,620	3,569,620		575,773	26,054	703,592	179,380	564,122	2,048,921			
Unobligated Ending Balance	157,916	86,884	(26,815)	0	60,069	171,305	0	(0)	(0)	(0)	0	171,304	(73,458)		

Oregon Parks and Recreation Department  
Proposed 2013-15 Key Performance Measures (KPM)

Attachment D

KPM Number	KPM Title	KPM Description	2013-15 Targets
1	PARK VISITATION	Visitors per acre of OPRD property	450
2	HERITAGE PROGRAM BENEFITS	Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.	2,087
3	GRANT PROGRAMS	Percent of Oregon communities that benefit from an OPRD-managed grant program.	40%
4	CITIZEN SATISFACTION	Percent of Oregonians who believe that Oregon is doing a "Very or Somewhat Good" job of providing parks and natural areas and preserving Oregon's heritage.	90%
5	PROPERTY ACQUISITION	Percentage of identified acquisition needs met.	75.60%
6	ALTERNATIVE CAMPING FACILITIES	Percent of alternative camping opportunities per total campsites available.	4.90%
7	FACILITIES BACKLOG	Percent reduction in facilities backlog since 1999.	74%
8	CUSTOMER SATISFACTION	Percent of customers rating their overall satisfaction with the agency above average or excellent.	Overall: 94%; Accuracy: 92%; Availability of Information: 90%; Expertise: 92%; Helpfulness: 94%; Timeliness: 92%
9	STATE FAIR REPEAT ATTENDANCE	Percentage of fairgoers who have visited the Oregon State Fair at least once every other year.	87.50%
10	EXPOSITION EVENTS	Percentage increase in annual Exposition Center gross revenue.	5%
11	COMMISSION BEST PRACTICES	Percent of total best practices met by the State Parks and Recreation Commission	100%