2019-21 Agency Request Budget

Oregon Parks and Recreation Department

OREGON PARKS AND RECREATION DEPARTMENT
TABLE OF CONTENTS
2019-21 AGENCY REQUEST BUDGET

1. **Introductory Information**
    a. **Table of Contents**
    b. **Certification**

2. **Legislative Action**
    a. **2016-2018 Budget Report and Measure Summaries**

3. **Agency Summary**

4. **Revenues**

5. **Program Units and Policy Packages**
    a. **Direct Services**
    b. **Park Development**
    c. **Community Support and Grants**
    d. **Central Services**
    e. **Director's Office**

6. **Facilities Maintenance**

7. **Special Reports**
    a. **Agency Response to Audits**
    b. **Affirmative Action**
    c. **Information Technology Reports**
    d. **Performance Measures**

CERTIFICATION

I hereby certify that the accompanying summary and detailed statements are true and correct to the best of my knowledge and belief and that the arithmetic accuracy of all numerical information has been verified.

Oregon Parks and Recreation Department	725 Summer St NE, Suite C Salem OR 97301
AGENCY NAME	**AGENCY ADDRESS**
	Chair, Oregon Parks and Recreation Commission
SIGNATURE **CAL MUKUMOTO**	**TITLE**

Notice: Requests of those agencies headed by a board or commission must be approved by those bodies of official action and signed by the board or commission chairperson. The requests of other agencies must be approved and signed by the agency director or administrator.

X Agency Request _____Governor's Recommended _____Legislatively Adopted

Legislative Fiscal Office

900 Court St. NE, Rm. H-178
Salem, OR 97301
503-986-1828

Ken Rocco
Legislative Fiscal Officer

Summary of Emergency Board Action

December 2016

The Legislative Emergency Board met on December 14, 2016 and considered an agenda of 34 items. The Emergency Board approved five allocations from the Emergency Fund, including one from a reservation established at the Board's September 2016 meeting. Five allocations from special purpose appropriations made to the Emergency Board were approved. The Board also approved a request made by the Legislative Fiscal Office to consolidate all unallocated special purpose appropriations into the Emergency Fund. Typically, special purpose appropriations not used by a specified date become available for any purpose allowed by the Emergency Board. The unused amounts are consolidated for ease of access during the next legislative session. After the Emergency Board actions in December, the unallocated Emergency Fund balance (including the $7.7 million in transferred unused special purpose appropriations) is $28.3 million.

The agenda included 11 items that requested additional 2015-17 biennium authority to spend Lottery Funds, Other Funds, and Federal Funds. The Emergency Board approved expenditure limitation increases of approximately $381 million Other Funds ($339 million for the Oregon Health Authority rebalance), $8.1 million Federal Funds, and $0.3 million Lottery Funds. The Emergency Board also authorized the establishment of six permanent positions (11.18 FTE).

The agenda included ten agency reports which the Emergency Board acknowledged receiving. The Emergency Board also heard 4 requests for the submission of federal grant applications, all of which were approved.

The following is a summary of significant Emergency Board actions taken at the December 2016 meeting:

EDUCATION

- Allocated $2,058,554 from a reservation established within the Emergency Fund for the Department of Education to be distributed to school districts and Education Service Districts for the costs related to testing for elevated levels of lead in water fixtures which are used for drinking, food preparation, and other uses leading to human consumption.
- Allocated $1,414,193 from the Emergency Fund to the Higher Education Coordinating Commission for a grant to Portland Community College for completion of the final five quarters of the program for former nursing students of the ITT Technical Institute in Portland.
- Approved, retroactively, the submission of a federal grant application by the Department of Education to the U.S. Department of Education for an Enhanced Assistance Grant to develop an alternative science assessment for students with severe cognitive disabilities; the agency was notified that it did not receive the grant after submitting the request to the Emergency Board.
- Increased the Other Funds expenditure limitation for the Teacher Standards and Practice Commission by $358,049 for increased fingerprinting, legal, and credit card related costs.

HUMAN SERVICES

- Allocated $10,624,903 from a special purpose appropriation made to the Emergency Board to the Department of Human Services for caseload costs or other budget challenges, increased the agency's Other Funds expenditure limitation by $6,706,289, increased the Federal Funds expenditure limitation by $226,939, and authorized the establishment of one permanent

position (0.25 FTE) to rebalance the Department's 2015-17 budget.

- Allocated $29,375,097 from a special purpose appropriation made to the Emergency Board to the Oregon Health Authority for caseload costs or other budget challenges, increased the agency's Other Funds expenditure limitation by $338,848,484, approved other transfers between appropriations and expenditure limitations, with the understanding that the Department of Administrative Services will unschedule $751,500,655 Federal Funds limitation, and authorized the establishment of five permanent positions (10.93 FTE) to rebalance the agency's 2015-17 budget.
- Allocated $659,392 from the Emergency Fund to the Department of Administrative Services for distribution to the University of Oregon, Lane Community College, and the Lane County Health Department for expenses incurred as a result of the meningitis vaccination program in Lane County.
- Acknowledged receipt of a report from the Oregon Health Authority on the new behavioral health investments.
- Acknowledged receipt of a report from the Department of Human Services on program sustainability options and actions.

PUBLIC SAFETY and JUDICIAL BRANCH

- Allocated $596,000 from the Emergency Fund to the Department of Public Safety Standards and Training to pay for emergency repairs to fire life safety systems, and deferred consideration of a request to fund additional training classes until the 2017 legislative session.
- Increased the Other Funds expenditure limitation for the Department of Justice by $1,804,679 and the Federal Funds expenditure limitation by $5,647,521 for the Child Support Enforcement Automated System (CSEAS) project to cover expenditures through June 2017.
- Approved, retroactively, the submission of a federal grant application by the Department of Justice to the U.S. Department of Justice and increased the Federal Funds expenditure limitation by $1,342,520 for expenses related to the Umpqua Community College shooting incident.
- Approved, retroactively, the submission of a federal grant application by the Department of Public Safety Standards and Training to the U.S. Department of Homeland Security in the amount of $500,000 for the purchase of a mobile fire training unit.
- Acknowledged receipt of a report from the Department of Corrections on female and male prison population trends and system bed capacity.
- Allocated $2,000,000 from a special purpose appropriation made to the Emergency Board to the Department of Corrections to reduce isolation and improve the care of seriously mentally ill adults in custody in the Behavioral Health Unit at the Oregon State Penitentiary.
- Denied a request by the Department of Corrections for an allocation of $3,800,000 from the Emergency Fund to reactivate the Oregon State Penitentiary Minimum Security Facility by June 2017 in order to provide a second women's prison to accommodate the current prison population and the anticipated population growth reflected in the October 2016 prison population forecast.
- Allocated $4,055,962 from the Emergency Fund to the Public Defense Services Commission for trial-level public defense costs.
- Acknowledged receipt of a report from the Public Defense Services Commission on compensation plan changes.
- Acknowledged receipt of a report from the Judicial Department on potential courthouse capital construction project funding requests.

NATURAL RESOURCES

- Acknowledged receipt of a report from the Department of Forestry on the 2016 fire season, allocated $1,768,628 from a special purpose appropriation made to the Emergency Board for fire severity, increased the Other Funds expenditure limitation by $10,178,762 for the processing of payments for fire season costs, and recommended that General Fund appropriations of $6,791,209 for large fire costs, $333,568 for interest expenses, and $532,278 for district deductible costs be included in an early 2017 session budget rebalance bill.
- Increased the Federal Funds expenditure limitation for the Parks and Recreation Department by $500,000 for a grant to the Southern Oregon Land Conservancy.

- Increased the Other Funds expenditure limitation for the Parks and Recreation Department by $865,953 and the Lottery Funds expenditure limitation by $288,651 for the expenditure of funds to pay for the repair of damages due to December 2015 storm events.
- Increased the Other Funds expenditure limitation for the Department of State Lands by $3,709,000 for ongoing legal and professional services costs related to the Portland Harbor Superfund Site.
- Approved, retroactively, the submission of a federal grant application by the Department of Geology and Mineral Industries to the U.S. Geologic Survey in the amount of $162,818 for the collection of LIDAR data in the Upper John Day area.
- Increased the Other Funds expenditure limitation for the Oregon Watershed Enhancement Board by $65,000 for a grant to Tillamook County.

ECONOMIC and COMMUNITY DEVELOPMENT

- Increased the Federal Funds expenditure limitation for the Oregon Business Development Department by $421,875 for the State Trade Expansion program.

TRANSPORTATION

- Approved the transfer of $180,000,000 in excess Other Funds expenditure limitations from the Department of Transportation's Bridge and Local Government programs to the Preservation, Safety/Operations, and Modernization programs to meet the agency's projected expenditure limitation needs for the Statewide Transportation Improvement Program.

CONSUMER and BUSINESS SERVICES

- Acknowledged receipt of a report from the Department of Consumer and Business Services on workers' compensation premium assessment rates.

ADMINISTRATION

- Allocated $324,782 from a special purpose appropriation made to the Emergency Board to the Secretary of State for payments to counties for the costs associated with maintaining voter registration records.
- Approved the transfer of $5,750,000 Other Funds expenditure limitation from the Department of Administrative Services' Enterprise Technology Services to the Office of the State Chief Information Officer, increased the Other Funds expenditure limitation for the Office of the State Chief Information Officer by $6,975,000, and increased the Other Funds expenditure limitation by $11,501,225 for Enterprise Technology Services for expenditures related to the consolidation of IT security functions, costs of implementing a new telephone system, and accommodating growth in data storage and licensing costs at the state data center.
- Acknowledged receipt of a report from the Department of Administrative Services on compensation plan changes.
- Acknowledged receipt of a report from the Department of Administrative Services on the status of the information technology procurement management program.
- Acknowledged receipt of a report from the Department of Revenue on the Property Valuation System.

LEGISLATIVE BRANCH

- Approved the transfer of $7,693,230 from unallocated balances of special purpose appropriations made to the Emergency Board to the Emergency Fund legal citation resulting in an Emergency Fund ending balance of $28,258,206.

Emergency Fund Balance Summary			
		Agency Requests	Full Committee Action
General Purpose Emergency Fund			
	Appropriation (after 2016 Session adjustments)	32,000,000	32,000,000
	Allocations to date	(2,650,923)	(2,650,923)
Unallocated Balance		29,349,077	29,349,077
	Reservations (within General Purpose)	5,000,000	5,000,000
	Reservations allocated to date	0	0
Unallocated Reservations		5,000,000	5,000,000
#	***December 2016 Requests - General Purpose***		
5	Public Defense Services Department - Trial Level Public Defense Costs	(4,055,962)	(4,055,962)
7	Department of Education - Lead Testing in School Water Systems (from Reservation)	(5,000,000)	(2,058,554)
9	Higher Education Coordinating Commission - Nursing Student Program at Portland Community College	(1,589,193)	(1,414,193)
10	Department of Human Services - 2015-17 Budget Rebalance	(13,072,892)	0
12	Oregon Health Authority - 2015-17 Budget Rebalance	(38,597,132)	0
13	Oregon Health Authority - University of Oregon Meningitis Outbreak (Department of Administrative Services)	0	(659,392)
15	Department of Public Safety Standards and Training - Life Safety Systems Emergency Repairs	0	(596,000)
21	Department of Corrections - Re-activating Oregon State Penitentiary Minimum Facility for Women Inmates	(3,824,977)	0
27	Department of Forestry - 2016 Fire Season Costs and Insurance (see SPA)	(12,083,999)	0
37	Legislative Fiscal Office - Transfer of Unused Special Purpose Appropriation to Emergency Fund	7,693,230	7,693,230
	Total Requests - General Purpose	(70,530,925)	(1,090,871)
General Purpose Unallocated/Unreserved Balance after 12/2016		(41,181,848)	28,258,206
Special Purpose Appropriations - Agency Specific (after 2016 Session actions)		63,255,445	63,255,445
	Allocations/Transfers to Date	(11,468,805)	(11,468,805)
Unallocated Balance		51,786,640	51,786,640
#	***December 2016 Requests - Special Purpose Appropriations - Agency Specific***		
1	Secretary of State - Voter Registration Record Costs	(324,782)	(324,782)
10	Department of Human Services - 2015-17 Budget Rebalance	0	(10,624,903)
12	Oregon Health Authority - 2015-17 Budget Rebalance	0	(29,375,097)
20	Department of Corrections - Behavioral Health Unit	(2,000,000)	(2,000,000)
27	Department of Forestry - 2016 Fire Season Costs and Insurance (see General Purpose)	(1,768,628)	(1,768,628)
37	Legislative Fiscal Office - Transfer of Unused Special Purpose Appropriation to Emergency Fund	(7,693,230)	(7,693,230)
	Total Requests - Special Purpose - Agency Specific	(11,786,640)	(51,786,640)
Special Purpose - Agency Specific - Unallocated Balance after 12/2016		40,000,000	0

Legislative Fiscal Office

900 Court St. NE, Rm. H-178
Salem, OR 97301
503-986-1828

Ken Rocco
Legislative Fiscal Officer

Summary of Emergency Board Action

September 2016

The Legislative Emergency Board met on September 23, 2016 and considered an agenda of 40 items. The Emergency Board approved one allocation from the general purpose Emergency Fund and established a new reservation within the general purpose Emergency Fund in the amount of $5 million. No allocations from special purpose appropriations made to the Emergency Board were requested. Additional details on these actions are described below. After the Emergency Board actions, the unallocated and unreserved balance in the general purpose Emergency Fund is $24.3 million. An additional $51.8 million remains in various special purpose appropriations, including $40 million for caseload costs or other unbudgeted expenses of the Oregon Health Authority and the Department of Human Services. Unused special purpose appropriations become available for any lawful use by the Emergency Board on December 1, 2016.

The agenda included 16 items that requested additional 2015-17 biennium authority to spend Other Funds and Federal Funds. The Emergency Board approved expenditure limitation increases of approximately $10.6 million Other Funds and $4.2 million Federal Funds. The Emergency Board also authorized the establishment of 23 positions (10.59 FTE) and the extension of five currently existing positions (2.10 FTE).

The agenda also included nine agency reports which the Emergency Board acknowledged receiving. The Emergency Board heard 14 requests for the submission of federal grant applications (10 of which were on a consent agenda).

The following is a summary of significant Emergency Board actions taken at the September 2016 meeting:

EDUCATION

- Established a reservation of $5 million within the general purpose Emergency Fund for the Department of Education to be distributed to school districts and Education Service Districts for the costs related to testing for elevated levels of lead in water fixtures which are used for drinking, food preparation, and other uses leading to human consumption. The distribution is anticipated to be made at the December 2016 meeting of the Emergency Board after data on the number of tests submitted is collected.
- Approved, retroactively, the submission of a federal grant application by the Higher Education Coordinating Commission to the U.S. Department of Labor in the amount of $1,010,000 to improve Information Technology services to dislocated workers.
- Approved, retroactively, the submission of a federal grant application by the Higher Education Coordinating Commission to the U.S. Department of Labor in the amount of $3,200,000 to grow and diversify opportunities for apprenticeship programs.

HUMAN SERVICES

- Approved, retroactively, the submission of a federal grant application by the Department of Human Services to the U.S. Department of Education in the amount of up to $5,000,000 over five years to help prepare students with disabilities for postsecondary education and competitive integrated employment.
- Approved, retroactively, the submission of a federal grant application by the Oregon Health Authority to the Centers for Disease Control and Prevention in the amount of up to $3,000,000

over three years to supplement the existing currently funded Prescription Drug Overdose Prevention for States Grant.

- Approved the submission of a federal grant application by the Oregon Health Authority to the U. S. Department of Agriculture in the amount of $7,500,000 to update the Oregon Women, Infants, and Children program information technology platform.

PUBLIC SAFETY and JUDICIAL BRANCH

- Acknowledged receipt of a report by the Department of Corrections on female and male population trends and system bed capacity.
- Increased the Federal Funds expenditure limitation for the Department of Justice by $824,282 for the Child Support Enforcement Automated System (CSEAS) project to cover expenditures through December 2016.
- Increased the Other Funds expenditure limitation for the Department of Justice by $7,189,961 for various agency costs and approved the transfer of $1,500,000 Other Funds expenditure limitation from the Crime Victims' Services Division to the Civil Enforcement Division, and authorized the establishment of four limited duration positions (1.50 FTE) for the General Counsel Division.
- Approved, retroactively, the submission of a federal grant application by the Department of Justice to the U.S. Department of Justice in the amount of $1,000,000 for improving outcomes for child and youth victims of sex and labor trafficking.
- Increased the Federal Funds expenditure limitation for the Department of Public Safety Standards and Training by $390,592 for expenditure of a grant award from the federal Assistance to Firefighters Grant Program.
- Allocated $100,000 from the Emergency Fund to the Military Department to capitalize the Fuel Storage Facility Compatibility Fund.
- Acknowledged receipt of a report by the Judicial Department on compensation plan changes.
- Approved, retroactively, the submission of a federal grant application by the Judicial Department to the U.S. Department of Health and Human Services in the amount of $500,000 per year for a five-year term to support activities to help meet the requirements of the Indian Child Welfare Act.

NATURAL RESOURCES

- Acknowledged receipt of report by the Department of Forestry on the 2016 fire season.
- Approved, retroactively, the submission of a federal grant application by the Department of Geology and Mineral Industries to the Federal Emergency Management Agency in the amount of $972,670 for LIDAR acquisition, geologic hazard mapping, risk assessments, and outreach activities.
- Approved the submission of a federal grant application by the Department of Geology and Mineral Industries to the U.S. Geological Survey in the amount of $300,000 for the 2017 State Geological Survey project.
- Increased the Federal Funds expenditure limitation for the Department of Geology and Mineral Industries by $1,400,000 for increased LIDAR program work through federal grants and contracts for services and authorized the establishment of one limited duration position (0.38 FTE) to assist with FEMA Cooperating Technical Partners grants.
- Increased the Federal Funds expenditure limitation for the Department of State Lands by $329,000 to implement a grant award received from the National Oceanic and Atmospheric Administration for the remodeling of the Estuarine and Coastal Sciences Laboratory.
- Increased the Other Funds expenditure limitation for the Department of State Lands by $118,000 to implement the initial portion of an integrated assessment grant from the University of Michigan for a land use and zoning analysis for lands within the Coos Bay Estuary Management Plan.
- Approved, retroactively, the submission of a federal grant application by the Parks and Recreation Department to the U.S. Bureau of Land Management in the amount of $20,000 for costs associated with a position to digitize archeological site forms and a position associated with the management of cultural resources.
- Acknowledged receipt of a report by the Parks and Recreation Department on workgroup recommendations for allowing all-terrain vehicle operation on state highways.

ECONOMIC and COMMUNITY DEVELOPMENT

- Increased the Other Funds expenditure limitation for the Housing and Community Services Department by $1,286,569 and authorized the

establishment of 17 limited duration positions (8.25 FTE) for administration of Hardest Hit Funding awarded by the U.S. Department of the Treasury.

- Approved, retroactively, the submission of a federal grant application by the Department of Veterans' Affairs to the U.S. Department of Veterans' Affairs in the amount of up to $500,000 for transportation of veterans in highly rural areas to medical appointments; and increased the Federal Funds expenditure limitation by $500,000 to accommodate award of the grant, with the understanding the Department of Administrative Services will unschedule the limitation increase until the agency is notified that its application for the grant has been successful.
- Approved the submission of a federal grant application by the Department of Veterans' Affairs to the U.S. Department of Veterans' Affairs in the amount of up to $150,000 for hiring and retention of nursing staff at State Veteran's Homes; increased the Federal Funds expenditure limitation by $150,000; and increased the Other Funds expenditure limitation by $150,000 to accommodate award of the grant and required state match, with the understanding the Department of Administrative Services will unschedule the limitation increases until the agency is notified that its application for the grant has been successful.

TRANSPORTATION

- Approved the submission of a federal grant application by the Department of Transportation to the Federal Railroad Administration in the amount of up to $1,200,000 to install a Positive Train Control system on state-owned passenger trains.
- Approved, retroactively, the submission of a federal grant application by the Department of Transportation to the Federal Highway Administration in the amount of up to $55,560 to develop nature-based design solutions to address coastal erosion problems.
- Acknowledged receipt of a report by the Department of Transportation on the federal REAL ID Act.
- Increased the Other Funds expenditure limitation for the Department of Aviation by $52,680, and increased the Federal Funds expenditure limitation for the Department of Aviation by $474,120 for costs to implement phase 1 of an update to the Oregon Aviation Plan.

CONSUMER and BUSINESS SERVICES

- Acknowledged receipt of a follow-up report by the Department of Consumer and Business Services on the 2016 and 2017 marketing and outreach plans for the Oregon Health Insurance Marketplace.
- Approved, retroactively, the submission of a federal grant application by the Department of Consumer and Business Services to the U.S. Department of Health and Human Services for the planning and implementation of insurance market reforms, and increased the Federal Funds expenditure limitation by $97,749 for the implementation of the federal grant.
- Increased the Other Funds expenditure limitation for the Board of Psychologist Examiners by $85,000 for costs associated with administrative hearings and Attorney General fees.

ADMINISTRATION

- Increased the Other Funds expenditure limitation for the Department of Revenue by $368,735 and authorized the increase of full-time equivalents by 2.10 FTE for the Senior Citizens' and Disable Citizens' Property Tax deferral program.
- Acknowledged receipt of a report by the Department of Administrative Services on compensation plan changes.
- Acknowledged receipt of a report by the Department of Administrative Services on the state's certificates of participation and Article XI-G general obligation bond debt service savings as a result of refinancing.
- Authorized the establishment of one permanent Accounting Technician 3 position (0.46 FTE) for the Department of Administrative Services to provide payroll functions for the Department of Consumer and Business Services.
- Increased the Other Funds expenditure limitation for the Public Employees Retirement System by $381,074 for a third party information security assessment.

- Acknowledged receipt of a report by the Public Employees Retirement System on a statutory review for simplifying and reducing the costs of the statutory benefits structure and its administration.
- Increased the Other Funds expenditure limitation for the Oregon Liquor Control Commission by $920,000 to address unanticipated structural defects and remediate hazards discovered during the course of work to repair and replace sections of roof at Oregon Liquor Control Commission facilities.

LEGISLATIVE BRANCH

- Increased the Other Funds expenditure limitation for the Legislative Administration Committee by $60,000 for costs associated with the operational expenses of the Oregon State Capitol Foundation.

Emergency Fund Balance Summary

		Agency Requests	Emergency Board Action
General Purpose Emergency Fund			
	Appropriation (after 2016 Session adjustments)	32,000,000	32,000,000
	Allocations to date	(2,550,923)	(2,550,923)
Unallocated Balance		29,449,077	29,449,077
	Reservations (within General Purpose)	5,000,000	5,000,000
	Reservations allocated to date		
Unallocated Reservations		5,000,000	5,000,000
#	***September 2016 Requests - General Purpose***		
41	Legislative Fiscal Office for the Department of Education - Reservation for Lead Testing in K-12 Schools	(5,000,000)	(5,000,000)
42	Legislative Fiscal Office for the Military Department - Fuel Storage Facility Compatibility Fund Capitalization	(100,000)	(100,000)
	Total Requests - General Purpose	(5,100,000)	(5,100,000)
General Purpose Unallocated/Unreserved Balance after 09/2016		24,349,077	24,349,077
Special Purpose Appropriations - Agency Specific (after 2016 Session actions)		63,255,445	63,255,445
	Allocations/Transfers to Date	(11,468,805)	(11,468,805)
Unallocated Balance		51,786,640	51,786,640
#	***September 2016 Requests - Special Purpose Appropriations - Agency Specific***		
	None	0	0
	Total Requests - Special Purpose - Agency Specific	0	0
Special Purpose - Agency Specific - Unallocated Balance after 09/2016		51,786,640	51,786,640

Legislative Fiscal Office

900 Court St. NE, Rm. H-178
Salem, OR 97301
503-986-1828

Ken Rocco
Legislative Fiscal Officer

Daron Hill
Deputy Legislative Fiscal Officer

Summary of Emergency Board Action

May 2016

The Legislative Emergency Board met on May 25, 2016 and considered an agenda of 62 items. The Emergency Board approved allocations from the general purpose Emergency Fund in response to eight separate requests, totaling $2.6 million. Another four requests were allocated funds from special purpose appropriations made to the Emergency Board that totaled $11.5 million. Additional details on these allocations are described below. After the Emergency Board actions, the balance in the general purpose Emergency Fund is $29.6 million. An additional $51.8 million remains in various special purpose appropriations, including $40 million for caseload costs or other unbudgeted expenses of the Oregon Health Authority and the Department of Human Services. Unused special purpose appropriations become available for any lawful use by the Emergency Board on December 1, 2016.

The agenda included 17 items that requested additional 2015-17 biennium authority to spend Lottery Funds, Other Funds, and Federal Funds. The Emergency Board approved expenditure limitation increases of approximately $95,628 Lottery Funds, $55 million Other Funds (including $27.6 million for the Department of Transportation) and $4.8 million Federal Funds (including $2.5 million for the Department of Justice). The Emergency Board also authorized the establishment of 64 positions (33.1 FTE) and the extension of six currently existing positions through the end of the biennium (4.29 FTE).

The agenda also included 15 agency reports which the Emergency Board acknowledged receiving. The Emergency Board heard 22 requests for the submission of federal grant applications (13 of which were on a consent agenda). The Emergency Board also deferred taking action on two requests for allocations from the Emergency Fund.

The following is a summary of significant Emergency Board actions taken at the May 2016 meeting:

EDUCATION

- Acknowledged receipt of a report by the Department of Education on the implementation of the mixed delivery preschool program.
- Allocated $273,062 from the Emergency Fund to the Department of Education for grants to school districts to improve internet connectivity and access.
- Acknowledged receipt of reports by the Higher Education Coordinating Commission on 2016-17 academic year University tuition and mandatory fee increases for resident undergraduates and on the distribution of funding for Community College academic counselors.
- Approved the submission of a federal grant application by the Department of Education for child care related implementation research and evaluation planning.

HUMAN SERVICES

- Acknowledged receipt of a report by the Department of Human Services on program sustainability options and actions.
- Acknowledged receipt of reports by the Oregon Health Authority on the Oregon Health Plan 1115 waiver renewal for 2017-22 and on the Medicaid Management Information System and related systems and interfaces.
- Approved the submission of federal grant applications by the Department of Human Services for the enhancement of adult protective services and for enhancing the state's system for

providing information on and access to long term services and supports.

- Approved the submission of federal grant applications by the Oregon Health Authority for epidemiology and laboratory capacity for infectious diseases, chronic disease and oral health, emerging infections, and prescription drug and opioid addiction/overdose prevention.
- Increased the Other Funds expenditure limitation for the Board of Nursing by $244,452 for the establishment of two permanent positions (1.58 FTE) and the reclassification of six other positions to address workload increases.

PUBLIC SAFETY and JUDICIAL BRANCH

- Acknowledged receipt of a report by the Department of Corrections on female and male population trends and system bed capacity.
- Allocated $3 million from a special purpose appropriation made to the Emergency Board to the Department of Corrections to continue activating minimum security prison beds at the Deer Ridge Correctional Institution, authorized the establishment of 33 positions (18.64 FTE), and indicated that remaining unfunded prison capacity needs would be addressed at a future Emergency Board meeting this interim or during the 2017 session.
- Allocated $1 million from the Emergency Fund to the Department of Corrections and increased the agency's Other Funds expenditure limitation by $100,000 to begin preparing the Oregon State Penitentiary-Minimum to house women offenders in the 2015-17 biennium.
- Acknowledged receipt of a report by the Department of Justice on the Child Support Enforcement Automated System (CSEAS) and increased the Federal Funds expenditure limitation by $2,538,107 for the project to cover expenditures through October 2016.
- Increased the Other Funds expenditure limitation for the Department of Public Safety Standards and Training by $100,000 for additional training of 911 tele-communicators and by $337,000 for crisis intervention training for first responders.
- Approved the submission of a federal grant application by the Department of State Police for a grant in the amount of $9.4 million to replace the CrimeVue criminal history database and messaging system.
- Allocated $2 million from a special purpose appropriation made to the Emergency Board for state and local government costs associated with the takeover of the Malheur National Wildlife Refuge in Harney County, allocated $73,053 from the Emergency Fund for the same purpose, and increased the Other Funds expenditure limitation for the Department of State Police by $874,188 in order for the agency to receive reimbursement for its costs. The allocations were made to the Department of Administrative Services for distribution to eligible state and local government units.
- Allocated $170,000 from the Emergency Fund to the Military Department for roof repairs at the Forest Grove and Kliever-Portland armories and directed the agency to use $500,000 of one-time General Fund savings available in the current budget to match the federal funding to complete the roof repairs.
- Increased the Other Funds expenditure limitation for the Military Department by $256,000 and the Federal Funds expenditure limitation for the Military Department by $518,000 for the Oregon Youth Challenge Program.
- Increased the Federal Funds expenditure limitation for the Military Department by $270,000 for the STARBASE Program.
- Approved the submission of federal grant applications by the Criminal Justice Commission for the Justice Reinvestment program and by the Department of State Police for SAFE kit inventory, tracking, and reporting.
- Acknowledged receipt of a report by the Commission on Judicial Fitness and Disability on compensation plan changes.
- Deferred taking action on a request by the Public Defense Services Commission to fund proposed salary increases.

NATURAL RESOURCES

- Allocated $5,000 from the Emergency Fund for the Columbia River Gorge Commission to match the 2015-17 budget provided by the State of Washington for Commission operations as required by interstate compact.
- Acknowledged receipt of a report by the Department of Geology and Mineral Industries on the progress of the tactical IT remediation plan, allocated $554,808 from the Emergency Fund for the plan, authorized the establishment of two positions (1.00 FTE), and increased the Other

Funds expenditure limitation for the Department by $64,754 for the Mined Land Reclamation and Regulation program.

- Allocated $225,000 from the Emergency Fund for the Department of Environmental Quality to acquire metals and particulate monitoring equipment.
- Allocated $2,176,549 from a special purpose appropriation made to the Emergency Board for fire severity resources to the Department of Forestry for the purchase of catastrophic fire insurance for the 2016 fire season.
- Allocated $250,000 from the Emergency Fund for the Department of Forestry to augment and add to existing resources for the treatment of Sudden Oak Death.
- Increased the Other Funds expenditure limitation for the Parks and Recreation Department by $615,500 for grants received from the Marine Board.
- Increased the Federal Funds expenditure limitation for the Parks and Recreation Department by $29,214 to correct a technical error in personal services from the 2016 session.
- Approved the submission of a federal grant application by the Parks and Recreation Department for purchase of land by the Southern Oregon Land Conservancy for habitat conservation.
- Approved the submission of federal grant applications by the Department of Fish and Wildlife for the acquisition of a conservation easement on 1,751 acres near Ashland, by the Department of Environmental Quality for pollution prevention, and by the Department of Agriculture for Food Safety Modernization Act implementation.

ECONOMIC and COMMUNITY DEVELOPMENT

- Acknowledged receipt of a report by the Oregon Business Development Department and the Higher Education Coordinating Commission on a business plan for the American Manufacturing Innovation District, increased the Other Funds expenditure limitation for the Oregon Business Development Department by $2,499,999 for the project, increased the Other Funds Capital Construction expenditure limitation for the Higher Education Coordinating Commission by $4,999,999 for the project, and increased the Other Funds expenditure limitation for the Higher Education Coordinating Commission by $70,000 for the development of the Oregon Manufacturing Innovation Center.
- Approved the submission of a federal grant application by the Oregon Department of Business Development for the State Trade Expansion Program and authorized the agency to submit future grants for the same program under certain specified conditions.
- Approved the submission of two federal grant applications by the Housing and Community Services Department totaling $94.5 million under the Hardest Hit program to assist Oregonians at risk of experiencing mortgage foreclosure.
- Approved the submission of a federal grant application by the Employment Department to support expansion and diversification of registered apprenticeship.

TRANSPORTATION

- Increased the Other Funds expenditure limitation for the Department of Transportation by $16,966,375 for the Maintenance and Emergency Relief programs and by $10,732,666 for the Local Government program for costs associated with repairing highways due to 2015-16 winter storm damage.
- Approved the submission of a federal grant application by the Department of Transportation in the amount of $75.7 million under the federal FASTLANE program for three interstate highway projects.
- Approved the submission of federal grant applications by the Department of Transportation for bus facilities, positive train control, railroad best practices, utility solutions, and bridge and tunnel testing.

CONSUMER and BUSINESS SERVICES

- Acknowledged receipt of a report by the Department of Consumer and Business Services on the Oregon Health Insurance Marketplace program and increased the Other Funds expenditure limitation for the Department by $558,617 to correct a double counted reduction from the 2016 session.

ADMINISTRATION

- Acknowledged receipt of a report by the Office of the Governor on its organizational structure and Key Performance Measures.

- Increased the Other Funds expenditure limitation for the Department of Administrative Services, Chief Human Resources Office by $6,520,731; authorized the establishment of 22 limited duration positions (9.17 FTE) and the extension of six existing limited duration positions through the end of the current biennium (4.29 FTE); and adjusted state agency budgets by allocating $4,292,256 from a special purpose appropriation made to the Emergency Board for Department of Administrative Services' assessment increases, increased the Lottery Funds expenditure limitation of state agencies by $95,628, the Other Funds expenditure limitations by $3,357,479, and the Federal Funds expenditure limitations by $1,489,374 for assessment increases related to continuation of the Human Resources Information System project and other adjustments related to previously approved Department IT reorganization effects.
- Established an Other Funds Capital Construction expenditure limitation in the amount of $2,336,040 for the Department of Administrative Services for a roof replacement at the Department of Environmental Quality and Public Health laboratory and established an Other Funds Capital Construction expenditure limitation in the amount of $4,000,000 for the Department of Administrative Services for tenant improvements at the 550 Building.
- Acknowledged receipt of a report by the Department of Administrative Services on compensation plan changes.
- Acknowledged receipt of a report by the Department of Administrative Services on uniform rent rates for the 2017-19 biennium and to recommend to the next Legislative Assembly that agency budgets include sufficient spending authority to cover the rent costs as required by ORS 276.390.
- Increased the Other Funds expenditure limitation for the Department of Revenue by $379,481, authorized the establishment of five permanent positions (2.71 FTE), and authorized the movement of and existing manager position from limited duration to permanent status for the recreational marijuana tax cash management program.
- Deferred taking action on a request by the Department of Revenue to allocate funds from the Emergency Fund for the Property Valuation System.
- Acknowledged receipt of a report by the Department of Revenue on GenTax data availability for research purposes.

Emergency Fund Balance Summary			
		Agency Requests	Emergency Board Action
General Purpose Emergency Fund			
	Appropriation (after 2016 Session adjustments)	32,000,000	32,000,000
	Allocations to date		
Unallocated Balance		32,000,000	32,000,000
#	*May 2016 Requests - General Purpose*		
2	Public Defense Services Commission - Proposed Salary Increases	(541,014)	0
6	Department of Education - School Fiber Optic Broadband	(500,000)	(273,062)
25	Military Department - Armory Roof Repair	(670,000)	(170,000)
28	Oregon State Police - Malheur National Wildlife Refuge Occupation Costs (see SPA Section below)	(2,487,914)	(73,053)
31	Department of Corrections - Deer Ridge Correctional Institution Male Capacity (see SPA Section below)	(6,899,109)	0
32	Department of Corrections - Oregon State Penetentiary Minimum Women Capacity	(10,569,266)	(1,000,000)
38	Columbia River Gorge Commission - Operational Expense Washington Match	(5,000)	(5,000)
40	Department of Geology and Mineral Industries - Information Technology Remediation Plan	(713,907)	(554,808)
43	Department of Environmental Quality - Air Toxics Monitoring	(225,000)	(225,000)
44	Department of Forestry - Catastrophic Wildfire Insurance Policy (see SPA Section below)	(2,176,549)	0
46	Department of Forestry - Sudden Oak Death Eradication	(250,000)	(250,000)
65	Department of Revenue - Property Valuation System Project	(1,500,000)	0
	Total Requests - General Purpose	(26,537,759)	(2,550,923)
	General Purpose Unallocated Balance after 05/2016	5,462,241	29,449,077
Special Purpose Appropriations - Agency Specific (after 2016 Session actions)		63,255,445	63,255,445
	Allocations/Transfers to Date		
Unallocated Balance		63,255,445	63,255,445
#	*May 2016 Requests - Special Purpose Appropriations - Agency Specific*		
28	Oregon State Police - Malheur National Wildlife Refuge Occupation Costs (see above)	0	(2,000,000)
31	Department of Corrections - Deer Ridge Correctional Institution Male Capacity (see above)	0	(3,000,000)
44	Department of Forestry - Catastrophic Wildfire Insurance Policy (see above)	0	(2,176,549)
61	Department of Administrative Services - Rates/Assessment Adjustments	(4,292,784)	(4,292,256)
	Total Requests - Special Purpose - Agency Specific	(4,292,784)	(11,468,805)
	Special Purpose - Agency Specific - Unallocated Balance after 05/2016	58,962,661	51,786,640

Parks and Recreation Department

Agency Summary

OREGON STATE PARKS AND RECREATION COMMISSION

To assure accountability to all Oregonians, the Oregon State Parks and Recreation Commission sets policy and approves major actions of the Oregon Parks and Recreation Department (OPRD). The Commission establishes policy, promotes the state's outdoor recreation agenda, sets budget goals and approves the OPRD biennial budget request, adopts rules for OPRD, approves acquisition of property for the state park system, and sets rates for the use of park facilities.

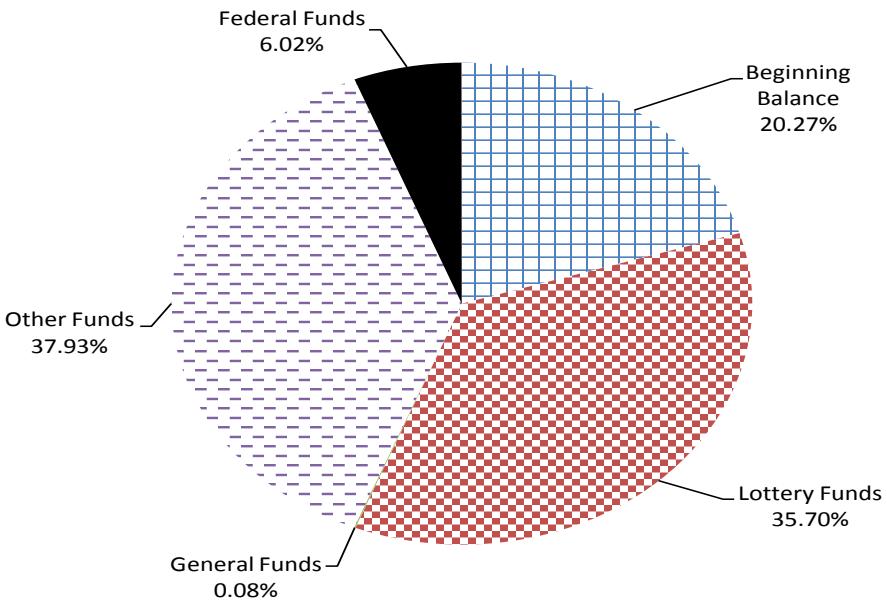
The Oregon State Parks and Recreation Commission consists of seven members appointed by the Governor and confirmed by the Senate. As specified by state law, the Commission represents each of Oregon's five congressional districts, plus two at-large representatives, one from east of the Cascade Mountains and one from west of the summit of the Coast Range. The Commissioners are committed advocates who only receive a nominal daily stipend while in performance of official duties, plus actual costs of travel, food and lodging associated with their service to the state. Commissioners serve staggered four-year terms. Current members of the Commission are:

Cal Mukumoto, Chair
Coos Bay
Congressional District 4

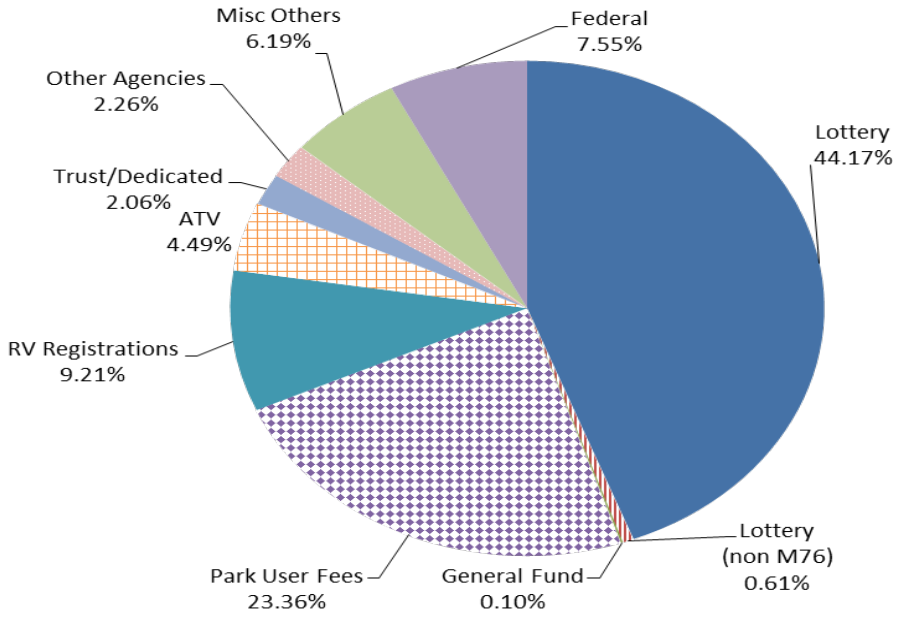
Steve Grasty Hines Congressional District 2	Jonathan Blasher Portland Congressional District 3	Jennifer H. Allen Portland Congressional District 1
Vicki Berger Salem Congressional District 5	Doug Deur Arch Cape West of the Coast Range	Lisa Dawson Joseph East of the Cascade Range

Budget Summary Graphics

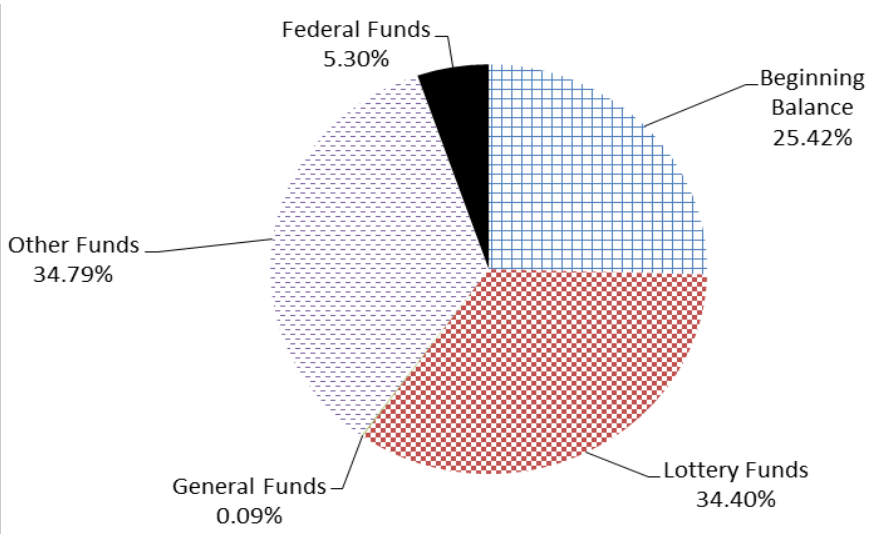
2017-19 Legislatively Adopted Budget by Fund Revenues by Fund Type



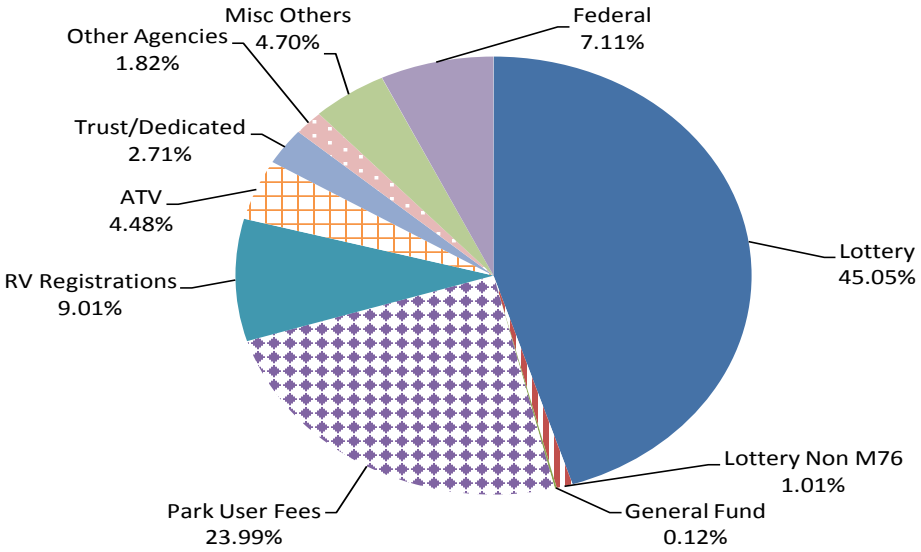
2017-19 Legislatively Adopted Budget Breakdown of Revenue Sources



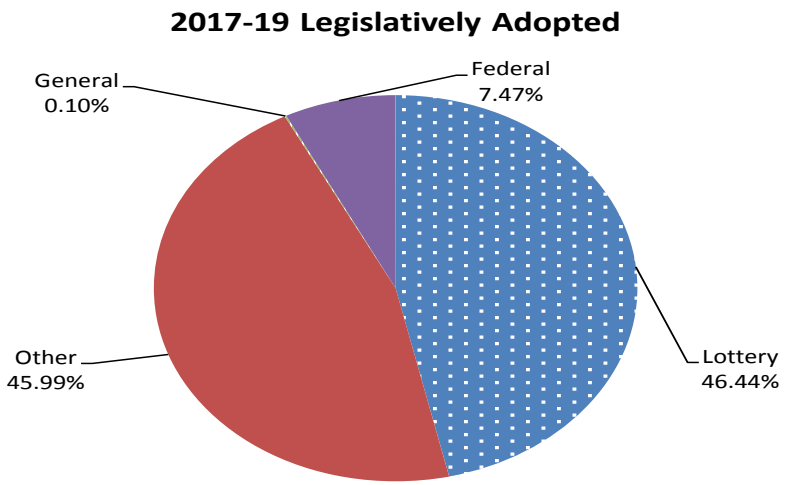
2019-21 Agency Request Budget by Fund
Revenues by Fund Type

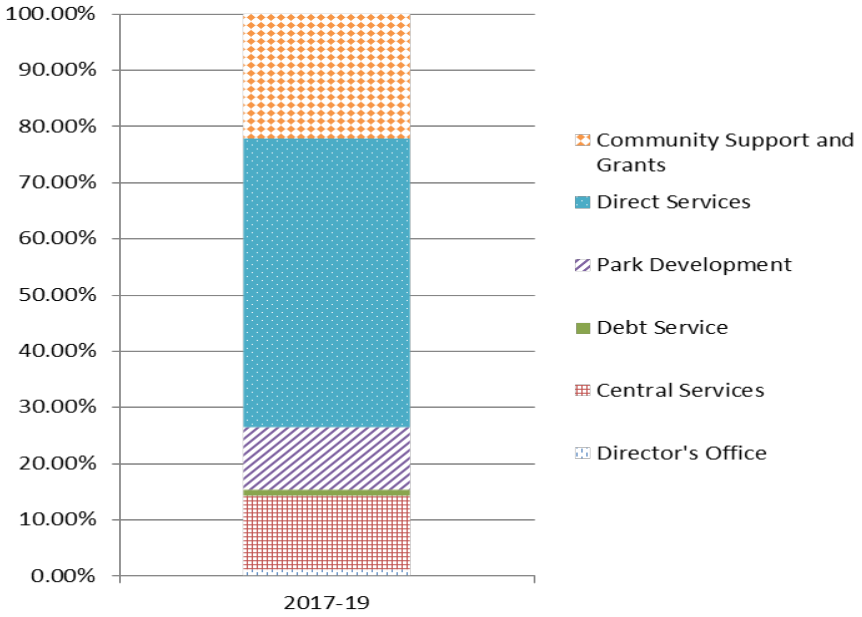


2019-21 Agency Request Budget
Breakdown of Revenue Sources

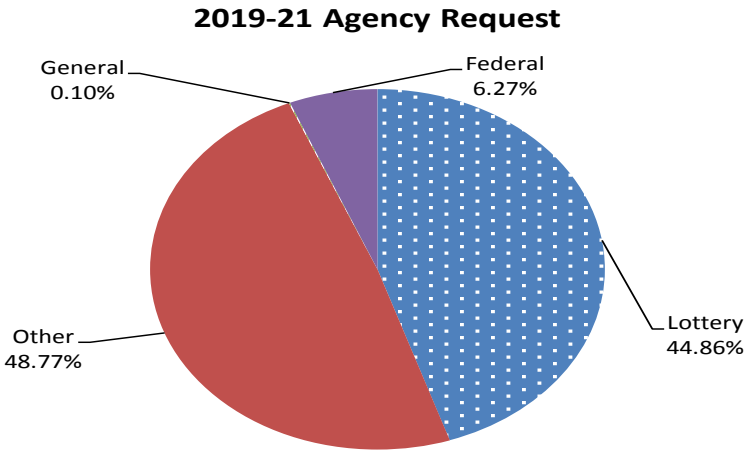


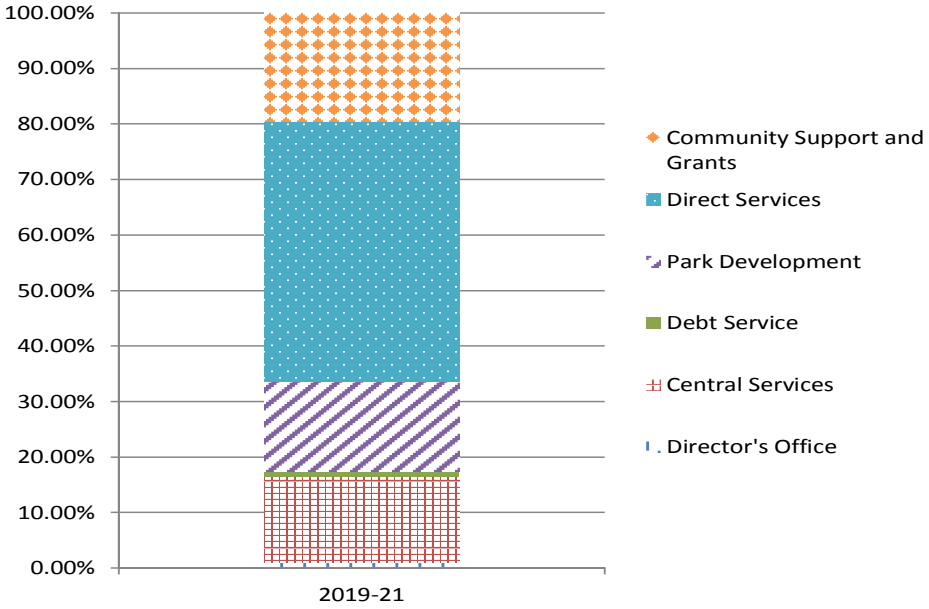
2017-19 Legislatively Adopted Budget by Program



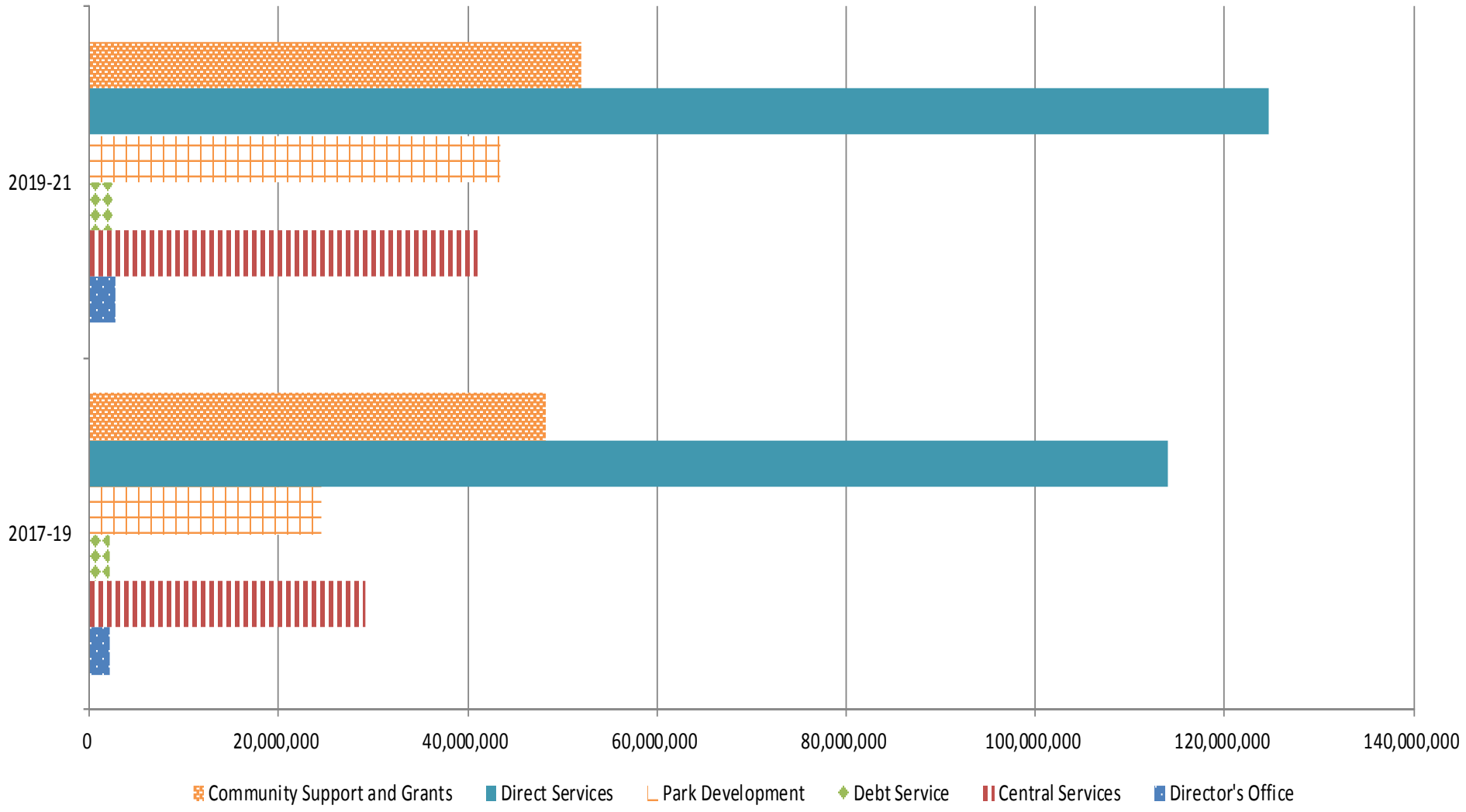


2019-21 Agency Request Budget by Program





Comparison of 2017-19 Legislatively Adopted Budget to 2019-21 Agency Request Budget



Budget Narrative

Mission Statement and Statutory Authority

MISSION: TO PROVIDE AND PROTECT OUTSTANDING NATURAL, SCENIC, CULTURAL, HISTORIC AND RECREATIONAL SITES FOR THE ENJOYMENT AND EDUCATION OF PRESENT AND FUTURE GENERATIONS.

Oregon Parks and Recreation Department (OPRD) administers Oregon's public investment in land and facilities for parks, recreation and historic preservation as follows:

- State Park and other Land Management:
    - Providing outstanding park experiences to visitors,
    - Administering, operating and maintaining state parks, trails, and natural areas,
    - Protecting and managing significant natural and cultural resources,
    - Acquiring state park lands,
    - Planning, designing, and implementing state park facility maintenance and development projects,
    - Providing opportunities to connect to state parks through volunteering,
    - Protecting Oregon's Ocean Shore State Recreation Area and State Scenic Waterways, and
    - Managing Oregon's Natural Heritage Program.
- Outdoor Recreation and Planning
    - Administration of non-motorized land and water based recreation trails,
    - Administration of the All-Terrain Vehicles (ATV) program,
    - Administration of recreation grants to counties and local governments,
    - Management of Parks and Natural Resource funded programs for local park development grants,
    - Development of statewide comprehensive outdoor recreation plans,
    - Coordination of interagency and inter-organizational recreation outreach, and
    - Management of the Office of Outdoor Recreation.
- Heritage Conservation
    - State Historic Preservation Office,
    - Oregon Heritage Commission,
    - Oregon Historic Cemetery Commission,
    - Administration of state and federal grants and programs of the National Historic Preservation Act,
    - Archaeological site assessments and permits,
    - State and federal tax incentive programs for Oregon Historic Properties, and
    - Administration of Oregon's Main Street Revitalization Grant Program.

OREGON CONSTITUTIONAL PROVISION

Article XV, Section 4(d)-State Lottery; Use of Net Proceeds from State Lottery
Article XV, Section 8-Parks and Natural Resources Fund
Article IX, Section 3a-Use of revenue from taxes on motor vehicle use and fuel; legislative review of allocation of taxes between vehicle classes

STATUTORY AUTHORITY

ORS Chapter 390; State and Local Parks; Office of Outdoor Recreation; Recreation Programs; Scenic Waterways; Recreation Trails; State Recreation Areas; Ocean Shores; and All-Terrain Vehicles.

Historic, Archaeological and Cultural Preservation Statutes:

ORS 97.740-97.760	Indian Graves and Protected Objects
ORS 97.772-97.784	Oregon Commission on Historic Cemeteries
ORS 273.563-273.591	Natural Areas Program
ORS 358.475-358.565	Classification of Historic Property
ORS 358.570-358.595	Oregon Heritage Commission
ORS 358.583	Grants for Museums
ORS 358.605-358.622	Historic Preservation Plan
ORS 358.635-358.660	Preservation of Property of Historic Significance
ORS 358.680-358.690	Oregon Property Management Program for Historic Sites and Properties
ORS 358.905-358.961	Archaeological Objects and Sites

Oregon Administrative Rules: Chapters 736

Agency Strategic Plan

Long-Range Plans

In 2008, the Oregon Parks and Recreation Commission articulated principles that provide long-term, fundamental direction for the Department. These three principles:

- Protecting Oregon's special places
- Delivering great experiences
- Doing both things sustainably

… have guided the development of Oregon's outdoor recreation and heritage services in one form or another since the state park system was created at the behest of Oregonians in 1922. To deliver on this vision, the Oregon Parks and Recreation Department is engaged in long-range thinking on four fronts:

- Creating a park system that welcomes every visitor.
- Refining the way public outdoor recreation and heritage services are delivered and supplied with resources.
- Succession planning.
- Finding new and innovative ways to convey Oregon's historical story.

With continued support from Oregonians and policymakers, we will secure lasting success for the state park and heritage system by the centennial in 2022.

Introduction

The mission of the Oregon Parks and Recreation Department is to provide and protect outstanding natural, scenic, cultural, historic and recreation sites for the enjoyment and education of present and future generations. The Department is guided by the Oregon State Parks and Recreation Commission—seven citizens appointed by the Governor and confirmed by the Senate. The Commission oversees the direction of the Department, and they adopted a guiding set of principles called *Centennial Horizon* in 2008 to steer the system, toward its centennial in 2022 and beyond, by stating principles that guide management of the Oregon parks, recreation, and heritage services.

The three main principles have been stated and restated in one form or another since the park system was founded in 1922, and continue to provide an overarching vision for Oregon's state parks and heritage services:

1. **Protect Oregon's special places**: guide smart, steady protection of Oregon's key outdoor recreation and heritage features. We must make strategic decisions about where and how to maintain facilities that create access to these special places.
2. **Provide great experiences:** give every Oregonian an opportunity to connect with enriching outdoor experiences and this land's history. The state park system, heritage programs, grants, and other agency services will be available and welcoming to members of every Oregon community.
3. **Take the long view:** continuously deliver on these commitments through good management and by finding the resources to operate and evolve the system. Dealing with aging infrastructure, changing real-environmental conditions, and a workforce experiencing a wave of retirements all challenge future service delivery.

Each principle is fulfilled through short-term actions within each biennial budget, and driven by long-term strategies that transcend this shorter-term thinking.

Principle 1: Protect Oregon's special places
The park system we enjoy today is because of the foresight of yesterday. Policymakers, politicians and ordinary citizens took bold actions that set aside priceless pieces of Oregon. OPRD's job is to continue this legacy steadily and strategically.

The state is endowed with wild, rural and urban areas interconnected with systems of trails, parks, natural areas, heritage sites, coastline and rivers that are accessible and healthy. To serve people in every community equally, this interlocking system should be seamless, regardless of landowner or boundary. Significant work remains to decide where and how to create public access points, and to make sure their operations and maintenance are funded well.

Strategies

- Secure outstanding habitats, historic places and scenic settings. Encourage public ownership through grants or public/private partnerships.
- Protect important vistas, viewpoints and scenery.
- Help safeguard Oregon's historic places and stimulate activities that foster their use, care and longevity.
- Manage properties to ensure their environmental health and protect their beauty.
- Protect Oregon's ocean beaches and rocky shores.
- Bring policymakers across the business, nonprofit, and government sectors together to build consensus on strategies for protecting resources.

Principle 2: Provide great experiences
OPRD fulfills its mandate by providing state park opportunities for outdoor recreation and Oregon's heritage, and by leading others to work cooperatively to meet every Oregonian's recreation needs.

Strategies

- Make sure state park development and opportunities for recreation reflect the needs of all Oregonians, regardless of age, background, past outdoor experience, or any other factor. Focus on reaching out to new visitor groups to introduce them to the joys of outdoor play, and be willing to evolve park services to meet new needs.
- Grow state park services steadily and smartly as Oregon's population grows, and enable others to build parks that will meet emerging needs. Examine the way services are delivered, staffed, and funded to ensure we're getting the most benefit out of every dollar spent.
- Create interconnected system of bicycle, hiking and water trails to position Oregon as a top trails state in the U.S.
- Bring policymakers across the business, nonprofit, and government sectors together to build consensus on strategies for providing access to outdoor recreation in every corner of the state across jurisdictional boundaries, and encouraging participation by people in every community.

Principle 3: Take the Long View
When we create opportunities for outdoor recreation and protect heritage areas, we must keep in mind our ability to continue the effort over the long haul. Environmentally sound construction, management and maintenance are key for the long life of a park. Two other resources are also vital: a constantly refreshed supply of talented, dedicated stewards, and financial resources capable of naturally growing in pace with increasing costs. Together, these strengths ensure the state parks that have served us for the last hundred years will be around for another hundred … and more.

Strategies

- Provide first-class park facilities designed to appeal to all Oregonians.
- Promote the ethic that parks are vital to Oregon's way of life, and that we have a civic responsibility to provide and protect them.
- Apply sound planning, industry standards and technology to design, construct, and maintain the physical infrastructure of the park system. Thinking long-term, Oregon will require a decision to intentionally increase investment in some areas, and purposefully reduce investment in others, to create a balanced, sustainable portfolio of recreation and heritage services.
- Create mutual agreement and support from the full range of organizations that rely on continued access to healthy recreation and heritage resources—businesses, nonprofits, recreation management agencies.

2019-21 Short Term Plan

The Oregon Parks and Recreation Department is divided into three main operating divisions—Operations, Heritage Programs, Administration. Each of these divisions are charged with ensuring that agency goals are met.

Operations Division:

- Provide on-the-ground operation of recreational properties – including Parks that offer overnight accommodations,
- Deliver the state park experience to visitors.
- Manage the natural resources under agency stewardship,
- Execute the Maintenance and Enhancement Program,
- Manage the Acquisition and Development Program,
- Manage the Department's volunteer program which provides over 465,000 hours of support to the Department's mission each year. Plan for future recreational needs,

Heritage Programs:

1. Manage all federal and state heritage programs
2. Coordinate programs that:
    a. advocate for historic cemetery conservation,
    b. advise on historic preservation policy,
    c. designate historic properties,
    d. provide grants to heritage programs,
    e. provide grants to museums and historical societies, and

The Administration Division includes the Director's Office:

- Provide overall agency direction, support commission,
- Provide Financial Services including budget, accounting and payroll,
- Provide statewide technology support to the agency,
- Provide Human Resources, Risk and Safety Services,
- Provide public services, communications, and marketing including development and printing of brochures, media contacts, interpretation, and an extensive web presence, including e-commerce services,
- Provide lottery, other and federally funded grants to local communities.

- Provide grants for Oregon ATV safety, law enforcement, and riding opportunities, all of which occur outside the state park system.

Debt service payments on bonds issued for Willamette Falls, Forest Park and Main Street are included in the Department's budget. Non Measure 76 Lottery Funds will be used to pay the Debt Service until it is paid off.

Budget Narrative

Section 1: Budget Principles

a. Dedicated lottery funds will be used as constitutionally directed for: “protection, repair, operation, creation and development of state parks, ocean shores and public beach access areas, historic sites and recreation areas [and] for the following purposes: (1) maintain, construct, improve, develop, manage and operate state park and recreation facilities, programs and areas; (2) acquire real property …..(3) operate grant programs for local government.
b. General operations of the Department will be funded with a mix of other and lottery funds with the other funds primarily coming from Parks User Fees and Recreational Vehicle registration fees. Dedicated funds will be spent according to their specific purpose.
c. The Department is committed to maintaining the following programs as adopted by the Commission in its Investment Strategy and will allocate dedicated lottery funds in each biennium.
    i. Facility Investment Program (FIP) – for maintenance, repair, and enhancement of park facilities.
    ii. Acquisition – for the acquisition of real property for the creation and operation of state parks, ocean shores public beach access areas, recreation and historic sites or because of natural, scenic, cultural, historic and recreational value
    iii. Local Government Grant Program – consult with and assist local governments in accomplishing park and recreation purposes
d. Federals funds will be maximized for the greatest benefit to the Department.
e. Review user fees biennially and adjust as necessary to accommodate for inflation, parity, and other factors, while ensuring that parks are maintained at the current standards or better while remaining accessible. Set user fees within a flexible range to keep them affordable, but earn revenue more in line with the high quality Oregon State Park experience.

Section 2: Budget Objectives

a. Ensure the long-term sustainability of Oregon's state park and heritage systems.
b. Create outstanding recreation and heritage experiences that meet the needs of a diverse population.
c. Build a strong relationship with Oregon communities through grants and expertise so we can connect Oregonians to a more complete recreational experience.
d. Strengthen, and develop, mutually beneficial partnerships with other state, federal and local agencies, tribal governments, communities, service groups, volunteer organizations and private businesses.
e. Balance repairs and improvements to existing parks against strategic, affordable new acquisitions.
f. Use technology to better serve our customer's needs, and earn new revenue as a consequence.
g. Maintain current service levels in the state park and heritage systems without expanding agency responsibilities into new areas.

.

2017-19 Key Performance Measures

1. Park Visitation- Visitors per acre of Oregon Parks and Recreation Department property.
2. Heritage Program Benefits- Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
3. Grant Programs- Percent of Oregon Communities that benefit from an OPRD-managed grant program.
4. Property Acquisition- Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
5. Facilities Backlog- Percent reduction in facilities backlog since 1999.
6. Customer Satisfaction- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and reliability of information.
7. Commission Best Practices- Percent of total best practices met by the State Parks and Recreation Commission.

The September 2017 Key Performance Measures report is located in the Special Reports section.

Major Information Technology Projects/Initiatives

This section provides a summary of major information technology projects/initiatives that may exceed $1,000,000 and follow the State CIO/LFO Stage Gate Process. Business case documents and a Project Prioritization Matrix are included in the Special Reports section of this budget document.

OPRD Campground Reservation System:
The purpose of this project is to improve business efficiency for park operations and the park user experience; both are currently limited by the existing reservation system. The project will identify the best technological solution that supports the needed business process improvements for providing reservations and park sales for the Oregon Parks and Recreation Department (OPRD). The agency has used the existing reservation system since 1996. Although the product has evolved over time, it does not fully address all agency needs and is not as efficient and flexible to adapt to changing business practices and customer desires.

OPRD is legislatively mandated to manage the utilization of state parks and resources, “in a manner that upholds their scenic, historic, natural, cultural, and recreation values,” (OAR 736-010-0005, ORS 390.111, ORS 390.121).The reservation system helps the agency do this, and it is OPRD’s single most important technology investment seen by park users. For a park system of OPRD’s size (3rd in day-use attendance and 7th in overnight attendance nationally), a robust reservation system is a necessity. The Department uses this system to process more than $22 million in revenue annually, which represents over 400,000 nightly reservations. In addition, this system affects more than 220,000 customers and external partners, such as the Oregon Department of Forestry and Portland Metro Parks.

This system is vital to a variety of customers: individuals, families, groups, and small business providers who use state parks to recreate or as a staging place for delivering outdoor recreation activities. At a high level, the system supports Oregon’s tourism industry by connecting people with outdoor resources and bringing tourists into local communities. In the long-run, this system could be leveraged across the public campground system and provide a centralized location for county, city and state park camping. Furthermore, this project aligns with two of the Governor’s current priorities – government efficiency and conserving Oregon’s beauty for future generations. This system has the opportunity to increase operational efficiency and thus “deliver quality public services efficiently and affordably” to Oregonians. It will also foster a “strong connection to nature” for young people by helping them spend time outdoors connecting with Oregon’s beauty and history. It is this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.

OPRD Heritage Hub:

The Heritage Division has been working since 2014 toward the fulfillment of the vision of a centralized location-based cultural resource management system that would provide access, internally and externally, to cultural resource data the Division possesses and processes to administer state and federal programs. These cultural resources are the buildings, structures, places, collections and institutions important to the State's history. The system will interweave all Division administered programs with each cultural resource touched and each stakeholder served. This technological tool is called the "Heritage Hub".

The implementation of the Heritage Hub being reviewed in the business case will create a modern platform accessible to internal staff and external customers. The benefits of implementing this platform are:

- Enhanced stakeholder and citizen satisfaction – Moving from program silos of information to easily accessible information across Division programs will result in a higher level of service, accountability and transparency when responding to stakeholders and the public.
- Improved business practices – Implementation of the Heritage Hub will automate many workflows currently in place. Staff efficiency will improve, response times will shorten, training time will be reduced, and business procedures will be better documented through enhanced visibility.
- Increased data management and quality – Enforced data standards and improved data integrity will enhance business practices and heighten the level of confidence in both Division staff and those served that the information available is accurate and complete in nature.
- Elevated availability of information – By tracking all cultural resources with a connection to all projects and all stakeholder interactions across programs more information will be available to internal and external Heritage Hub users. Increasing the available information related to a cultural resource will greatly enhance the making of sound preservation and policy decisions.

The Heritage Hub project supports Governor Brown's vision of "Moving Oregon Forward". As stated on the governor's priorities web page, to achieve this vision state government will be open, accessible and accountable; reflect the diverse experiences and communities of all Oregonians; and deliver services effectively and efficiently. The Heritage Hub project aims to do exactly that by specifically providing more transparency, providing more effective and efficient delivery of services and by establishing business automation freeing valuable staff resources to focus on program and policy areas to better reflect the diversity of all Oregonians in the protection of cultural resources.

The Heritage Hub project supports the primary mission of OPRD by specifically raising the level of customer service and data management in the protection of cultural and historic resources for the enjoyment and education of present and future generations. This project will support integration and cooperation with external partners in the heritage arena (federal government, Native American governments, local government, and local property owners).

Program Prioritization for 2019-21

Agency Name: Oregon Parks and Recreation Department

2019-21 Biennium Current Service Level Agency Number: 63400

Program/Division Priorities for 2019-21 Biennium

1	2	3	4	5	6	7	8	9	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request
Agcy	Prgm/ Div																		
1	1	OPRD	Park Exp	Park Experiences - field operations, interpretive services, natural resources, Ops engineering	634.1,4,6	11		52,547,780	57,578,547	2,215,020	$ 112,341,347	743	477.10	Y	Y				A policy package adds funding for park operations and the Salmonberry trail. ARB reductions options list includes removal of inflation and across the board reductions to this program. Additional reductions are made to reduce small grant limitation.
2	1	OPRD	Heritage prg	Heritage Programs	634.2,3	11		3,668,583	527,452	2,083,316	$ 6,279,351	17	17.00	Y	Y	FO	see below (a)	See notes with Criteria	A policy package adjusts classification for two positions. Grant funds are carried over in a policy package; grant fund are also increased. ARB reductions options list includes removal of inflation and across the board reductions to this program.
3	1	OPRD	FIP	Facilities Investment Program	634.1,4,5,6	11		17,878,811	3,298,816	1,810,132	$ 22,987,759	9	9.00	Y	Y				A policy package adds additional funding to maintain, repair and enhance parks. ARB reductions options list includes removal of inflation from this program; additional reductions are made to funding for maintenance and repair.
4	2	OPRD	Rec Grants	Recreation Grants	634.3	11		13,597,690	2,150,769	4,186,482	$ 19,934,941	5	5.00	Y	Y	FO	see below (b)	See notes with Criteria	Grant funds are carried over in a policy package. ARB reductions options list includes removal of inflation from this program.
5	2	OPRD	Acq	Property Acquisition Program	634.1,4,6	11		1,614,609			$ 1,614,609			Y	Y				A policy package adds additional funding for acquisitions. ARB reductions options list includes removal of inflation from this program; additional reductions are made to funding for acquisitions.
6	2	OPRD	T&S	Trust and Dedicated Accounts	634.1,5,6	11		519,306	7,353,717		$ 7,873,023			Y	Y				A policy package adds additional funds for preventive maintenance and business accounts. ARB reductions options list includes removal of inflation from this program.
7	1	OPRD	Ext Relation	External Relationships - communication with the public, recreation research	634.1,6	11		3,277,030	3,441,519		$ 6,718,549	30	28.69	N	Y				ARB reductions options list includes removal of inflation and across the board reductions to this program.
8	4	OPRD	ATV Prog	ATV program and grants	634.3,4,6	11			10,116,308		$ 10,116,308	7	7.00	Y	Y				A policy package provides additional limitation for grants. ARB reductions options list includes removal of inflation and across the board reductions to this program.

Budget Narrative

Program/Division Priorities for 2017-19 Biennium

1	2	3	4	5	6	7	8	9	10	12	14	15	16	17	18	19	20	21	22
Priority (ranked with highest priority first)		Agency Initials	Program or Activity Initials	Program Unit/Activity Description	Identify Key Performance Measure(s)	Primary Purpose Program-Activity Code	GF	LF	OF	FF	TOTAL FUNDS	Pos.	FTE	New or Enhanced Program (Y/N)	Included as Reduction Option (Y/N)	Legal Req. Code (C, D, FM, FO, S)	Legal Citation	Explain What is Mandatory (for C, FM, and FO Only)	Comments on Proposed Changes to CSL included in Agency Request
Agcy	Prgm/ Div																		
											$ -								
NR	NR	OPRD	Debt Svc	Willamette Falls Debt Service - includes Willamette Falls, Forest Park and Main Street bonds		11		2,374,100			$ 2,374,100	0	0.00	N	N	D			
NR	NR	OPRD	DO/Comm	Director's Office and Commission	634.6,7	11		823,297	846,901		$ 1,670,198	3	3.00	Y	Y				A policy package adds funding for Outreach and Inclusion activities. ARB reductions options list includes removal of inflation and across the board reductions to this program.
NR	NR	OPRD	Agy Improve	Agency Improvement - agency wide policy, program review and improvement	634.6	11		149,375	156,851		$ 306,226	1	1.00	N	Y				ARB reductions options list includes removal of inflation and across the board reductions to this program.
NR	NR	OPRD	Off Outdoor	Office of Outdoor Recreation	634.1,6	11	273,580	0	0		$ 273,580	1	1.00	N	Y				ARB reductions options list includes removal of inflation and across the board reductions to this program.
NR	NR	OPRD	Adm Svcs	Administrative functions - Acctg, Budget, IT, HR, Procurement, Volunteers, Risk and safety	634.1,6	11		13,239,957	13,251,889		$ 26,491,846	51	51.00	Y	Y				A policy package adds limitation for reservation and merchant fees, IT improvements. ARB reductions options list includes removal of inflation and across the board reductions to this program.
											$ -								
							273,580	109,690,538	98,722,769	10,294,950	$ 218,981,837	867	599.79						
							273580	109690538	98722769	10294950	*218981837*	*867*	*599.79*						
							-	-	-	-	-	-	-						

7. Primary Purpose Program/Activity Exists

1 Civil Justice
2 Community Development
3 Consumer Protection
4 Administrative Function
5 Criminal Justice
6 Economic Development
7 Education & Skill Development
8 Emergency Services
9 Environmental Protection
10 Public Health
11 Recreation, Heritage, or Cultural
12 Social Support

19. Legal Requirement Code

C Constitutional
D Debt Service
FM Federal - Mandatory
FO Federal - Optional (once you choose to participate, certain requirements exist)
S Statutory

(a) SHPO - Natinal Historic Preservation Act of 1966; Public Law 89-665
(b) Land and Water Conservation Program - Public Law 88-578.78 Stat 897 Title 16 U.S.C. OAR Division 8 736-008-0005:0055 and ORS 390.180
(b) Recreation Trails Program 23 U.S.C. 104 SAFETEA-LU
(b) Natural Heritage Program - United States Endangered Species Act of 1973. Cooperative Endangered Species Conservation Fund (Section 6 grant program). 16 U.S.C. §1535(c)(1)

Prioritize each program activity for the Agency as a whole

Document criteria used to prioritize activities:

OPRD based the prioritization on the Agency Mission and the Investment Strategy. These items have been approved the by the Oregon Parks and Recreation Commission. In addition, OPRD reviewed the required 10 percent reduction list and internal prioritizations maintained in case Other or Lottery Funds decline substantially to maintain consistent priority rankings.

OPRD has constitutionally dedicated funding but not programs. Therefore, there are no "C's" in Column 19.

NR - Not ranked based on the instructions.

OPRD is not required to accept federal funds from the Land and Water Conservation Fund (LWCF) or Recreation Trails Program (RTP). However, these programs primarily pass these funds on to other entities in the state - cities and counties. Once LWCF funds have been accepted and grants awarded, OPRD has a responsibility to inspect and certify past funded projects at least one every 5 years forever.

While the state is not technically required to accept federal funds to carry out SHPO functions, doing so allows Oregon's historic properties to benefit from those programs. It also provides the state a streamlined method for handling the cultural resource reviews required of all federally funded or licensed projects in the state (approx. 250 projects per month, including numerous ODOT projects). Without the SHPO reviews, many of those projects would be delayed or perhaps canceled.

Reduction Options

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

ACTIVITY OR PROGRAM	DESCRIBE REDUCTION	AMOUNT AND FUND TYPE	RANK AND JUSTIFICATION
(Which program or activity will not be undertaken)	(Describe the effects of this reduction. Include positions and FTE in 2019-21 and 2021-23)	(GF, LF, OF, FF. Identify Revenue Source for OF, FF)	(Rank the activities or programs not undertaken in order of lowest cost for benefit obtained)
1. Remove standard inflation.	Eliminates the standard inflation of 3.8% (4.2% on Professional Services) granted during the budget building process.	$1,653,301 LF $1,851,167 OF $ 337,308 FF $ 1,995 GF	Costs to operate the park system will continue to rise and the impact will reduce the services available to visitors. May impact KPM #6 Customer Satisfaction.
2. Reduce small grant limitation.	Agency will not seek small, one time grants that are Other or Federal funds for projects throughout the Department.	$2,382,549 OF $ 692,187 FF	This will hinder efforts to complete projects and park development by reducing total funds available. Will defer costs of necessary projects to future biennia.
3. Reduce Acquisition program.	Reduces funding available to the Department for the purchase of property.	$555,500 LF	This reduction may impede the Department's efforts to acquire additional recreational opportunities and require the Department to forgo opportunities to meet current and future needs, to protect significant resources,

			scenic and historic areas when they become available. Impacts KPM #4 Property Acquisition.
4. Across the board 6.774% reductions in the Director's Office, Central Services and Direct Services. Additional reduction to Office of Outdoor Recreation to meet targeted 10% reduction.	Take an across the board reduction in General, Other and Lottery Funds impacting primarily services and supplies where possible.	$4,335,388 LF $4,570,747 OF $ 25,363 GF	Programs funded with Other and Lottery funds include all field operations, reservation and information services, public information services (brochures, maps etc). A reduction to these programs will reduce customer service. Would reduce maintenance and cleaning of park facilities, provision of information to potential park visitors, and marketing efforts. Could result in loss of revenue to the Department. Impacts KPM #6 Customer Satisfaction.
5. Across the board 6% reductions in the Heritage programs and grants, Grant Administration and the ATV program, trust and dedicated accounts.	Take an across the board reduction in Other and Lottery Funds impacting primarily services/supplies where possible and grant awards where necessary.	$ 87,455 LF $1,067,814 OF	Programs funded with these Other and Lottery funds includes the staff and programs that work with communities related to historic preservation and provide associated grants; bicycle recreation, scenic waterways and other grant administration functions.
6. Reduce facilities construction and maintenance program.	Reduce funding available to the Department for maintenance, repair and enhancement of park properties.	$4,100,000 LF	This program's purpose is to complete major maintenance, preventive maintenance and repairs to park facilities. The program also includes enhancements and upgrades that coincide with major maintenance and repairs. Program reductions will hinder the agency's efforts to

			reduce deferred maintenance projects This action will not result in any long term savings. Delays in maintenance could actually result in higher overall costs. Impacts KPM #5 Facilities Backlog.

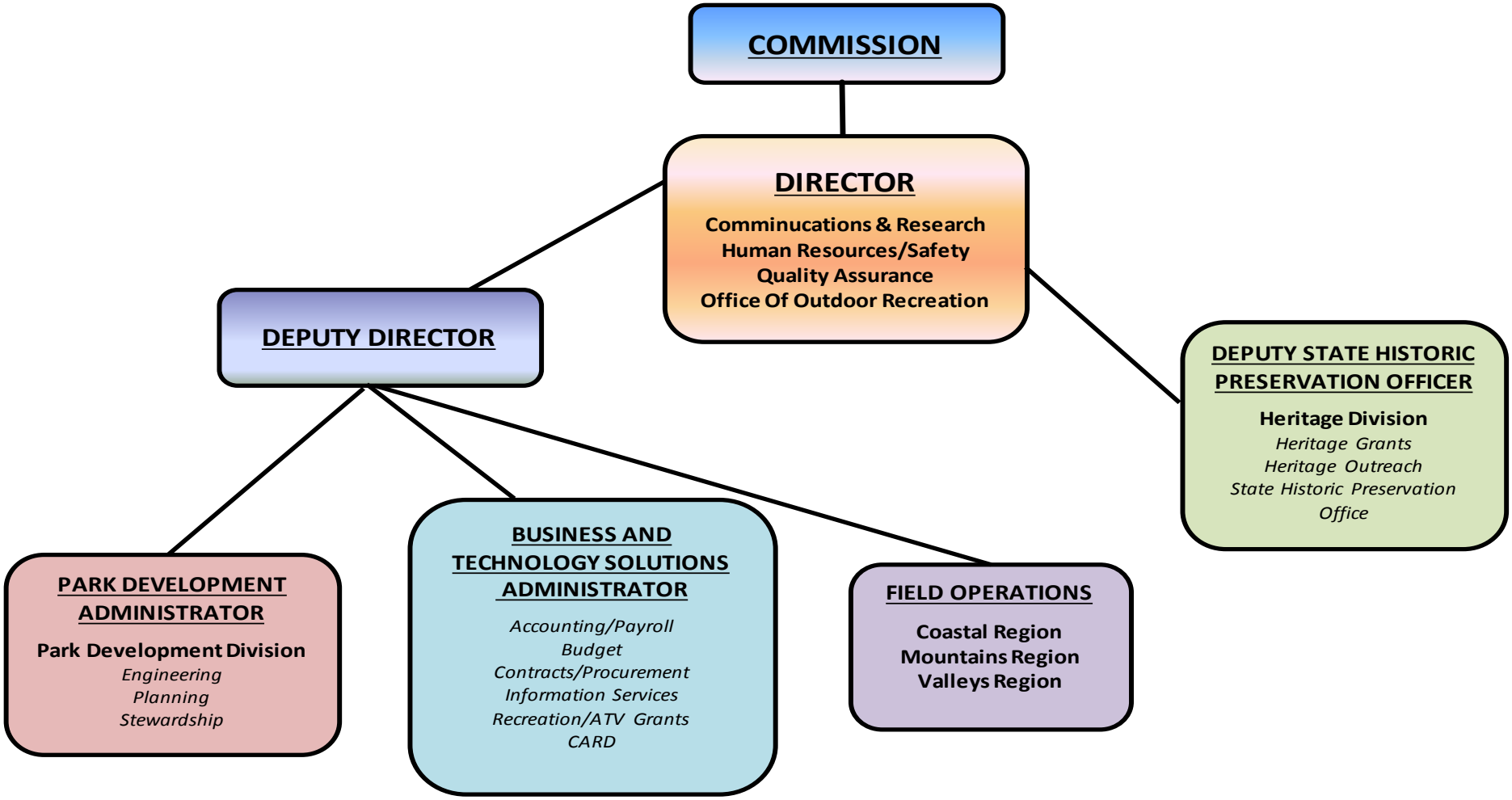
Summary of 2019-21 Budget
Oregon Parks and Recreation Department

	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
2017-19 LEGISLATIVELY ADOPTED BUDGET	867	596.05	217,095,212	218,894	100,597,216	99,889,179	16,389,923		
Emergency Board Actions (through 3/2018)			2,880,319	9,835	1,550,892	1,287,513	32,079		
2017-19 Legislatively Approved Budget	867	596.05	219,975,531	228,729	102,148,108	101,176,692	16,422,002		
Base Budget Adjustments:									
Net Cost of 2017-19 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out		3.74	4,419,597	37,131	2,181,719	2,141,324	59,423		
Estimated Cost of 2019-21 Merit Increase									
Base Debt Service Adjustment			221,510		221,510				
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2019-21 Base Budget	867	599.79	224,616,638	265,860	104,551,337	103,318,016	16,481,425		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			2,664,026		1,293,669	1,370,357			
Non-PICS Personal Service Increase/(Decrease)			356,384	2,566	171,712	179,346	2,760		
Subtotal			**3,020,410**	**2,566**	**1,465,381**	**1,549,703**	**2,760**		
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs			131,241	4,101	62,021	65,119			
022 - Phase-Out Programs and One-Time Costs			(15,859,976)		(369,409)	(8,964,062)	(6,526,505)		
Subtotal			**(15,728,735)**	**4,101**	**(307,388)**	**(8,898,943)**	**(6,526,505)**		
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			5,140,550	1,053	3,038,303	1,763,924	337,270		
State Govt Service Charges Increase/(Decrease)			1,932,974		942,905	990,069			
Subtotal			**7,073,524**	**1,053**	**3,981,208**	**2,753,993**	**337,270**		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2019-21 Current Service Level Budget	867	599.79	218,981,837	273,580	109,690,538	98,722,769	10,294,950		
2019-21 Current Service Level - Page 1 Subtotal	867	599.79	218,981,837	273,580	109,690,538	98,722,769	10,294,950		
Package No. 070									
Revenue Shortfalls									
Subtotal: 2019-21 Modified Current Service Level	867	599.79	218,981,837	273,580	109,690,538	98,722,769	10,294,950		

Budget Narrative

	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
101 Operational Cost Increases			5,795,344		818,209	4,859,135	118,000		
102 Grant Obligations from Past Biennium			12,700,552		158,423	6,272,139	6,269,990		
103 Agency Shared Costs fro State Capitol Park			1,254,663			1,254,663			
104 Improve and Develop Parks			3,100,000		48,780	3,051,220			
105 Improve Visitor Experience	1	0.88	4,502,026		1,988,788	2,513,238			
106 Prep for State Park Centennial in 2022			7,490,000		490,000	7,000,000			
107 Invest in Signature State Trails			2,250,000			2,250,000			
108 Apply Modern Tech to Improve Service	1	0.88	6,202,876		3,025,763	3,177,113			
109 Targeted Strategic Park Acquisitions			3,000,000		3,000,000				
110 Support Multiagency Salmonberry Trail Project	1	1.00	500,000			500,000			
111 Invest in Parks and Heritage Staff	1	0.88	247,923		122,198	118,222	7,503		
Subtotal Policy Packages	4	3.64	47,043,384		9,652,161	30,995,730	6,395,493		
Total: 2019-21 Budget	871	603.43	266,025,221	273,580	119,342,699	129,718,499	16,690,443		
Percent Change From 2017-19 Leg. Approved	0.5%	1.2%	20.9%	19.6%	16.8%	28.2%	1.6%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.5%	0.6%	21.5%	0.0%	8.8%	31.4%	62.1%	0.0%	0.0%

Oregon Parks and Recreation Department
2019-21 Organization Chart



Summary Cross Reference Number	*Cross Reference Description*	*2015-17 Actuals*	*2017-19 Leg Adopted Budget*	*2017-19 Leg Approved Budget*	*2019-21 Agency Request Audit*	*2019-21 Governor's Budget*	*2019-21 Leg. Adopted Audit*
100-10-00-00000	**Directors Office**						
	General Fund	-	218,894	228,729	273,580	-	-
	Lottery Funds	1,902,298	904,444	921,324	1,216,572	-	-
	Other Funds	2,890,629	941,247	951,157	1,259,852	-	-
	All Funds	4,792,927	2,064,585	2,101,210	2,750,004	-	-
200-10-00-00000	**Central Services**						
	Lottery Funds	11,525,782	16,137,822	16,352,059	22,679,682	-	-
	Other Funds	24,209,750	14,793,148	14,927,781	20,671,510	-	-
	All Funds	35,735,532	30,930,970	31,279,840	43,351,192	-	-
300-10-00-00000	**Park Development**						
	Lottery Funds	16,922,218	19,372,489	19,413,107	23,993,420	-	-
	Other Funds	3,450,506	3,274,456	3,273,187	17,548,816	-	-
	Federal Funds	1,090,189	1,742,574	1,742,574	1,810,132	-	-
	All Funds	21,462,913	24,389,519	24,428,868	43,352,368	-	-
400-10-00-00000	**Direct Services**						
	Lottery Funds	35,684,657	48,698,465	49,866,142	53,687,145	-	-
	Other Funds	60,463,431	60,900,102	62,022,479	68,646,924	-	-
	Federal Funds	577,314	2,123,199	2,130,787	2,333,020	-	-
	All Funds	96,725,402	111,721,766	114,019,408	124,667,089	-	-

Summary Cross Reference Number	Cross Reference Description	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
500-10-00-00000	**Community Support and Grants**						
	Lottery Funds	12,469,046	15,483,997	15,595,475	17,765,880	-	-
	Other Funds	11,331,886	19,980,226	20,002,088	21,591,397	-	-
	Federal Funds	5,599,344	12,524,150	12,548,641	12,547,291	-	-
	All Funds	29,400,276	47,988,373	48,146,204	51,904,568	-	-
TOTAL AGENCY							
	General Fund	-	218,894	228,729	273,580	-	-
	Lottery Funds	78,504,001	100,597,217	102,148,107	119,342,699	-	-
	Other Funds	102,346,202	99,889,179	101,176,692	129,718,499	-	-
	Federal Funds	7,266,847	16,389,923	16,422,002	16,690,443	-	-
	All Funds	188,117,050	217,095,213	219,975,530	266,025,221	-	-

Revenue Discussion

Park User Revenues

The Oregon Parks and Recreation Department collects user fees for overnight and day use facilities, and reservations. These user fees comprise a significant portion of revenues, and are primarily dedicated to operation of the state park system.

Overnight Camping Revenues

Many of the agency's parks offer overnight camping. Facilities range from individual full hook-up sites with water, electrical, and sewer, to primitive hiker-biker sites with few amenities. Specialty facilities available for rental include deluxe cabins and yurts featuring full kitchen and bathroom, standard cabins and yurts, and teepees. Group camps, other group overnight facilities, and horse camps are other popular types of facilities available at selected parks across the state.

Day Use Revenues

The Oregon Parks and Recreation Department currently charges a day use parking fee at 26 state parks. Revenue generated from these fees is used to help offset park operations and maintenance costs. The fee is charged to park a vehicle at any time during daily operating hours. Also available for purchase are 12-month and 24-month passes that allow the permit holder unlimited daytime parking at all day use fee state parks across the state. Other day use fees include charges for use of group picnic and special meeting facilities at selected parks.

Reservation Revenues

A reservation fee is charged for making reservations at 43 reservation parks. Customers may call a toll-free number or use the internet to make a reservation up to nine months in advance through the agency's reservation system. Reservation fees are also charged at selected parks for use of group shelters, meeting halls, and particular day use facilities. Revenue to the Department is reduced by a fee charged for each reservation made through the internet by Active Networks – the provider of the internet reservation service.

Recreational Vehicle Registration Fees

Recreational vehicles in Oregon must be licensed every two years. Revenue from recreational vehicle license fees is shared between Oregon Parks and Recreation Department (OPRD) and the 36 Oregon counties. The Oregon Department of Transportation (ODOT) collects the fees, deducts administrative costs, and transfers the remaining funds to OPRD for use and distribution to the counties. The counties share is 45% and OPRD's share is 55%.

Of the 45% that OPRD distributes to the counties, 90% is distributed through the Park Assistance Formula. The Park Assistance Formula uses data from a biennial survey of each county's number of campsites, and annual figures for number of recreational vehicle

registrations and population as a percent of statewide figures, to determine the monthly county-by-county allotment. ORS 390.134 states that the counties must use this money for parks and recreation purposes.

The remaining 10% is reserved for the County Opportunity Grant Program. This program provides funding for the acquisition, development, rehabilitation, and planning of county park and recreation sites that provide overnight camping facilities.

Lottery Revenues

In November 1998, Ballot Measure 66 amended the Oregon Constitution dedicating 15% of the net lottery proceeds to a new Parks and Natural Resource fund. Half of these proceeds were dedicated to OPRD for the repair, operation and creation of state parks, ocean shore and public beach access areas, historic sites and recreation areas. The Legislature allocated these funds to administration and operations, local grants, facility maintenance, Oregon State Fair and Exposition Center, debt service, and acquisition. Ballot Measure 66 sunset in 2014 unless reauthorized by voters.

Ballot Measure 76 was passed by voters in November 2010, making permanent the language in Ballot Measure 66. In addition, constitutional language now requires that no less than 12% of the Lottery funds received by OPRD be used to provide grants to regional and local government entities to acquire property for public parks, natural areas, or outdoor recreation areas, or to develop or improve these sites.

The following table shows lottery monies received, expended, and carried forward for the bienniums 2015-17 through 2019-21:

Lottery Received, Expended, and Carried Forward					
	2015-17 Actuals	2017-19 Legislatively Approved Budget	2019-21 Agency Request Budget	2019-21 Governor's Budget	2019-21 Legislatively Adopted Budget
Beginning Balance	20,120,389	28,217,312	30,599,517		
Lottery Transfer	90,904,541	103,152,543	105,642,381		
Interest	203,593	144,964	200,914		
Expended	(76,821,655)	(99,995,517)	(116,968,599)		
Ending Balance	34,406,868	31,519,302	19,474,213		
Dedicated Funds:					
Local Government Grant Program	5,407,486	6,757,570	6,757,561		
Cash Flow	8,210,000	7,390,000	7,121,880		
Salary/Benefit Reserve		3,694,272	4,626,998		
Reserve for ODOT funding issue			900,000		
Total Dedicated	13,617,486	17,841,842	19,406,439		

All-Terrain Vehicle Revenues

The 1999 Legislature transferred responsibility for an all-terrain vehicle (ATV) program from the Oregon Department of Transportation (ODOT) to the Oregon Parks and Recreation Department. This transfer became effective January 1, 2000. Revenues are generated for this program from two sources: fees collected for the issuance of operating permits and a portion of un-refunded fuel tax that is determined to be tax on fuel used by ATV's for off-road recreational purposes. The revenue from this program is dedicated to ATV programs and may not be used to fund other agency programs.

Additional Other Fund Sources

The Department receives additional Other Funds from a variety of sources. Many of these revenues are dedicated to specific purposes. For example, the Department receives funding from the Oregon State Marine Board for development and repair of boating facilities, and contract fees from the Oregon Department of Transportation for maintaining park roads and certain highway rest areas.

The Department also collects revenues from the sale of timber from thinning projects designed to reduce fire hazard and for improving forest health, park concessions, rental of park property and employee housing, miscellaneous use permits, and a portion of proceeds

from sale of Salmon license plates which is transferred monthly from the Oregon Department of Transportation.
The Department also receives miscellaneous Other Fund grants and donations that are used to leverage existing funds for park projects. For example, collaborative efforts between the Marine Board and the Department have resulted in improvements to docks and boat ramps at several parks. These improvements would not have been accomplished without these matching funds.

Policy Package 103 will re-establish a funding source of $1,254,663 for the maintenance and management of the State Capitol Grounds. In addition, this charge covers major maintenance required on the grounds and fountains over time. In the 2019-21 biennium, it is anticipated that major maintenance will be completed throughout the complex. Future bienniums will complete major projects on fountains and other parts of the complex.

The charge to state agencies is based on budgeted Full-Time Equivalent (FTE) positions for each state agency with 15 or more FTE. Agencies with less than 15 FTE employees are not assessed. OPRD will bill agencies annually for this charge.

Federal Funds

The Department receives federal funds from four major sources: 1) Historic Preservation Act; 2) Land and Water Conservation Fund; 3) Recreational Trails Program; and 4) Natural Heritage Program. These programs include funds that are passed on to local government, private individuals, and non-profit entities for specific grant projects. The Historic Preservation Act and Land and Water are funded through the Department of the Interior's National Park Service, the Recreational Trails Program is funded by the Federal Highway Administration, and the Natural Heritage Program is funded by the US Fish and Wildlife service.

The Department also receives miscellaneous federal grants as funding for specific projects. As with Other Funds miscellaneous grants, Federal grants are used to allow for greater improvements to park facilities than could not be accomplished with existing funds. Some grants require state match; none of these grants obligate funds beyond the life of the project.

Detail of Fee, License, or Assessment Revenue Increase

Proposed For Increase/Establishment

Purpose or Type of Fee, License or Assessment	Who Pays	2017-19 Estimated Revenue	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted	Explanation
State Capitol State Park Assessment	State agencies with 15 or more FTE	$ -	$ 1,254,663.00			This charge covers the costs of operating the State Capitol State Park. In addition, this charge covers major maintenance required on the grounds and fountains over time. In the 2019-21 biennium, it is anticipated that major maintenance will be completed throughout the complex.

__X__ Agency Request _____ Governor's Budget _____ Legislatively Adopted Budget Page _____

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605	203,593	144,964	658,412	200,914	-	-
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605	7,276					
Transfers-In								
Intrafund	Lot	1010	-	1,309,428	-	-	-	-
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	92,651,295	104,041,727	104,721,713	105,748,566	-	-
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107	-	1,318,425	1,318,425	2,374,100	-	-
From Department of Forestry	Lot							
Intrafund	Lot	2010	-	(1,309,428)	-	-	-	-
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629	(48,068)	(55,019)	(55,019)	(106,185)	-	-
To Oregon Department of Transportation	Lot	2730	-	-	-	-	-	-
Total Lottery Funds	Lot		92,814,096	105,450,097	106,643,531	108,217,395	-	-
Other Funds (Limited)								
Park User Fees	Oth	0255	52,398,953	50,687,721	56,398,823	56,286,736	-	-
Other Nonbusiness Lic & Fees	Oth	0210	1,602,551	2,131,121	1,604,506	2,129,287	-	-
Charges for Services	Oth	0410	5,000	-	-	1,254,663	-	-
Rents and Royalties	Oth	0510	1,685,013	-	4,596,966	-	-	-
Interest Earnings	Oth	0605	1,046,917	502,876	1,894,845	2,131,271	-	-
Sales Income	Oth	0705	3,068,612	2,929,540	847,170	4,097,658	-	-
Donations	Oth	0905	844,528	-	-	-	-	-
Grants (Non-Fed)	Oth	0910	417,324	-	-	-	-	-
Other Revenues	Oth	0975	676,060	8,913,743	5,564,347	9,399,274	-	-
Lottery Bonds Proceeds	Oth	0565	11,551,905	5,111,682	5,139,288	-	-	-
Transfers-In								
Intrafund	Oth	1010	-	1,072,742	-	-	-	-
From Dept. Adminst Serv	Oth	1107	-	-	-	-	-	-
Oregon Military Department	Oth	1248	124,374	-	1,048,226	-	-	-
From Marine Board	Oth	1250	1,192,145	400,000	408,350	400,000	-	-
Oregon Dept of Energy	Oth	1330	-	-	-	-	-	-
OR Business Development	Oth	1123	241,602	260,000	260,000	260,000	-	-
From Oregon Dept of State Lands	Oth	1141	-	-	-	-	-	-
From Oregon Department of Forestry	Oth	1629	25,000	-	-	-	-	-
From Oregon Department of Transportation	Oth	1730	51,754,280	48,071,828	55,139,458	50,529,933	-	-
From Dept of Fish/Wildlife	Oth	1635	500,000	-	-	-	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010	-	(1,072,742)	(1,690,799)	-	-	-
To Counties	Oth	2080	(14,814,947)	(13,475,069)	(15,217,190)	(14,252,405)	-	-
To Oregon Department of Transportation	Oth	2730	(503,826)	(538,928)	(593,285)	(580,308)	-	-
To OR Business Development	Oth	2123	-	-	-	-	-	-
To Dept. of Agriculture	Oth	2603	-	-	-	-	-	-
To Dept. of Forestry	Oth	2629	(1,132,857)	(1,199,023)	(1,199,023)	(1,485,672)	-	-
To Oregon State Police	Oth	2257	(535,190)	(567,353)	(567,353)	(690,898)	-	-
			-	-	-	-	-	-
Total Other Funds	Oth		110,147,444	103,228,138	113,634,329	109,479,539	-	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	7,375,564	16,422,002	16,389,923	16,690,443	-	-
Oregon Department of Transportation	Fed	1730	-	-	-	-	-	-
Oregon Military Dept	Fed	1248	-	-	-	-	-	-
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635	(10,005)	-	-	-	-	-
To Dept of Forestry	Fed	2629	(98,712)	-	-	-	-	-
Total Federal Funds - Limited	Fed		7,266,847	16,422,002	16,389,923	16,690,443	-	-
TOTAL LIMITED			201,176,482	225,100,237	236,667,783	234,387,377	-	-
Lottery, Other, and Federal Funds			210,228,387	225,100,237	236,667,783	234,387,377	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Parks & Recreation Dept
2019-21 Biennium

Agency Number: 63400
Cross Reference Number: 63400-000-00-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Interest Income	210,869	144,964	144,964	200,914	-	-
Transfer In - Intrafund	-	1,309,428	1,309,428	-	-	-
Tsfr From Administrative Svcs	92,651,295	97,083,924	105,360,152	108,122,666	-	-
Transfer Out - Intrafund	-	(1,309,428)	(1,309,428)	-	-	-
Tsfr To Forestry, Dept of	(48,068)	(55,019)	(55,019)	(106,185)	-	-
Total Lottery Funds	**$92,814,096**	**$97,173,869**	**$105,450,097**	**$108,217,395**	-	-
Other Funds						
Non-business Lic. and Fees	1,602,551	2,131,121	2,131,121	2,129,287	-	-
Park User Fees	52,398,953	50,687,721	50,687,721	56,286,736	-	-
Charges for Services	5,000	-	-	1,254,663	-	-
Rents and Royalties	1,685,013	-	-	-	-	-
Lottery Bonds	11,551,905	5,111,682	5,111,682	-	-	-
Interest Income	1,046,917	502,876	502,876	2,131,271	-	-
Sales Income	3,068,612	2,929,540	2,929,540	4,097,658	-	-
Donations	844,528	-	-	-	-	-
Grants (Non-Fed)	417,324	-	-	-	-	-
Other Revenues	676,060	8,913,743	8,913,743	9,399,274	-	-
Transfer In - Intrafund	-	-	1,072,742	-	-	-
Tsfr From OR Business Development	241,602	260,000	260,000	260,000	-	-
Tsfr From Military Dept, Or	124,374	-	-	-	-	-
Tsfr From Marine Bd, Or State	1,192,145	400,000	400,000	400,000	-	-
Tsfr From Forestry, Dept of	25,000	-	-	-	-	-
Tsfr From Fish/Wildlife, Dept of	500,000	-	-	-	-	-
Tsfr From Transportation, Dept	51,754,280	48,071,828	48,071,828	50,529,933	-	-

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Parks & Recreation Dept
2019-21 Biennium

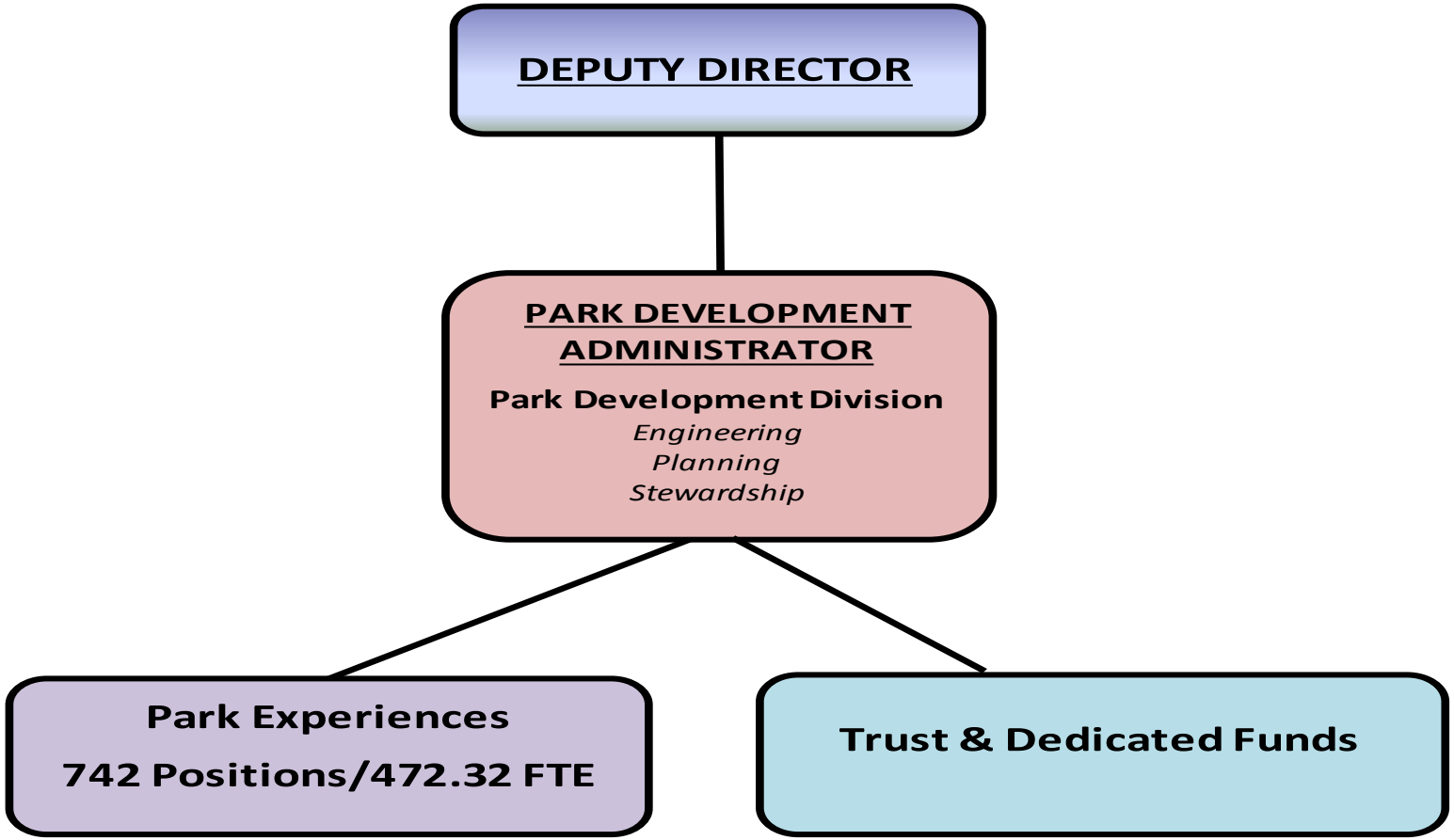
Agency Number: 63400
Cross Reference Number: 63400-000-00-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Other Funds						
Transfer Out - Intrafund	-	-	(1,072,742)	-	-	-
Transfer to Counties	(14,814,947)	(13,475,069)	(13,475,069)	(14,252,405)	-	-
Tsfr To Police, Dept of State	(535,190)	(567,353)	(567,353)	(690,898)	-	-
Tsfr To Forestry, Dept of	(1,132,857)	(1,199,023)	(1,199,023)	(1,485,672)	-	-
Tsfr To Transportation, Dept	(503,826)	(538,928)	(538,928)	(580,308)	-	-
Total Other Funds	**$110,147,444**	**$103,228,138**	**$103,228,138**	**$109,479,539**	-	-
Federal Funds						
Federal Funds	7,375,564	16,389,923	16,422,002	16,690,443	-	-
Tsfr To Forestry, Dept of	(98,712)	-	-	-	-	-
Tsfr To Fish/Wildlife, Dept of	(10,005)	-	-	-	-	-
Total Federal Funds	**$7,266,847**	**$16,389,923**	**$16,422,002**	**$16,690,443**	-	-

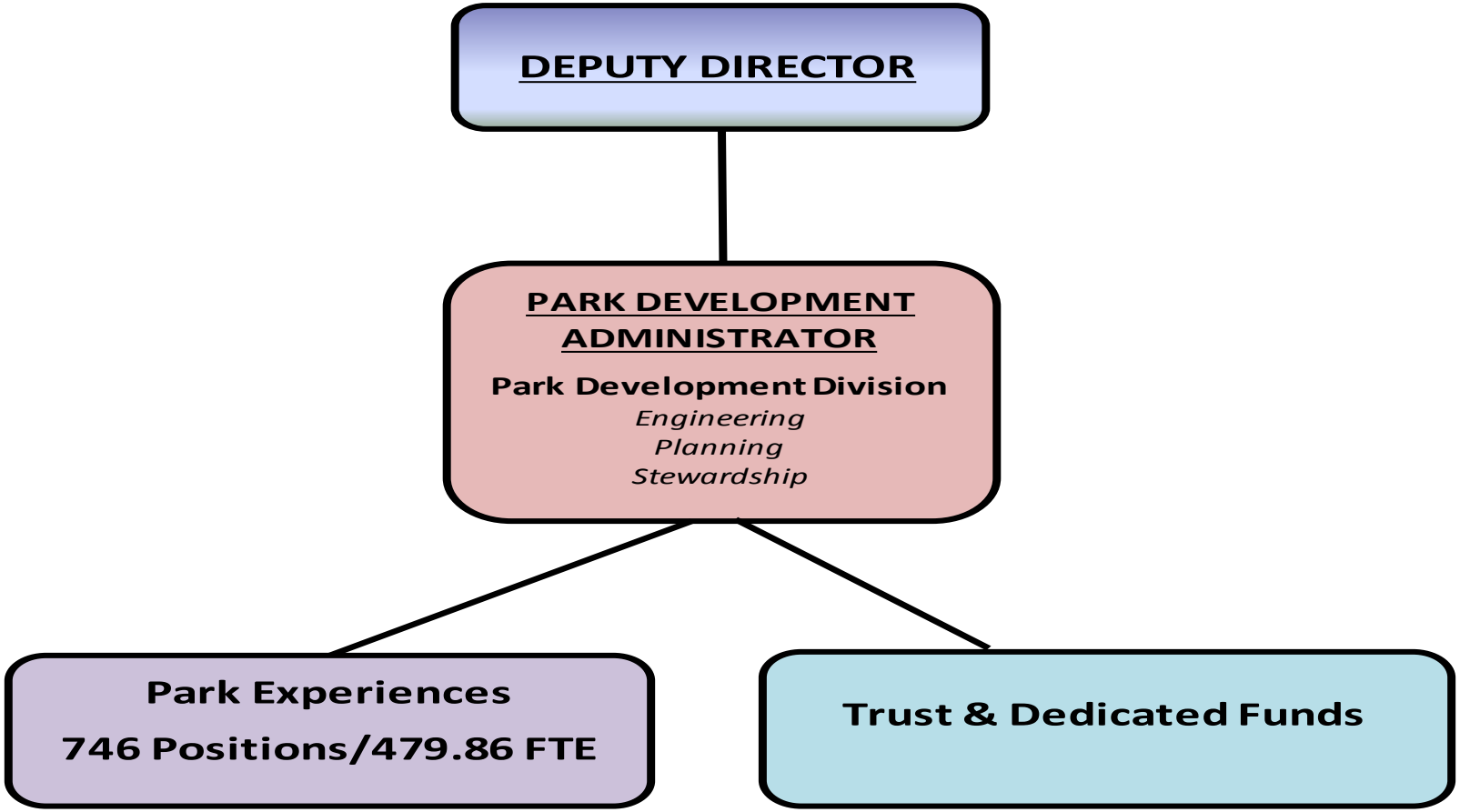
Direct Services

Program Description

Oregon Parks and Recreation Department
Direct Services
2017-19



Oregon Parks and Recreation Department
Direct Services
2019-21



Direct Services

Executive Summary

The Oregon state park system, one of the most popular in the nation, delivers consistent, high quality direct services through more than 54 million park visits each year. It symbolizes Oregon's commitment to a healthy environment and provides critical access to nature and the outdoors for the people of the state. The 96 year-old system is a national leader in protecting natural and cultural resources, creating memorable outdoor recreation experiences, and helping generate environmentally-based local economic activity. The working capital necessary to operate the park system comes primarily from user-fee-generated Other Funds and constitutionally-dedicated Lottery Funds. The two main challenges facing the Oregon state park system are the age of many facilities, and increasingly year-round demand for service without a corresponding increase in operating resources.

Program Description

Park experiences create vivid memories that enrich the lives of millions of park visitors each year and generate interest and support for a healthy Oregon environment. Bringing these uniquely Oregonian experiences to people requires a strong park system with varied, ample, and appealing places to visit; enthusiastic, professional staff; and a commitment to high-quality teaching and interpretation.

This program consists of *state park operations* (directly providing state park experiences to Oregonians and tourists), *planning* (plotting a course so parks meet public needs), and *special accounts* (donations, interest and small-scale, self-generated income set aside for maintenance). It delivers direct overnight and day-use services at over 250 state park properties and the ocean shore. Since 1922, the system has protected Oregon natural resources and heritage, provided significant recreational experiences to people, and produced substantial local economic activity, especially in rural areas where most state parks are located.

State park operations provides staff and services necessary to manage, operate, and protect 113,000 acres of Oregon state park properties. Besides providing services necessary for the day-to-day park operations, maintenance, and management, the program is also responsible for natural resource stewardship, interpretation, forest management, and volunteer management.

Planning is responsible for the development of comprehensive plans for each state park area, guiding state park resource management and facility development to meet changing, growing public needs for cultural and recreational experiences, and natural resource protection.

Special accounts are established to track funds acquired through donations, interest earnings, business endeavors, store operations, and income specified for dedicated reinvestment into facility repair and maintenance.

Overall costs for the program are driven by increases in park visitation, labor expenses, inflation (fuel, water, sewer, power), natural conditions (severe weather and natural disasters), and aging facilities which require costly upkeep to maintain their intended public service. As Oregon's population grows and recent warming trends increase need for parks beyond the traditional summer season, frontline staff are stretched thin to provide services up to the usual high Oregon standards. By one important measure — number of visitors per acre of state park — the Oregon State Park system is the busiest in the nation by far. There are 502 visitors per state park acre in Oregon, nearly seven times the national average.

Program Justification and Link to 10-Year Outcome

In many ways, the Direct Services program that provides Oregon's state park system symbolizes the state's commitment to responsible environmental stewardship. When people think of Oregon, they think of its great parks and its great outdoors. Not only does the program directly connect people with the environment and enjoyable experiences in the outdoors, but it also provides leadership through coordinated natural resource stewardship, and meaningful ways for people to volunteer and give back to the state. Together, these and other opportunities created by this program help make people aware of the importance of having a healthy environment. This broader understanding produces public support for other programs in the outcome area.

Across the state's healthy environment strategies, the Direct Services program primarily fulfills two key outcomes to "help communities and businesses create places where people want to live, work and play, and that Oregon will be proud to pass on to the next generation":

- Increase access and availability to transit, rail, bicycle, and pedestrian travel; and
- Balance ecological and economic interests to improve the health of watersheds, and fish and wildlife habitat.

The state park system's natural resource stewardship effort is geared towards helping to implement a number of statewide plans—the Oregon Conservation Strategy, the Oregon Plan for Salmon and Watersheds, Species Management Plans, and others—in a strategic manner by working effectively with state and local partners to cooperatively implement conservation. By improving existing state parks and coordinating with mass transit and recreation authorities in metropolitan areas, they will also become more useful and attractive to bicyclists, hikers, and other people who use alternative modes of transportation as a regular part of their everyday lives. The newly established Office of Outdoor Recreation within the department will help provide essential interagency and public/private sector strategic coordination.

Program Performance

The Oregon state park system is among the most popular in the nation, with 502 Visitors-per-acre is the highest in the nation:

Enabling Legislation/Program Authorization

ORS 390.111 Creation of department; jurisdiction and authority. (1) The State Parks and Recreation Department is created … the department has complete jurisdiction and authority over all state parks, waysides and scenic, historic or state recreation areas, recreational grounds or places acquired by the state for scenic, historic, natural, cultural or recreational purposes except as otherwise provided by law.

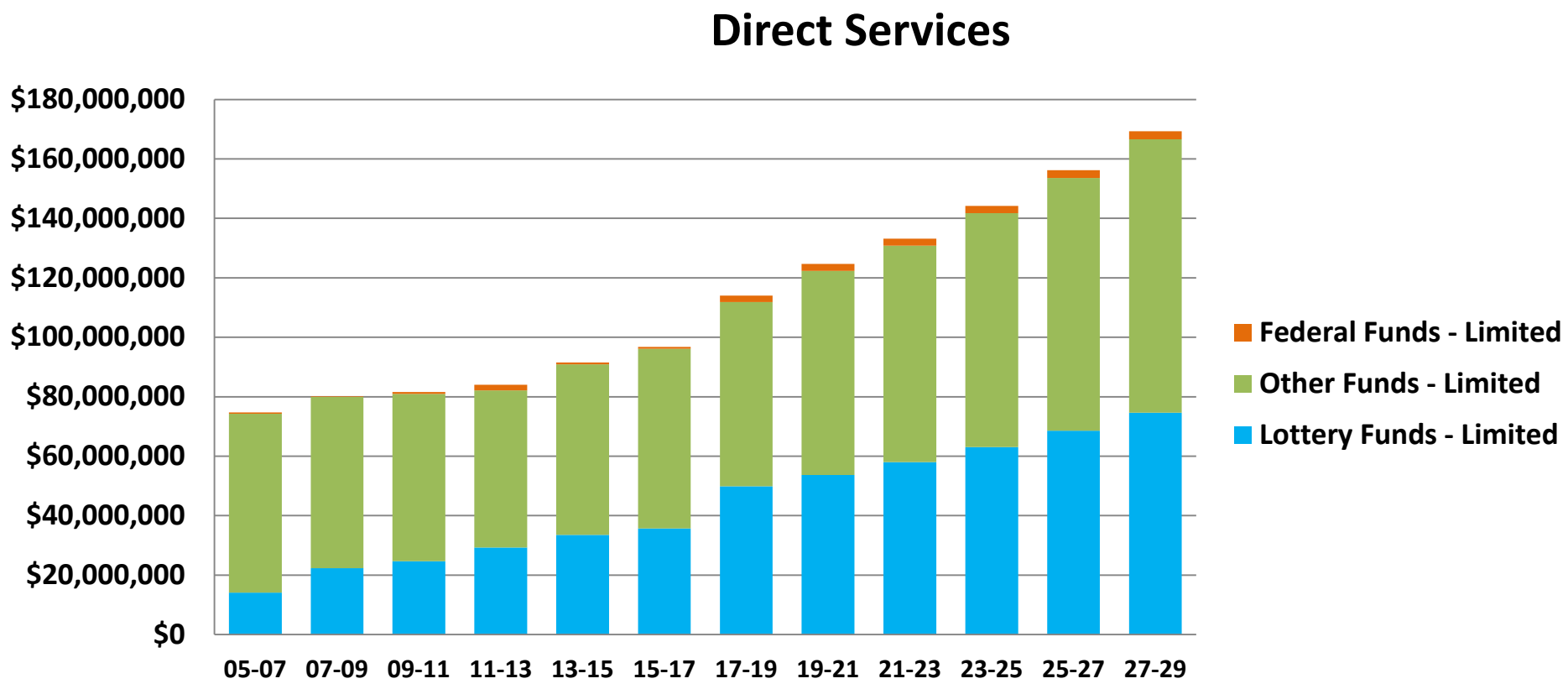
ORS 390.121 Powers of commission. In carrying out its responsibilities, the State Parks and Recreation Commission may … manage, operate and maintain facilities and areas, including but not limited to roads, trails, campgrounds, picnic areas, boat ramps and nature study areas …

ORS 390.180 Standards for recreational planning and fund disbursement; rules; park master plans. (1) The State Parks and Recreation Director shall adopt rules that … Performs comprehensive statewide recreational planning; or … Establish a master plan for each state park, including an assessment of resources and a determination of the capacity for public use and enjoyment of each park, that the State Parks and Recreation Department shall follow in its development and use of each park.

Funding Streams

Direct Services are funded by Other Funds (mostly user fee revenue from park visitors and recreational vehicle licensees), dedicated Lottery Funds, and Federal Funds (in the form of grants and transfers from other agencies).

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund … to achieve all of the following: Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.



Significant Proposed Program Changes from 2017-19

Policy Option Package 103 provides an estimated $1.2 million in funding in transfers from state agencies to support operations and maintenance of the State Capitol State Park. Agencies supported grounds keeping with an assessment in the past, but the practice was discontinued when parts of the property were transferred to Oregon Parks and Recreation Department management without funding more than 10 years ago. Policy Option Package 105 establishes a limited duration project management position and funding to engage concessionaires which will provide services desirable to park visitors.

Budget Narrative

Purpose, customers, and source of funding

The purpose of OPRD's Direct Services program is to provide everyone that decides to visit a state park with a great park experience and increase their appreciation for the state of Oregon and its healthy environment. The customers are the general public, and they include both Oregon residents, visitors, and tourists. There are approximately 54.5 million visits every year to the 250+ state park properties in Oregon. Of these, 2.7 million are for overnight stays by campers and 51.8 million are for day trips. Based on the most recent visitor surveys, 56% of customers are Oregon residents. Camping rates are kept slightly below market averages, and 90% of state park properties are free from parking fees so access to state parks is available to as many people as possible. The revenue generated by these and other minor sources of visitor revenue comprises more than a third of the expenditures necessary to deliver the service. Dedicated lottery funding also provides more than a third of the necessary revenue, and less than a third is provided through other funding sources including federal grants, RV license fees, and agency transfers.

Expenditures by fund type, positions and full-time equivalents

Direct Services:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Park Experiences		53,167,839	60,393,207	2,333,020	115,894,066	746	479.86
Trust & Dedicated Funds		519,306	8,253,717	0	8,773,023		
Total	0	53,687,145	68,646,924	2,333,020	124,667,089	746	479.86

Activities, programs, and issues in the program unit base budget

The Direct Services program activities included within *state park operations* are primarily customer service, routine park maintenance, rules enforcement, park resource management and outdoor education and include the salaries, services and supplies to operate the state park system. Additional programs operating under this portion of the budget include the state scenic waterway and scenic bikeway programs, the ocean shores program (including implementation of a habitat conservation plan for the western snowy plover), the Willamette Greenway, and the state natural areas program. The issues most affecting the program are increasing fixed costs including labor, fuel, utilities, and supplies; aging facilities and infrastructure; ongoing challenges associated with a heavily restricted number of management position for a dispersed, statewide service; retention of quality staff; and difficulties in securing adequate law enforcement support. In the *planning* part of the budget, the main activities are planning for future management of state park properties; management of volunteer opportunities in state parks; and the park signs program. The issues most affecting these programs are similar to those for *state park operations*, but also include increasing conditions and regulation around siting and maintaining parks in various areas throughout the state. Finally, the *special accounts* part of the budget includes activities such as accepting donations; managing business endeavors such as park stores and firewood sales; and other miscellaneous revenue sources that are primarily applied to park facility preventive maintenance. The issues most affecting *special accounts* are having adequate budget limitation to replenish inventory and generating too little revenue to keep up with all of the facility preventive maintenance needs.

Budget Narrative

Important background for decision makers. Include trends in caseload and workload

The key driver for the Direct Services program is park visitation. Visitation over the past several years has been increasing. It was at 2.7 million visits for overnight, and 51.8 million visits for day trips in 2016. This was a 5.8% and a 6.7% increase, respectively, over 2015. Fluctuations in attendance are due primarily to weather, and are therefore difficult to plan for or predict. Over the past five years, the weather has been uncommonly hot in the summer, and relatively warm and dry in spring and autumn. Adequate limitation in the budget to be able to maintain service levels in an environment of fluctuating demand is important to avoid service cutbacks part-way through a biennium. Reduced service in the short term impacts visitor satisfaction, repeat business, long term visitation, and revenue generation. Record-breaking increases in park visits do not translate to revenue since only 25 of 255 state parks charge for parking.

Expected results from the 2019-21 budget for the program unit.

The expected results from the 2019-21 budget are the provision of 106 million quality park experiences to visitors (100.5 million day trips and 5.5 million overnight stays) and the ongoing protection and enhancement of park resources. Based on recent studies of coastal park visitation, it is estimated that these visits will generate over $9 billion in environmentally-based economic activity at or near state parks throughout Oregon over the two-year period. This is $65-70 dollars of primarily local, economic activity for every $1 dollar of public expenditure on the park system. Visitor spending in local communities includes groceries, gasoline, restaurants, lodging, camping, entertainment, and souvenirs. This economic activity contributes significant numbers of full and part-time jobs in Oregon communities. These results will be accomplished while park resources continue to be protected and kept in a condition that will attract future visitors. The agency performance measure that relates most directly to this program is Park Visitation (visits per acre of state park property). The goal for this measure is to maintain a high degree of use on state park properties while monitoring an optimal balance between recreation opportunities and natural resource protection. While Oregon ranks highest in number of visitors per park acre among states, acquisitions and park enhancements over the past several years have somewhat mitigated pressure on park lands. Links to the 10-year outcome are discussed above. The other expected results are positive performance on the Department's Centennial Horizon principles are:

- Save Oregon's Special Places
  - Manage properties to ensure their health, to protect their beauty, and to restore sensitive, threatened and endangered species;
  - Expand and reform protection of Oregon's oceans, beaches, and rocky shore habitat;
  - Maintain and enhance watersheds and ecosystems the Department owns by collaborating with other agencies, nonprofit organizations and park neighbors.
  - Convey the Oregon story to park visitors.
- Connect People to Meaningful Outdoor Experiences
  - Increase the state park system's reach to every Oregon community by offering facilities and programs that spark a love of nature and the outdoors through firsthand experience.
  - Efficiently deliver quality services to Oregonians from every community regardless of background.

- Taking the Long View
  - Provide first-class facilities designed to appeal to a wide variety of visitors and park users;
  - Promote the ethic that parks are vital to Oregon's way of life and that the Department has a civic responsibility to provide and protect them;
  - Apply sound planning, industry standards and technology to design, construct, and maintain the physical infrastructure of the park system.
  - Reduce OPRD's environmental impact at all levels;
  - Maintain the physical infrastructure of the park system.
  - Set fees and other sources of earned revenue more flexibly so they reflect the value of the experience and market conditions.
  - Use the new Office of Outdoor Recreation to set the foundation for cooperative agreement between the business, nonprofit, and government communities on long-term strategies for elevating investment and participation in outdoor recreation in every corner of the state.

Revenue sources and proposed revenue changes

- In Direct Services, Park Experiences are funded by a standard mixture of Lottery Funds, Other Funds (Park User Fees, various other sources) and Federal Funds.
- The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.
- Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data. Discounts and waivers drive down revenue, and high-value experiences and market conditions would allow the department to offset those losses, with the departments' authority to allow fees to vary around a sensible average. Social equity is a key requirement, however, and flexible fees must not be allowed to price lower-income Oregonians out of recreation experiences.
- Additional Other Funds are provided by the Department of Transportation (ODOT) for paving maintenance of rest areas in state parks, RV Registration funds and salmon plate funds; ODOT provides the projected revenue amounts to the Department.
- The Oregon State Marine Board provides Other Funds to assist with the maintenance of marine facilities in state parks; the Marine Board provides the projected revenue amount.
- Finally, this budget contains Other Revenue (Other Funds) and Federal revenue. These funds come from a variety of sources depending on what partners the Department works with during the biennium. Because the sources change from biennium to biennium, it is not possible to list specific revenue sources. The Department forecasts this revenue to remain constant from biennium to biennium.
  - The Trust & Dedicated budget is funded by a combination of Lottery and Other Funds.
  - The Other fund revenues are generated by:

- A percentage of Park User Fees transferred for Preventive Maintenance
- Sales Income – firewood, ice, and other goods sold in the parks
- Interest income – earned on funds in the bank
- Miscellaneous revenue – permit sales, forest management, land rental, donations
- The Department forecasts this revenue based on historical information.

Proposed new laws that apply to the program unit

None.

Summary of 2019-21 Budget
Oregon Parks and Recreation Department

Direct Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
2017-19 LEGISLATIVELY ADOPTED BUDGET	742	472.32	111,721,765		48,698,464	60,900,102	2,123,199		
Emergency Board Actions (through 3/2018)			2,297,643		1,167,678	1,122,377	7,588		
2017-19 Legislatively Approved Budget	742	472.32	114,019,408		49,866,142	62,022,479	2,130,787		
Base Budget Adjustments:									
Net Cost of 2017-19 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out	1	4.78	3,819,799		1,848,142	1,965,294	6,363		
Estimated Cost of 2019-21 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2019-21 Base Budget	743	477.10	117,839,207		51,714,284	63,987,773	2,137,150		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			1,930,133		905,046	1,025,087			
Non-PICS Personal Service Increase/(Decrease)			293,721		141,797	151,586	338		
Subtotal			**2,223,854**		**1,046,843**	**1,176,673**	**338**		
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs			127,140		62,021	65,119			
022 - Phase-Out Programs and One-Time Costs			(1,597,635)		(349,409)	(1,248,226)			
Subtotal			**(1,470,495)**		**(287,388)**	**(1,183,107)**			
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			1,621,804		593,347	950,925	77,532		
State Govt Service Charges Increase/(Decrease)									
Subtotal			**1,621,804**		**593,347**	**950,925**	**77,532**		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2019-21 Current Service Level Budget	743	477.10	120,214,370		53,067,086	64,932,264	2,215,020		
2019-21 Current Service Level - Page 1 Subtotal	743	477.10	120,214,370		53,067,086	64,932,264	2,215,020		
Package No. 070									
Revenue Shortfalls									
Subtotal: 2019-21 Modified Current Service Level	743	477.10	120,214,370		53,067,086	64,932,264	2,215,020		

Budget Narrative

Direct Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
101 Operational Cost Increases			1,531,523		201,717	1,211,806	118,000		
102 Grant Obligations from Past Biennium			633,694		158,423	475,271			
103 Agency Shared Costs fro State Capitol Park			1,254,663			1,254,663			
104 Improve and Develop Parks			100,000		48,780	51,220			
105 Improve Visitor Experience	1	0.88	202,026		98,548	103,478			
106 Prep for State Park Centennial in 2022									
107 Invest in Signature State Trails									
108 Apply Modern Tech to Improve Service									
109 Targeted Strategic Park Acquisitions									
110 Support Multiagency Salmonberry Trail Project	1	1.00	500,000			500,000			
111 Invest in Parks and Heritage Staff	1	0.88	230,813		112,591	118,222			
Subtotal Policy Packages	3	2.76	4,452,719		620,059	3,714,660	118,000		
Total: 2019-21 Budget	746	479.86	124,667,089		53,687,145	68,646,924	2,333,020		
Percent Change From 2017-19 Leg. Approved	0.5%	1.6%	9.3%	0.0%	7.7%	10.7%	9.5%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.4%	0.6%	3.7%	0.0%	1.2%	5.7%	5.3%	0.0%	0.0%

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010		762,690				
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	35,732,725	48,909,062	48,909,062	53,793,330		
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629	(48,068)	(55,019)	(55,019)	(106,185)		
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		35,684,657	49,616,733	48,854,043	53,687,145	-	-
Other Funds (Limited)								
Park User Fees	Oth	0255	32,871,840	27,850,508	31,258,801	33,191,426		
Other Nonbusiness Lic & Fees	Oth	0210	53	600,000		520,000		
Charges for Services	Oth	0410	5,000			1,254,663		
Rents and Royalties	Oth	0510	1,647,919		4,596,966			
Interest Earnings	Oth	0605	107,268	60,348	214,109	216,426		
Sales Income	Oth	0705	3,045,644	2,929,540	808,670	4,097,658		
Donations	Oth	0905	699,143					
Grants (Non-Fed)	Oth	0910	267,038					
Other Revenues	Oth	0975	513,952	6,693,801	5,414,347	7,167,064		
Lottery Bonds Proceeds	Oth	0565						
Transfers-In								
Intrafund	Oth	1010		922,377				
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248	124,374		1,048,226			
From Marine Board	Oth	1250	407,306	400,000	408,350	400,000		
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730	23,549,676	21,492,485	23,600,433	22,138,833		
From Dept of Fish/Wildlife	Oth	1635						

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629	(73,932)	(87,492)	(87,492)	(111,497)		
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		63,165,281	60,861,567	67,262,410	68,874,573	-	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	587,319	2,130,787	2,079,061	2,333,020		
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635	(10,005)					
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		577,314	2,130,787	2,079,061	2,333,020	-	-
TOTAL LIMITED			99,427,252	112,609,087	118,195,514	124,894,738	-	-
Lottery, Other, and Federal Funds			99,427,252	112,609,087	118,195,514	124,894,738	-	-

Direct Services

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 3.8% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Temporary Appointments					11,246	11,809			23,055
				Overtime Payments					9,535	10,012			19,547
				Shift Differential					4,362	4,581			8,943
				All Other Differential					233	245			478
				Public Employees Retire Cont					2,398	2,518			4,916
				Pension Bond Contribution					70,480	75,724	338		146,542
				Social Security Taxes					1,941	2,038			3,979
				Unemployment Assessments					27,457	28,830			56,287
				Mass Transit Tax					14,145	15,829			29,974
				Vacancy Savings					905,046	1,025,087			1,930,133
Total Personal Services								**-**	**1,046,843**	**1,176,673**	**338**	**-**	**2,223,854**

SERVICES AND SUPPLIES

Total Services and Supplies								-	-	-	-	-	-

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								**-**	**$1,046,843**	**$1,176,673**	**$338**	**$0**	**$2,223,854**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Direct Services

021 Phase In

Package Description

This package phases in limitation related to the establishment of new positions for park operations. This adds limitation to have a full 24 months' worth of funding associated with the new positions.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 021 Phase-In

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4100	Instate Travel								3,532	3,708			7,240
4150	Employee Training								1,413	1,483			2,896
4175	Office Expenses								879	923			1,802
4200	Telecommunications								4,411	4,631			9,042
4475	Facilities Maintenance								11,773	12,361			24,134
4575	Agency Program Related S and S								10,785	11,325			22,110
4650	Other Services and Supplies								14,614	15,344			29,958
4700	Expendable Prop 250 - 5000								14,614	15,344			29,958
Total Services and Supplies								-	**62,021**	**65,119**	-	-	**127,140**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$62,021**	**$65,119**	**$0**	**$0**	**$127,140**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Direct Services

022 Phase out Program and One time Costs

Package Description

This package phases out limitation related to Sudden Oak death eradication funds and Federal Emergency Management Agency (FEMA) funds carried over for storm clean up.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 022 Phase-out Pgm & One-time Costs

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4300	Professional Services									(200,000)			(200,000)
4475	Facilities Maintenance								(349,409)	(1,048,226)			(1,397,635)
Total Services and Supplies								-	**(349,409)**	**(1,248,226)**	-	-	**(1,597,635)**

CAPITAL OUTLAY

													-
Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

													-
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**($349,409)**	**($1,248,226)**	**$0**	**$0**	**($1,597,635)**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Direct Services

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 3.8% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 4.2% inflation.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 031 Standard Inflation

63400-400-10-00-00000
Direct Services

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4100	Instate Travel								10,650	11,902			22,552
4125	Out of State Travel								307	322			629
4150	Employee Training								4,577	5,205			9,782
4175	Office Expenses								15,616	47,726			63,342
4200	Telecommunications								13,012	13,662			26,674
4250	Data Processing								29	31			60
4275	Publicity and Publications								3,523	7,706			11,229
4300	Professional Services								35,570	43,527	28,936		108,033
4375	Employee Recruitment and Develop								395	414			809
4400	Dues and Subscriptions								100	105			205
4425	Facilities Rental and Taxes								1,141	2,484			3,625
4450	Fuels and Utilities								83,441	89,212			172,653
4475	Facilities Maintenance								75,780	105,834	4,812		186,426
4500	Food and Kitchen Supplies								4,057	4,259			8,316
4575	Agency Program Related S and S								69,161	221,186	43,784		334,131
4650	Other Services and Supplies								40,943	135,869			176,812
4700	Expendable Prop 250 - 5000								6,704	11,035			17,739
Total Services and Supplies								-	**365,006**	**700,479**	**77,532**	-	**1,143,017**
CAPITAL OUTLAY													
5350	Industrial and Heavy Equipment								28,476	31,450			59,926
5450	Agricultural Equip. and Mach.								6,670	7,060			13,730
5650	Land Improvements								24,297	29,261			53,558
5700	Building Structures								12,566	16,806			29,372
5900	Other Capital Outlay								6,025	8,043			14,068
Total Capital Outlay								-	**78,034**	**92,620**	-	-	**170,654**
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$443,040**	**$793,099**	**$77,532**	**$0**	**$1,313,671**
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE							

Direct Services

032 Above Standard Inflation

Package Description

This package includes additional inflation allowed for DAS Fleet charges and Utility costs.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 032 Above Standard Inflation

63400-400-10-00-00000
Direct Services

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4450	Fuels and Utilities									83,112	87,269		170,381
4575	Agency Program Related S and S									67,195	70,557		137,752
Total Services and Supplies								-	-	**150,307**	**157,826**	-	**308,133**
CAPITAL OUTLAY													
													-
													-
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$0**	**$150,307**	**$157,826**	**$0**	**$308,133**
TOTAL POSITIONS/FTE				Pos		FTE							

Direct Services

101 Operational Cost Increases

Package Description

Purpose:

The purpose of this package is to increase expenditure limitation for specific budget items where costs are increasing faster than inflation and the cost is generally outside the Department's control. In addition, this package increases expenditure limitation for specific dedicated accounts. Also, expenditure limitation is requested to spend additional funding from the Bureau of Reclamation (BOR).

How Achieved:

The state park system faces rising costs that do not stay within the standard inflation allowed. While the Department does all it can to control costs, increases outside its control are causing an erosion of limitation available to operate and maintain the park system. Following are the budget line items that need additional limitation to cover accelerating costs:

- Utilities – this would be electricity, natural gas, water/sewer costs. The analysis looked at what is driving the increase and it is both rate increases and usage. The Department must pay what local utility companies charge and much of the utility usage in parks is customer driven. Amount requested: $181,775.
- Fleet – this would be for the agency to lease three (3) new vehicles from DAS. The analysis looked at the needs associated with new staff added in the 2017-19 biennium. Amount requested: $45,731.
- Fire Protection – OPRD pays the Oregon Department of Forestry (ODF) for fire protection. This increase in limitation covers the annual increases from ODF. Amount requested: $186,017.

Business account spending is driven by the Department's customers. When customers buy park store items such as ice and firewood for use in the campground, inventory for those items needs to be replenished to be available for the next customer. The amount of purchases by customers is unpredictable; however, if there is no limitation left to replenish store items, there will be nothing for customers to purchase. Additional limitation will allow for increased demand. Amount requested: $600,000.

Preventive maintenance funds are a percentage of Park User Fees; as revenue from Park User Fees increase, so does the portion transferred to the preventive maintenance account. Additional limitation for this account will allow the funds to be spent on necessary maintenance projects in the park system. Amount requested: $300,000.

Budget Narrative

The Lower Deschutes River Dedicated Account is funded primarily through revenue from purchase of boater passes. Additional limitation for this account will allow the funds to be spent on necessary projects related to maintaining river oriented facilities and potentially additional development of facilities. Amount Requested: $100,000.

OPRD receives annual funding from BOR for routine park operations and maintenance in the Prineville management unit. BOR has provided additional one time construction funds to be used in the 2019-21 biennium. These funds are expected to be used to build a new ADA cabin at Jasper; any remaining funds will be used to extend the boat trailer parking at Jasper and then to extend the sidewalk in the day ise are of the main campground. Amount Requested: $118,000.

Staffing Impact:

None.

Quantifying Results:

With additional expenditure limitation for utilities and fleet, the budget for other park operating costs should go up allowing for more routine maintenance and less need for larger maintenance and repair projects in the future. With additional expenditure limitation for preventive maintenance, additional maintenance projects can be completed in the park system.

Revenue Source:

$201,717 Lottery Funds, $1,211,806 Other Funds, $118,000 Federal Funds (Bureau of Reclamation)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 101 Operational Cost Increase

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4450	Fuels and Utilities								88,670	93,105			181,775
4475	Facilities Maintenance									400,000	118,000		518,000
4575	Agency Program Related S and S								113,047	718,701			831,748
Total Services and Supplies								-	**201,717**	**1,211,806**	**118,000**	-	**1,531,523**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$201,717**	**$1,211,806**	**$118,000**	**$0**	**$1,531,523**
TOTAL POSITIONS/FTE				Pos		FTE							

Direct Services

102 Grant Obligations from Past Biennium

Package Description

Purpose:

The purpose of this package is to request additional lottery and other fund limitation to compete expenditures on a grant awarded to the Department from the Federal Emergency Management Agency (FEMA).

How Achieved:

In December 2015, storms did damage to state park properties in the valley and along the coast. Due to necessary reviews and planning, not all work will be completed during the 2017-19 biennium as anticipated. There are five (5) projects that are expected to carry into the 2019-21 biennium for completion.

Staffing Impact:

None.

Quantifying Results:

As a result of this package, storm damage repairs will be completed.

Revenue Source:

$158,423 Lottery Funds, $475,271 Other Funds (Federal Emergency Management Agency)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 102 Grant Obligations from Past Biennium

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4475	Facilities Maintenance								158,423	475,271			633,694
Total Services and Supplies								-	**158,423**	**475,271**	-	-	**633,694**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$158,423**	**$475,271**	**$0**	**$0**	**$633,694**
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE							

Direct Services

103 Agency Shared Costs for State Capitol Park

Package Description

Purpose:

The purpose of this package is to re-establish a funding source for the maintenance and management of the State Capitol grounds and provide limitation to spend the funds.

How Achieved:

This funding source will be based on an assessment billed annually to each agency with more than 15 FTE. Agencies with less than 15 FTE will not be assessed. This methodology is consistent with the existing approach used by other assessments. Re-establishment of this funding source is necessary as the OPRD works to effectively maintain and manage the State Capitol Grounds (State Capital State Park). Prior to 2007, maintenance of the state capitol grounds was funded by an assessment under the Department of Administrative Services. In 2007, these lands became a responsibility of OPRD; park use and complexity of managing the grounds continues to grow. By re-establishing the assessment, the State Capitol grounds will have a dedicated funding source earmarked specifically for better maintenance on and management of this challenging, high profile landmark.

Funds collected will be invested to address daily maintenance and management with existing staff for tasks such as cleaning restrooms and daily landscaping as well as resolving back logged projects. Examples of those projects include but are not limited to: Replacement of irrigation lines and internal sidewalks, repairs to monuments, fountains, and statues, and finally, safety improvements for children and pedestrians who use the Capitol.

Staffing Impact:

None.

Quantifying Results:

Staff will track management efforts through maintenance management inspections and monitor the backlog of maintenance projects completed on a monthly, quarterly and annual basis as appropriate.

Revenue Source:

$1,254,663 Other Funds (Assessment to State Agencies)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 103 Agency Shared Costs for State Capitol Park

63400-400-10-00-00000
Direct Services

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4450	Fuel and Utilities									5,624			5,624
4475	Facilities Maintenance									1,196,582			1,196,582
4575	Agency Program Related S and S									15,785			15,785
4650	Other Services and Supplies									36,672			36,672
Total Services and Supplies								-	-	**1,254,663**	-	-	**1,254,663**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$0**	**$1,254,663**	**$0**	**$0**	**$1,254,663**
TOTAL POSITIONS/FTE				Pos		FTE							

Direct Services

104 Improve and Develop Parks

Package Description

Purpose:

The purpose of this package is to develop and implement a comprehensive archaeological testing project for parks to identify key archaeological features and sites, to delineate site boundaries, and provide critical archaeological background information to expedite project clearances.

How Achieved:

OPRD is the steward of many parks that are rich with archaeological features and sites. It is important to have good assessments of the cultural resources in parks; currently the Department has uncertainty about where features and sites are specifically located or are unsure of their boundaries. This can lead to significant delays for implementing critical park projects or even basic maintenance. By performing park-wide testing, OPRD will be able to plan project and maintenance work more strategically and to receive archaeological clearances more quickly. A pilot project was conducted at Tumalo State Park and the park is currently seeing these benefits.

To achieve this goal, the Stewardship Section Archaeology team will identify one park per biennium in which to perform comprehensive testing. The team will work together to identify project goals and develop contract scope and specifications. The regional archaeologist will implement the contract.

Staffing Impact:

None.

Quantifying Results:

At the completion of each biennium, one park will have a comprehensive testing report identifying important park archaeological features and sites.

Revenue Source:

$48,780 Lottery Funds, $51,220 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 104 Improve and Develop Parks

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4575	Agency Program Related S and S								48,780	51,220			**100,000**
													-
Total Services and Supplies								-	**48,780**	**51,220**	-	-	**100,000**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$48,780**	**$51,220**	**$0**	**$0**	**$100,000**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Direct Services

105 Improve Visitor Experience

Package Description

Purpose:

The purpose of this package is to *to* provide funds to pay for revenue generating infrastructure enhancements that will provide opportunities to engage with the private sector in developing great experiences in Oregon State Parks.

How Achieved:

The Department has contracted for development of a concessions strategy that will provide a vision of future visitor experience enhancements potentially provided by the private sector. The consultant developed an analysis of the current state of OPRD's concession operations and compared the program to those offered by other states. The Department has not developed its park concession program to the extent that neighboring or similarly size states have done. There is an opportunity to enhance visitor experiences and provide additional revenue to provide sustainable services and maintenance across the state park system.

The consultant is also assisting in the development of a concessions strategy that will guide efforts over the next decade to improve the opportunities and regulatory structures of OPRD. The strategy proposal will be delivered to the Department in the fall of 2018. Based on the report from the consultant, the Department anticipates the adoption of a future strategy by the Oregon Parks and Recreation Department Commission.

Opportunities will be consistent with the mission of the Department, will be complementary to the public investment in public recreational opportunities and will honor the historical, cultural, and natural resources of Oregon. Examples of types of investments that could be operated by a private sector concessionaire include enhanced adventure opportunities, upgrades to special event or concession facilities, enhancements to underutilized buildings and structures to allow for new revenue generating services, and other opportunities to improve services and park experiences for visitors.

Staffing Impact:

1 position, 0.88 FTE Project Manager 2, Limited Duration Full Time

Quantifying Results:

OPRD will have a concessions strategy that provides valued services to visitors.

Revenue Source:

$98,548 Lottery Funds, $103,478 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 105 Improve Visitor Experience

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
C0855	Project Manger 2	1	0.88	5,442	2	114,282	59,027						
				Salaries & Wages					55,747	58,535			114,282
				Empl Rel Bd Assessments					26	27			53
				Public Employees Retire Cont					9,460	9,934			19,394
				Social Security Taxes					4,265	4,478			8,743
				Workers Comp Assessments					25	26			51
				Mass Transit Tax									-
				Flexible Benefits					15,017	15,769			30,786
Total Personal Services								-	**84,540**	**88,769**	-	-	**173,309**

SERVICES AND SUPPLIES

4100	Instate Travel								797	837			1,634
4150	Employee Training								319	335			654
4175	Office Expenses								200	209			409
4200	Telecommunications								997	1,047			2,044
4475	Facilities Maintenance								2,658	2,791			5,449
4575	Agency Program Related S and S								2,437	2,558			4,995
4650	Other Service and Supplies								3,300	3,466			6,766
4700	Expendable Prop 250 - 5000								3,300	3,466			6,766
Total Services and Supplies								-	**14,008**	**14,709**	-	-	**28,717**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$98,548**	**$103,478**	**$0**	**$0**	**$202,026**

TOTAL POSITIONS/FTE 1 Pos 0.88 FTE

Direct Services

110 Support Multiagency Salmonberry Trail Project

Package Description

Purpose:

The purpose of this package is to provide position authority and limitation to support the Salmonberry Trail project.

How Achieved:

The Department has been working with the Department of Forestry and other local partners toward the goal of creating the Salmonberry Trail. The effort to create the Salmonberry Trail is a multi-biennium project; this package continues work started in the 2015-17 biennium. OPRD is providing project management support to the project.

This package also included limitation for project work on the trail. Funding would come from grants and other donated funds raised for the project.

Staffing Impact:

1 position, 1 FTE Project Manager 3, Limited Duration Full Time

Quantifying Results:

This project supports the agency's mission of providing quality outdoor experiences for Oregonians and other visitors to the Department's recreation and heritage sites and those of our partners statewide.

Revenue Source:

$500,000 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 110 Support Multiagency Salmonberry Trail Project

63400-400-10-00-00000
Direct Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
X0856	Project Manager 3	1	1.00	8,740	8	209,760	86,946						
				Salaries & Wages						209,760			209,760
				Empl Rel Bd Assessments						61			61
				Public Employees Retire Cont						35,596			35,596
				Social Security Taxes						16,047			16,047
				Workers Comp Assessments						58			58
				Mass Transit Tax									-
				Flexible Benefits						35,184			35,184
Total Personal Services								-	-	**296,706**	-	-	**296,706**

SERVICES AND SUPPLIES

4100	Instate Travel									1,868			1,868
4150	Employee Training									747			747
4175	Office Expenses									467			467
4200	Telecommunications									2,336			2,336
4475	Facilities Maintenance									6,228			6,228
4575	Agency Program Related S and S									176,182			176,182
4650	Other Service and Supplies									7,733			7,733
4700	Expendable Prop 250 - 5000									7,733			7,733
													-
Total Services and Supplies								-	-	**203,294**	-	-	**203,294**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$0**	**$500,000**	**$0**	**$0**	**$500,000**
TOTAL POSITIONS/FTE			1	Pos	1.00	FTE							

Direct Services

111 Invest in Parks and Heritage Staff

Package Description

Purpose:

The purpose of this package is to establish an additional Park Region Manager in support of the operation of Oregon's park system.

How Achieved:

Since the 2007-09 biennium, OPRD has carefully managed an increasing workload associated with increased visitation at Oregon State Parks. In the 2017-19 biennium, OPRD took the first step in addressing the workload by adding new park ranger staff. As the new staff were deployed across the state, OPRD was reviewing the management structure of park operations. It has become apparent that an additional Park Region Manager is needed to balance the increasing workload.

Staffing Impact:

1 position, 0.88 FTE Park Region Manager, Permanent Full Time

Quantifying Results:

This action supports the agency's mission of providing quality outdoor experiences for Oregonians and other visitors to the Department's recreation and heritage sites and those of our partners statewide.

Revenue Source:

$112,591 Lottery Funds, $118,222 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 111 Invest in Parks and Heritage Staff

63400-400-10-00-00000
Direct Services

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
X8439	Park Region Manager	1	0.88	6,542	2	137,382	64,714						
				Salaries & Wages					67,015	70,367			137,382
				Empl Rel Bd Assessments					26	27			53
				Public Employees Retire Cont					11,373	11,941			23,314
				Social Security Taxes					5,127	5,383			10,510
				Workers Comp Assessments					25	26			51
				Mass Transit Tax									-
				Flexible Benefits					15,017	15,769			30,786
Total Personal Services								-	**98,583**	**103,513**	-	-	**202,096**
SERVICES AND SUPPLIES													
4100	Instate Travel								797	837			1,634
4150	Employee Training								319	335			654
4175	Office Expenses								200	209			409
4200	Telecommunications								997	1,047			2,044
4475	Facilities Maintenance								2,658	2,791			5,449
4575	Agency Program Related S and S								2,437	2,558			4,995
4650	Other Service and Supplies								3,300	3,466			6,766
4700	Expendable Prop 250 - 5000								3,300	3,466			6,766
Total Services and Supplies								-	**14,008**	**14,709**	-	-	**28,717**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$112,591**	**$118,222**	**$0**	**$0**	**$230,813**
TOTAL POSITIONS/FTE			1	Pos	0.88	FTE							

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Parks & Recreation Dept
2019-21 Biennium

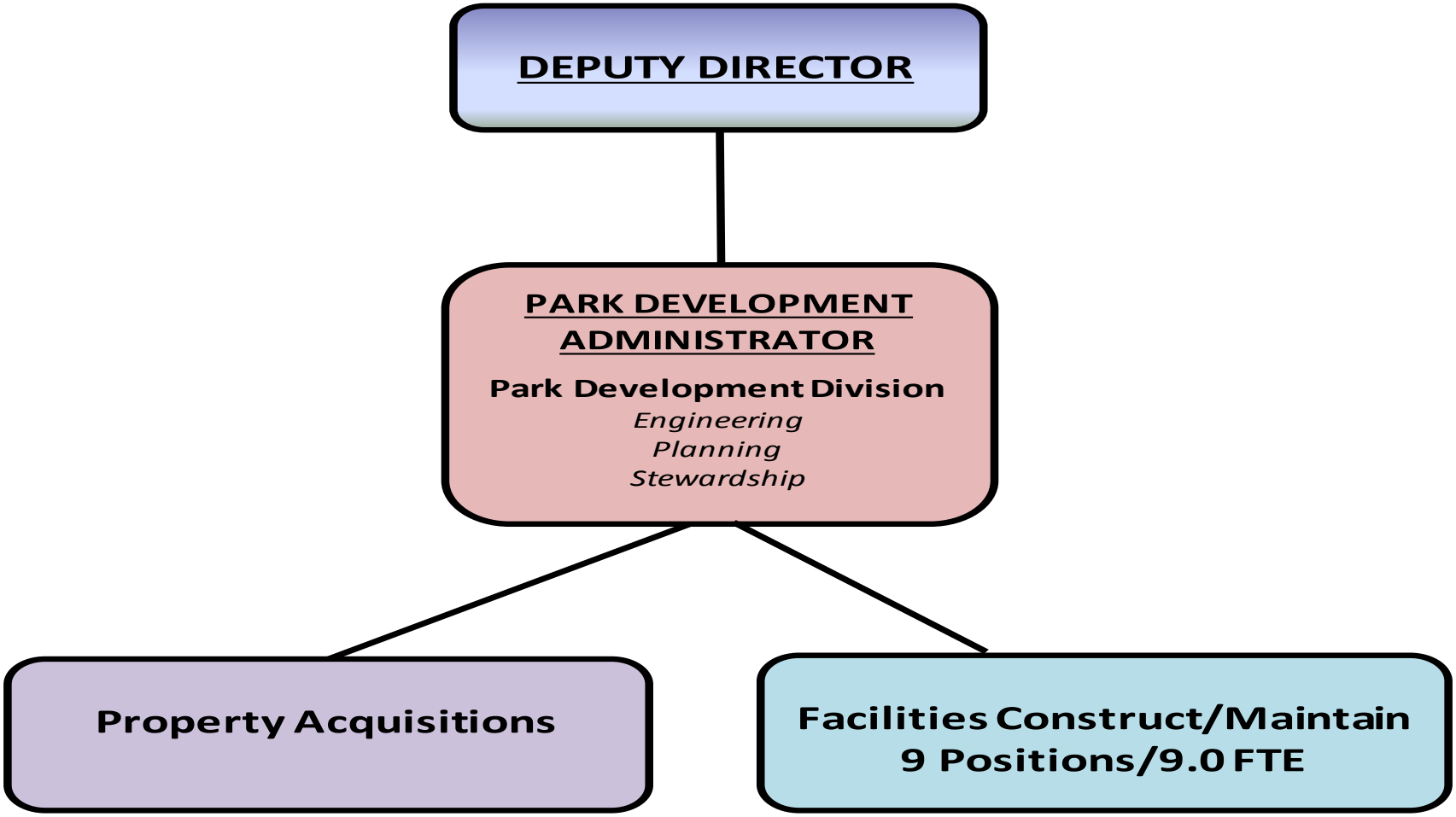
Agency Number: 63400
Cross Reference Number: 63400-400-10-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Transfer In - Intrafund	-	762,690	762,690	-	-	-
Tsfr From Administrative Svcs	35,732,725	47,741,385	48,909,062	53,793,330	-	-
Tsfr To Forestry, Dept of	(48,068)	(55,019)	(55,019)	(106,185)	-	-
Total Lottery Funds	**$35,684,657**	**$48,449,056**	**$49,616,733**	**$53,687,145**	**-**	**-**
Other Funds						
Non-business Lic. and Fees	53	600,000	600,000	520,000	-	-
Park User Fees	32,871,840	27,850,508	27,850,508	33,191,426	-	-
Charges for Services	5,000	-	-	1,254,663	-	-
Rents and Royalties	1,647,919	-	-	-	-	-
Interest Income	107,268	60,348	60,348	216,426	-	-
Sales Income	3,045,644	2,929,540	2,929,540	4,097,658	-	-
Donations	699,143	-	-	-	-	-
Grants (Non-Fed)	267,038	-	-	-	-	-
Other Revenues	513,952	6,693,801	6,693,801	7,167,064	-	-
Transfer In - Intrafund	-	-	922,377	-	-	-
Tsfr From Military Dept, Or	124,374	-	-	-	-	-
Tsfr From Marine Bd, Or State	407,306	400,000	400,000	400,000	-	-
Tsfr From Transportation, Dept	23,549,676	21,492,485	21,492,485	22,138,833	-	-
Tsfr To Forestry, Dept of	(73,932)	(87,492)	(87,492)	(111,497)	-	-
Total Other Funds	**$63,165,281**	**$59,939,190**	**$60,861,567**	**$68,874,573**	**-**	**-**
Federal Funds						
Federal Funds	587,319	2,123,199	2,130,787	2,333,020	-	-
Tsfr To Fish/Wildlife, Dept of	(10,005)	-	-	-	-	-
Total Federal Funds	**$577,314**	**$2,123,199**	**$2,130,787**	**$2,333,020**	**-**	**-**

Park Development

Program Description

Oregon Parks and Recreation Department
Park Development
2019-21



Park Development

Executive Summary

The Park Development program looks forward, preparing the Oregon state park system for sustainable operations and growth in the face of changing societal needs, increasing expenses, and decreasing state resources for basic park maintenance. The program defines success through:

- Strategic, thoughtful park *acquisitions.*
- Exploiting improvements in *design and engineering* technologies to improve efficiency.
- Enhancement and major maintenance of parks and park facilities.

The program positions the state for a long-term commitment to both the Healthy Environment and Jobs Outcome Areas through the lands and facilities that it acquires, improves, and maintains. The working capital necessary to build and maintain the park system comes predominantly from constitutionally-dedicated Lottery Funds, but also from user-generated Other Funds and Federal Funds.

As the system ages, choices must be made in advance of facility replacement and improvement: which expenditures serve Oregon's long-term needs best.

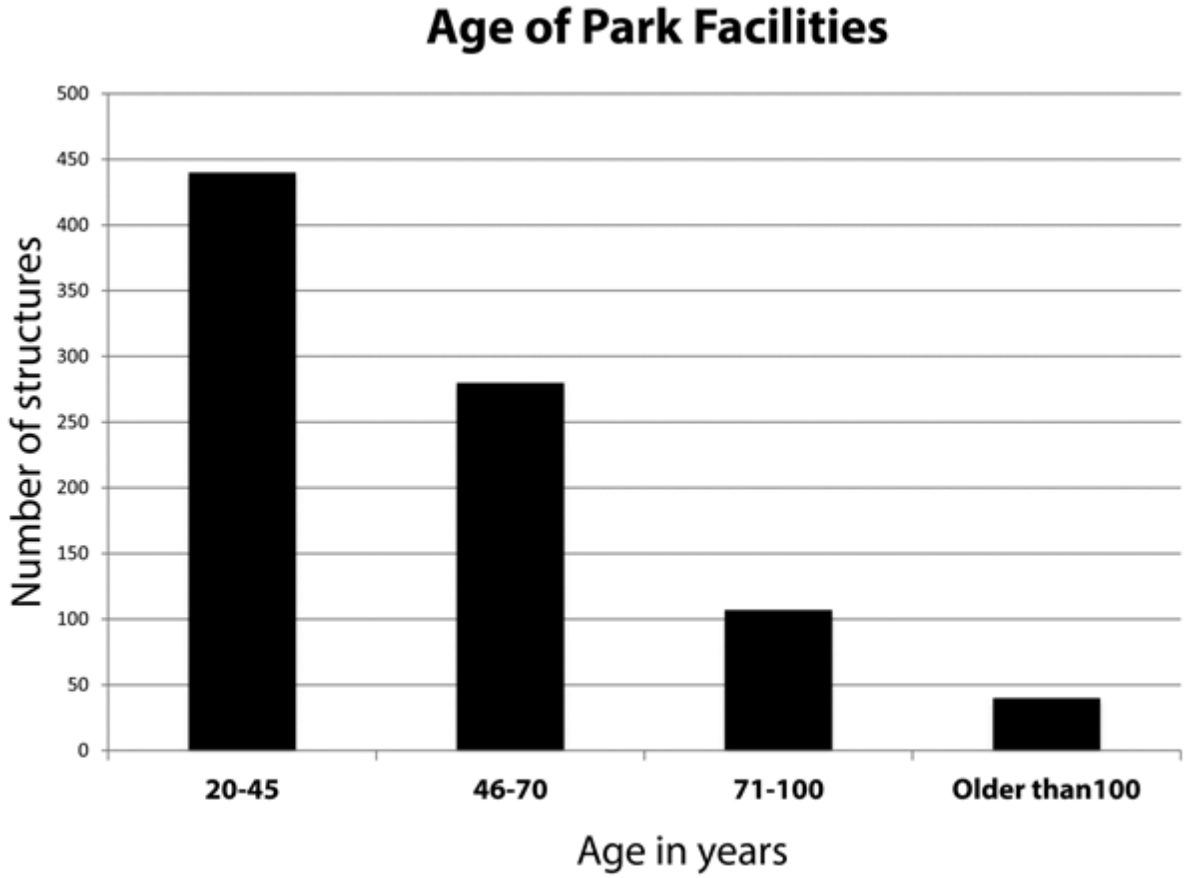
Program Description

The Oregon Parks and Recreation Department has a broad leadership role to advocate for and promote outdoor recreation in Oregon. It is both a steward of natural, scenic, cultural and recreational resources and a provider of needed high-quality recreational facilities and sites that can fit harmoniously within natural and historic settings. The Department's Park Development program contains two key areas to help accomplish this mission: *property acquisitions* (strategically acquiring parks), and *facility maintenance/construction* (to address overdue maintenance and improve parks).

Property acquisition is responsible for the negotiation and purchase of new park properties to keep pace with changes in Oregon demographics, recreational habits and conservation priorities. Acquisitions—trades, easements, donations and purchases—are informed by state documents such as the Oregon Conservation Strategy, Statewide Comprehensive Outdoor Recreation Plan, Oregon Plan for Salmon and Watersheds and Species Management Plans. Protection of public lands and open spaces is a significant tool and goal of many of these plans, though improvement to existing parks is a higher priority than new acquisitions. A small number of high-priority acquisitions should be pursued patiently, relentlessly, and creatively in cooperation with public and nongovernment partners.

Facility maintenance/construction addresses needs for long-term investment in park infrastructure by making repairs, improving and expanding parks to meet future needs, and applying value-added facility designs that use long-life, efficient fixtures and techniques.

Overall costs for the program are driven by real estate market forces, visitor expectations, and the increasing cost to repair or replace facilities built over the last 96 years. A substantial number of facilities were designed fifty years ago to serve a fraction of the number of visitors who currently enjoy the state park system. Of the approximately 1,700 structures in the state park system, 26 would take more than a million dollars each to replace. Nearly one in ten is more than 70 years old and nearly fifty are more than 100 years old.



Program Justification and Link to 10-Year Outcome

The Park Development program that builds and maintains Oregon's state park system demonstrates Oregon's ongoing commitment to the "Responsible Environmental Stewardship" and "A Thriving Statewide Economy" outcome areas in ways that are meaningful and

evident across the state. Oregon's state park system represents the state's insistence and respect for a healthy environment through allowing the great outdoors to be both accessible and appreciated by broad sectors of the population. This is a strategic foundation for public support of other programs in the state's healthy environment. Support ten years from now for a continued commitment to a healthy environment depends on inspiring people today to value and conserve the natural environment through, in part, their connection to attractive and well-maintained parks throughout the state. The Park Development program conserves important lands and provide recreational opportunities that help define the character of our state by:

- Increasing access and availability to transit, rail, bicycle, and pedestrian travel; and
- Balancing ecological and economic interests to improve the health of watersheds, and fish and wildlife habitat.

Program Performance

The Oregon Parks and Recreation Department uses constitutionally-dedicated lottery funds, trades and other tools to gradually acquire park lands from willing sellers. By acting strategically to acquire properties that satisfy needs described in statewide conservation plans, the system has maintained a top position nationally for visitors served, and visitors served per state park acre.

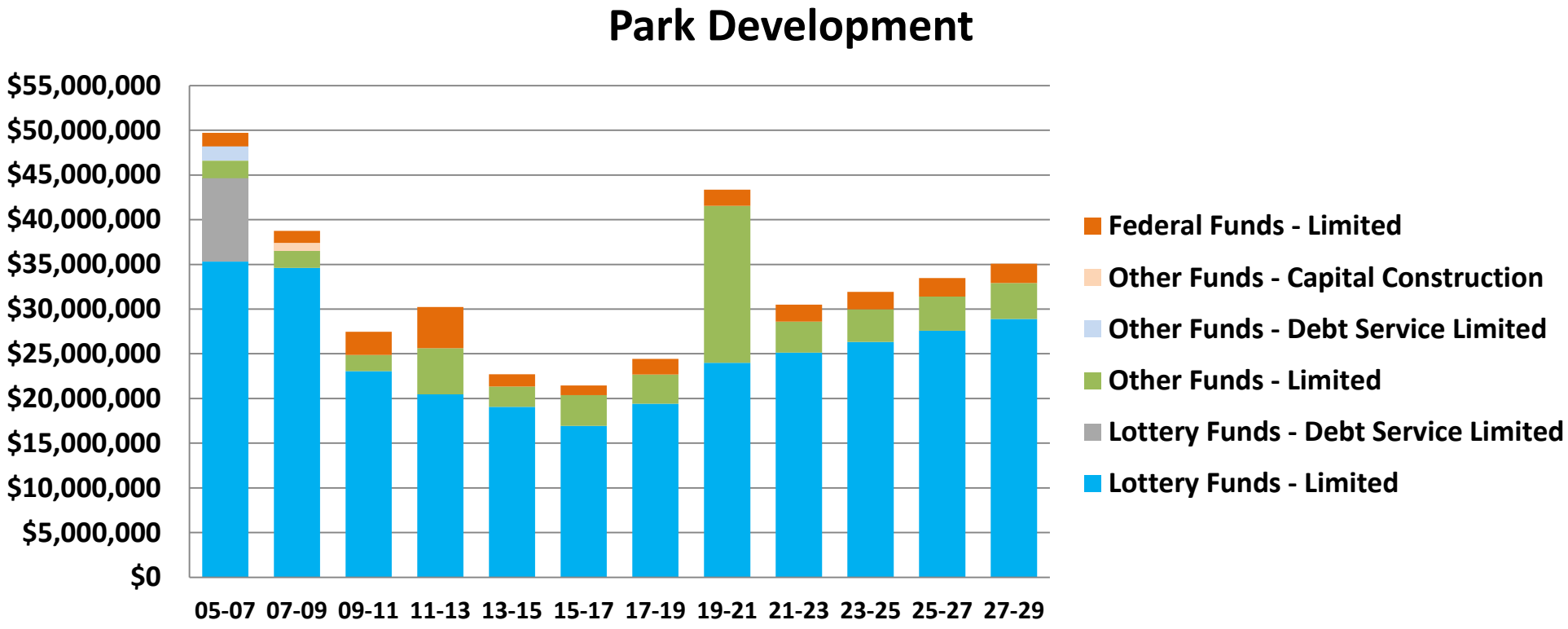
Enabling Legislation/Program Authorization

ORS 390.112 Additional criteria for acquiring and developing new historic sites, parks and recreation areas. The State Parks and Recreation Department shall propose to the State Parks and Recreation Commission additional criteria for the acquisition and development of new historic sites, parks and recreation areas.

ORS 390.121 Powers of commission: In carrying out its responsibilities, the State Parks and Recreation Commission may … Acquire by purchase, agreement, donation or by exercise of eminent domain, real property or any right or interest therein deemed necessary for the operation and development of state parks, roads, trails, campgrounds, picnic areas, boat ramps, nature study areas, waysides, relaxation areas, visitor and interpretive centers … or other real property or any right or interest because of its natural, scenic, cultural, historic or recreational value, or any other places of attraction and scenic or historic value which in the judgment of the State Parks and Recreation Department will contribute to the general welfare, enjoyment and pleasure of the public.

Funding Streams

Park Development is almost entirely funded with dedicated Lottery Funds, supplemented by a small amount of Other Funds (from park visitor fees) and Federal Funds (mostly in the form of grants). The dedicated Lottery Funds are allocated in accordance with the following constitutional requirement. *Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas:* In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund … to achieve all of the following: Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.



Significant Proposed Program Changes from 2017-19

Policy Option Package 104 provides $3 million to improve environmental and recreational performance at Bates State Park in Grant County. Policy Option Package 105 invests $3.5 million to improve restrooms, coastal camping, and compliance with the Americans with Disabilities Act. The Oregon coast and its public beaches represent half of the visits made to the state park system. Policy Option Package 106 invests in a significant project to highlight the Park System Centennial in 2022. Policy Option Package 107 invests in the Oregon Coast Trail and the Historic Columbia River Highway Trail. Policy Option Package 109 invests funds in target property acquisitions to enhance the park system.

Purpose, customers, and source of funding

The purpose of OPRD's Park Development program is to support the Direct Services program by maintaining and enhancing the state park system for visitors so as to give them a great park experience and increase their appreciation for the state of Oregon and its healthy environment. The customers are the general public, and they include Oregon residents, visitors, and tourists. An estimated 54.5 million unique visits were made in 2016 to the 250+ state park properties in Oregon. Of these, 2.7 million were for overnight stays by campers and 51.8 million were for day trips. Based on the recent visitor surveys, 56% of customers were Oregon residents. The funding for this program is primarily dedicated Lottery Funds (55%), but also includes some Other Funds (41%) from park user fees, agency transfers, and limitation for donations and grants, and some Federal Funds (4%) for grants and agency transfers.

Expenditures by fund type, positions and full-time equivalents

Park Development:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Property Acquisition		4,614,609	0	0	4,614,609		
Facilties Construct/Maintain		19,378,811	17,548,816	1,810,132	38,737,759	9	9.00
Total	0	23,993,420	17,548,816	1,810,132	43,352,368	9	9.00

Budget Narrative

Activities, programs, and issues in the program unit base budget

The Park Development program activities include, within *property acquisitions*, the funding for park property assessment, negotiation, due diligence, and purchase. The issues most affecting the program are availability of funding, real estate values, the willingness of property owners to sell lands to the state, and increasing conditions and regulation around siting parks in various areas throughout the state. In the *facility maintenance/construction* part of the budget, the main activities are major maintenance and repair of existing facilities and enhancement of the park system with new facilities. Because there is inadequate Lottery funding available to accomplish all of the deferred maintenance in the park system, a triage approach is used to address the most critical needs first. While significant progress has been made in reducing long-term deferred maintenance, the aging of the park system infrastructure continues and new emergencies occur constantly that impact the ability to deliver services and keep parks operating.

Important background for decision makers. Include trends in caseload and workload

Funding for *property acquisitions* has fluctuated over the years, reflecting market conditions and a constant search for balance. The state needs to provide memorable experiences in special places for a growing population and needs to relieve crowding on public lands that have family-friendly facilities. On the flip side, it also needs to continue avoiding acquisitions it cannot afford to protect, develop, and maintain. Perhaps more than any other function, the acquisition program relies on leveraging external funding through grants, strong partnerships, and creative mechanisms such as trades. Criteria for acquisition includes consideration of the Department's ability to build and/or maintain the property for the recreational enjoyment of Oregonians or the need to preserve an area for outstanding natural, scenic, or historical value. The end goal drives the size of the acquisition fund: providing outstanding visitor experiences consistently and sustainably over time. The *facility maintenance/construction* part of the program funds park improvements and maintenance. It was established in 1997 through the sale of $15 million in Lottery-backed bonds, and continued by establishment of the Parks and Natural Resources Fund in the 1999-01 biennium. The activities undertaken by OPRD associated with major maintenance and enhancement of the park system through the design, permitting and construction of improvement projects. *Facility maintenance/construction* also encompasses the management systems (e.g., asset tracking, statewide bridge inspections) and personnel necessary to carry out program activities. Other funding sources augment the investment funding, including other agency transfers, grants (e.g., Oregon State Marine Board), donations, hydropower project mitigation funds, special allocations, or matching funds from federal and state agency programs (e.g., Bureau of Reclamation; Oregon Department of Transportation).

Expected results from the 2019-21 budget for the program unit.

The expected results from the 2019-21 budget are the completion of 30 to 35 of the top priority major maintenance projects in the state park system; acquisition of a small number of properties—mostly in-holdings, access improvements, and/or additions to existing parks. The continued investment in a small amount of land acquisition helps relieve crowding and attract underserved segments of the population to new experiences. Links to the 10-year outcome are discussed above. The other expected results are positive performance on the Department's principles:

- Save Oregon's Special Places

  - Secure outstanding habitats, historic places and scenic settings.
  - Encourage public ownership through grants or public/private partnerships.
  - Acquire or help safeguard Oregon's historic places and stimulate activities that foster their use, care and conservation.
- Connect People to Meaningful Outdoor Experiences
  - Build or enable others to build new types of parks that will meet a growing population's needs.
- Take the Long View
  - Provide first class facilities designed to appeal to a wide variety of visitors and park users;
  - Promote the ethic that parks are vital to Oregon's way of life and that the Department has a civic responsibility to provide and protect them;
  - Reduce OPRD's environmental impact at all levels;
  - Maintain the physical infrastructure of the park system.

Revenue sources and proposed revenue changes

In Park Development, the Property Acquisition budget is funded by Lottery Funds. The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

The Facilities Construct/Maintain budget is funded by a combination of Lottery Funds, Other Funds and Federal Funds.
The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data.

Additional Other Funds are provided by the Department of Transportation (ODOT) for paving of state highways in state parks; ODOT provides this projected revenue amount to the Department.

Finally, this budget contains Other Revenue (Other Funds) and Federal revenue. These funds come from a variety of sources depending on what partners the Department works with during the biennium. Because the sources change from biennium to biennium, it is not possible to list specific revenue sources. The Department forecasts this revenue to remain constant from biennium to biennium.

Proposed new laws that apply to the program unit

None.

Summary of 2019-21 Budget
Oregon Parks and Recreation Department

Park Development	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
2017-19 LEGISLATIVELY ADOPTED BUDGET	13	13.00	24,389,519		19,372,489	3,274,456	1,742,574		
Emergency Board Actions (through 3/2018)			39,349		40,618	(1,269)			
2017-19 Legislatively Approved Budget	13	13.00	24,428,868		19,413,107	3,273,187	1,742,574		
Base Budget Adjustments:									
Net Cost of 2017-19 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out	(4)	(4.00)	(757,190)		(635,181)	(122,009)			
Estimated Cost of 2019-21 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2019-21 Base Budget	9	9.00	23,671,678		18,777,926	3,151,178	1,742,574		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			129,813		89,387	40,426			
Non-PICS Personal Service Increase/(Decrease)			(21,577)		(24,059)	2,482			
Subtotal			**108,236**		**65,328**	**42,908**			
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs									
Subtotal									
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			822,454		650,166	104,730	67,558		
State Govt Service Charges Increase/(Decrease)									
Subtotal			**822,454**		**650,166**	**104,730**	**67,558**		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2019-21 Current Service Level Budget	9	9.00	24,602,368		19,493,420	3,298,816	1,810,132		
2019-21 Current Service Level - Page 1 Subtotal	9	9.00	24,602,368		19,493,420	3,298,816	1,810,132		
Package No. 070									
Revenue Shortfalls									
Subtotal: 2019-21 Modified Current Service Level	9	9.00	24,602,368		19,493,420	3,298,816	1,810,132		

Budget Narrative

Park Development	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
101 Operational Cost Increases									
102 Grant Obligations from Past Biennium									
103 Agency Shared Costs fro State Capitol Park									
104 Improve and Develop Parks			3,000,000			3,000,000			
105 Improve Visitor Experience			3,500,000		1,500,000	2,000,000			
106 Prep for State Park Centennial in 2022			7,000,000			7,000,000			
107 Invest in Signature State Trails			2,250,000			2,250,000			
108 Apply Modern Tech to Improve Service									
109 Targeted Strategic Park Acquisitions			3,000,000		3,000,000				
110 Support Multiagency Salmonberry Trail Project									
111 Invest in Parks and Heritage Staff									
Subtotal Policy Packages			18,750,000		4,500,000	14,250,000			
Total: 2019-21 Budget	9	9.00	43,352,368		23,993,420	17,548,816	1,810,132		
Percent Change From 2017-19 Leg. Approved	-30.8%	-30.8%	77.5%	0.0%	23.6%	436.1%	3.9%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	76.2%	0.0%	23.1%	432.0%	0.0%	0.0%	0.0%

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010						
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	16,922,218	19,413,107	19,413,107	23,993,420		
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		16,922,218	19,413,107	19,413,107	23,993,420	-	-
Other Funds (Limited)								
Park User Fees	Oth	0255	819,916			14,250,000		
Other Nonbusiness Lic & Fees	Oth	0210						
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605						
Sales Income	Oth	0705			38,500			
Donations	Oth	0905	94,661	-				
Grants (Non-Fed)	Oth	0910	150,286					
Other Revenues	Oth	0975	-	2,031,412		2,055,772		
Lottery Bonds Proceeds	Oth	0565						
Transfers-In								
Intrafund	Oth	1010						
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250	784,839					
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629	25,000					
From Oregon Department of Transportation	Oth	1730	1,075,804	1,243,044	1,243,044	1,243,044		
From Dept of Fish/Wildlife	Oth	1635	500,000					

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629						
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		3,450,506	3,274,456	1,281,544	17,548,816	-	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	1,090,189	1,742,574	1,778,787	1,810,132		
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		1,090,189	1,742,574	1,778,787	1,810,132	-	-
TOTAL LIMITED			21,462,913	24,430,137	22,473,438	43,352,368	-	-
Lottery, Other, and Federal Funds			21,462,913	24,430,137	22,473,438	43,352,368	-	-

Park Development

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 3.8% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Temporary Appointments					1,803				1,803
				Overtime Payments									-
				Shift Differential									-
				All Other Differential									-
				Public Employees Retire Cont									-
				Pension Bond Contribution					(23,598)	2,860			(20,738)
				Social Security Taxes					138				138
				Unemployment Assessments									-
				Mass Transit Tax					(2,402)	(378)			(2,780)
				Vacancy Savings					89,387	40,426			129,813
Total Personal Services								**-**	**65,328**	**42,908**	**-**	**-**	**108,236**
SERVICES AND SUPPLIES													
													-
													-
Total Services and Supplies								**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY													
Total Capital Outlay								**-**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS													
Total Special Payments								**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REQUESTS								**-**	**$65,328**	**$42,908**	**$0**	**$0**	**$108,236**
TOTAL POSITIONS/FTE				Pos		FTE							

Park Development

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 3.8% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 4.2% inflation.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 031 Standard Inflation

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Temporary Appointments									-
				Overtime Payments									-
				Shift Differential									-
				All Other Differential									-
				Public Employees Retire Cont									-
				Pension Bond Contribution									-
				Social Security Taxes									-
				Unemployment Assessments									-
				Mass Transit Tax									-
				Vacancy Savings									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
													-
4100	Instate Travel								1,798				1,798
4125	Out of State Travel								140				140
4150	Employee Training								1,628				1,628
4175	Office Expenses								4,124				4,124
4200	Telecommunications								4,567				4,567
4275	Publicity and Publications								291				291
4300	Professional Services								31,973		14,066		46,039
4315	IT Professional Services								8				8
4375	Employee Recruitment and Development								194				194
4400	Dues and Subscriptions								97				97
4425	Facilities Rental and Taxes								1,102				1,102
4450	Fuels and Utilities								901				901
4475	Facilities Maintenance								21,577				21,577
4575	Agency Program Related S and S								491,740	104,730	53,492		649,962
4650	Other Services and Supplies								84,984				84,984
4700	Expendable Prop 250 - 5000								2,909				2,909
4715	IT Expendable Property								2,133				2,133
													-
Total Services and Supplies								-	**650,166**	**104,730**	**67,558**	-	**822,454**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$650,166**	**$104,730**	**$67,558**	**$0**	**$822,454**
TOTAL POSITIONS/FTE				Pos		FTE							

Park Development

104 Improve and Develop Parks

Package Description

Purpose:

The purpose of this package is to address fish passage and habitat concerns at Bates State Park.

How Achieved:

The existing Bates State Park pond dam fish letter does not meet current fish passage requirements. An open pond is also not ideal for fish that do manage to pass the ladder. This project will renovate or rebuild the fish ladder to meet current standards including a fish stream bypass. The addition of the stream bypass will also reduce the effects of water temperature increase created by the pond, therefore improving the watershed wide water temperatures.

Staffing Impact:

None.

Quantifying Results:

Once the project is completed, technical monitoring of field conditions will show improvement in water temperature and fish passage.

Revenue Source:

$3,000,000 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 104 Improve and Develop Parks

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4575	Agency Program Related S and S									3,000,000			3,000,000
													-
Total Services and Supplies								-	-	**3,000,000**	-	-	**3,000,000**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$0**	**$3,000,000**	**$0**	**$0**	**$3,000,000**
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE							

Park Development

105 Improve Visitor Experience

Package Description

The purpose of this package is to to increase funding for accessibility improvements in existing day use and overnight facilities throughout the park system and enhance the overnight camping options on the Oregon coast.

How Achieved:

OPRD has been developing an ADA transition plan to provide a more inclusive park system. The need is being quantified through the ADA access evaluation work being incorporated into the park planning process. The funds would be used to either as specific projects or to supplement larger projects to expend ADA enhancements beyond parking lot and restroom improvements to picnic facilities, campgrounds, trail systems and view points. Amount requested: $500,000

Increased funding for restroom replacement will allow for an accelerated schedule of failing restroom replacements. Many restrooms in the state park system have exceeded their life expectancy; however, limitation funding only allows a few to be replaced each biennium. These additional funds would allow more restrooms to be replaced each biennium. New restrooms allow staff to focus on customer service and safety without having to spend as much time “patching” failing buildings to make them functional and safe for visitors. Amount requested: $1,000,000

Campgrounds on the Oregon coast are some of the most popular parks in the state system. As a result, these campgrounds fill up quickly and are extremely busy during the summer and shoulder camping season. OPRD at times must turn customers away due to capacity issues. Funding for enhanced camping on the coast will allow OPRD to selective add additional camping along the coast – it might be a new camp loop or adding a new campground. Amount requested: $2,000,000

Staffing Impact:

None.

Quantifying Results:

OPRD will improve ADA access to the park system as major and minor projects are completed; a growing number of restrooms in the system are new and additional camping facilities will be available to visitors to the Oregon coast.

Revenue Source:

$1,500,000 Lottery Funds, $2,000,000 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 105 Improve Visitor Experience

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Mass Transit Tax									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4575	Agency Program Related S and S								1,500,000	2,000,000			3,500,000
Total Services and Supplies								-	**1,500,000**	**2,000,000**	-	-	**3,500,000**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$1,500,000**	**$2,000,000**	**$0**	**$0**	**$3,500,000**
TOTAL POSITIONS/FTE				Pos		FTE							

Park Development

106 Prep for State Park System Centennial in 2022

Package Description

Purpose:

The purpose of this package is to increase limitation to allow construction of several projects in Commemoration of the State Parks Centennial.

How Achieved:

As OPRD approaches the 100th year anniversary of the state parks system, the goal is construction of a series of signature projects across Oregon. The Department has a list of projects that are being evaluated for design and construction. These projects will highlight the legacy of the system, while building new opportunities for the next generation of park users.

Staffing Impact:

None.

Quantifying Results:

This action supports the agency's mission of providing quality park experiences for Oregonians and other visitors to the Department's recreation and heritage sites.

Revenue Source:

$7,000,000 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 106 Prep for State Park System Centennial in 2022

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Mass Transit Tax									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4575	Agency Program Related S and S									7,000,000			7,000,000
Total Services and Supplies								-	-	**7,000,000**	-	-	**7,000,000**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$0**	**$7,000,000**	**$0**	**$0**	**$7,000,000**
TOTAL POSITIONS/FTE				Pos		FTE							

Park Development

107 Invest in Signature State Trails

Package Description

Purpose:

The purpose of this package is to provide funding for work on closing gaps in the Oregon Coast Trail (OCT) and for improvements associated with the extension of the Historic Columbia River Highway Trail.

How Achieved:

OPRD's Planning + Design section is working with the Association of Oregon Counties on the development of an Action Plan to address the 'gaps' in the Oregon Coast Trail. The requested funding would be used to do the following on sections of the existing trail that are currently within OPRD park boundaries.

- Assessment of existing trail conditions and trailside facility/amenity needs/deficiencies
- Heavy restoration or trail reroutes to achieve sustainability and maintenance goals
- Design and construction of identified trail side facilities and amenities including restrooms, hiker/biker camps, bike pods, etc.
- Improve trail wayfinding signage as needed.

In addition, the funds would be used to evaluate the conditions and alignment of the existing sections of the OCT along with identifying any issues associated with unauthorized camping, waste disposal, wayfinding challenges, etc. on the existing OPRD controlled and maintained sections of the trail. The needs would be prioritized to ensure that effective allocation of the available funds was realized. Amount Requested: $1,250,000

In 2021, ODOT and Federal Highways will be extending the Historic Columbia River Highway Trail past Viento State Park to Hood River Oregon. The proposed trail alignment would turn the existing shop road into a shared use corridor creating some congestion and safety issues. It would also reduce the size of the already crowded shop area. OPRS's East Gorge MU Manager and the Planning + Design staff are working with ODOT's design consultant to refine the concept plan to reduce the length of shared use corridor and eliminate the impact on the shop yard, perhaps even improve the function of the shop yard.

Budget Narrative

The additional funds would be used for development of elements identified in the Gorge Plan and make numerous operational improvements at the site including:

- Enhancement to the *Drive In* camping area
- Construction of the Hiker Biker Campsite as identified in the updated Master Plan
- Pave the shop yard
- Additions to the main shop building to potentially include a counter where annual park passes could be sold to park visitors.
- Pave the beach access road and parking area in the north section of the park

The funds would be used to supplement ODOT funds that would be used for the site grading and construction of a new shop access road and employee parking area. Planning + Design staff would provide site design review and direction to ensure the facilities are constructed to meet the intent identified in the master plan. Amount Requested: $1,000,000

Staffing Impact:

None.

Quantifying Results:

The resulting improvements would demonstrate to the general public an OPRD commitment to the OCT and the Historic Columbia River Highway Trail.

Revenue Source:

$2,250,000 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 107 Invest in Signature State Trails

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Mass Transit Tax									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4575	Agency Program Related S and S									2,250,000			2,250,000
Total Services and Supplies								-	-	**2,250,000**	-	-	**2,250,000**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$0**	**$2,250,000**	**$0**	**$0**	**$2,250,000**
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE							

Park Development

109 Targeted Strategic Park Acquisitions

Package Description

Purpose:

The purpose of this package is to invest additional funds in acquisition of state park property.

How Achieved:

Acquisition funds allow the Department to protect iconic sites in Oregon by purchasing the property, protecting the natural and historic resources plus allowing Oregonians to enjoy the site. Additionally, acquisition funds allow for select purchases to expand current park properties to allow a larger number of Oregonians to enjoy a popular site. The Department works with willing sellers to acquire property.

Staffing Impact:

None.

Quantifying Results:

This action supports the agency's mission of providing quality outdoor experiences for Oregonians and other visitors to the Department's recreation and heritage sites and those of our partners statewide.

Revenue Source:

$3,000,000 Lottery Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 109 Targeted Strategic Park Acquisitions

63400-300-10-00-00000
Park Development

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Mass Transit Tax									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4575	Agency Program Related S and S								3,000,000				3,000,000
Total Services and Supplies								-	**3,000,000**	-	-	-	**3,000,000**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$3,000,000**	**$0**	**$0**	**$0**	**$3,000,000**
TOTAL POSITIONS/FTE				Pos		FTE							

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

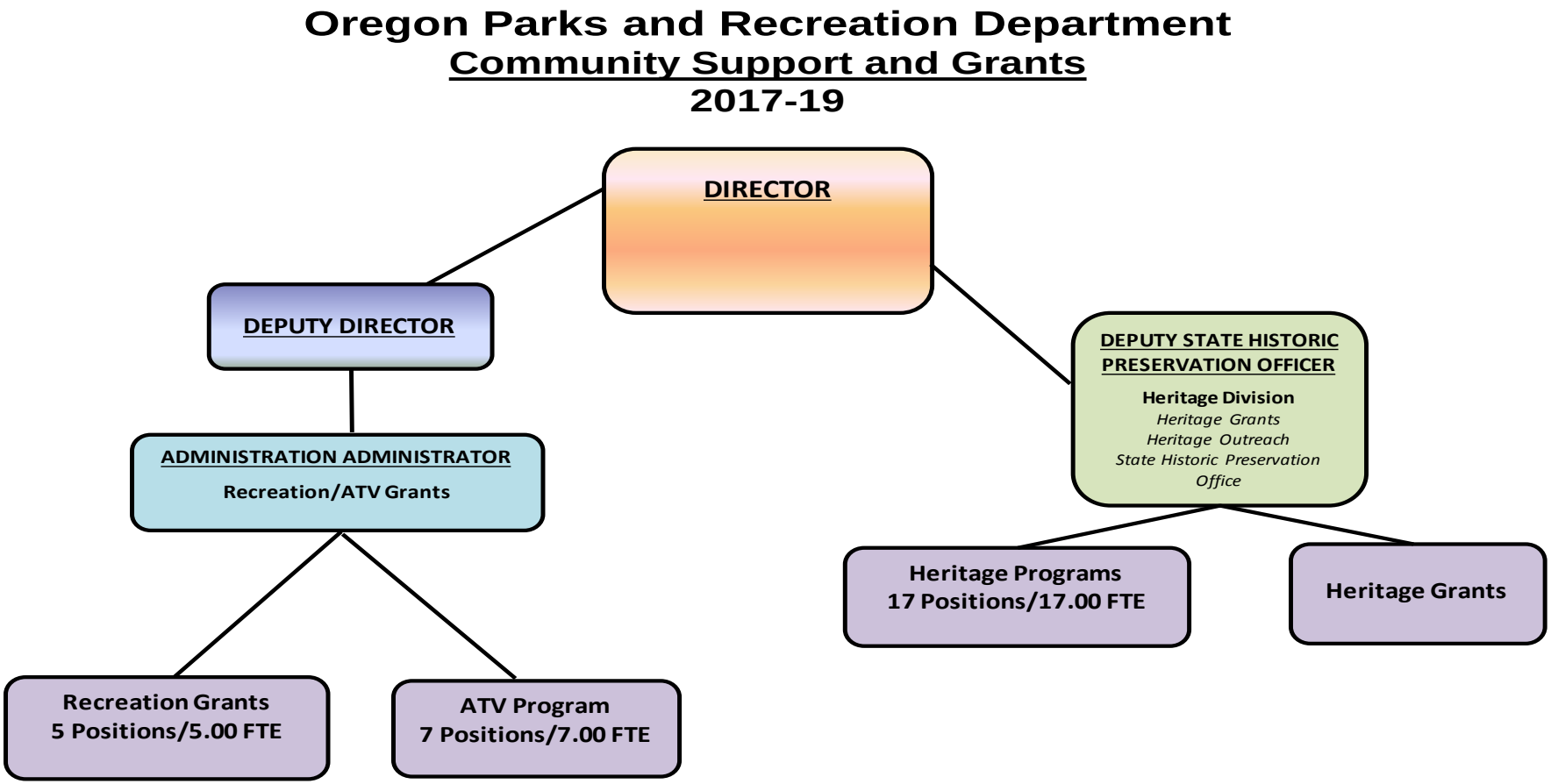
Parks & Recreation Dept
2019-21 Biennium

Agency Number: 63400
Cross Reference Number: 63400-300-10-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Tsfr From Administrative Svcs	16,922,218	19,372,489	19,413,107	23,993,420	-	-
Total Lottery Funds	**$16,922,218**	**$19,372,489**	**$19,413,107**	**$23,993,420**	**-**	**-**
Other Funds						
Park User Fees	819,916	-	-	14,250,000	-	-
Donations	94,661	-	-	-	-	-
Grants (Non-Fed)	150,286	-	-	-	-	-
Other Revenues	-	2,031,412	2,031,412	2,055,772	-	-
Tsfr From Marine Bd, Or State	784,839	-	-	-	-	-
Tsfr From Forestry, Dept of	25,000	-	-	-	-	-
Tsfr From Fish/Wildlife, Dept of	500,000	-	-	-	-	-
Tsfr From Transportation, Dept	1,075,804	1,243,044	1,243,044	1,243,044	-	-
Total Other Funds	**$3,450,506**	**$3,274,456**	**$3,274,456**	**$17,548,816**	**-**	**-**
Federal Funds						
Federal Funds	1,090,189	1,742,574	1,742,574	1,810,132	-	-
Total Federal Funds	**$1,090,189**	**$1,742,574**	**$1,742,574**	**$1,810,132**	**-**	**-**

Community Support and Grants

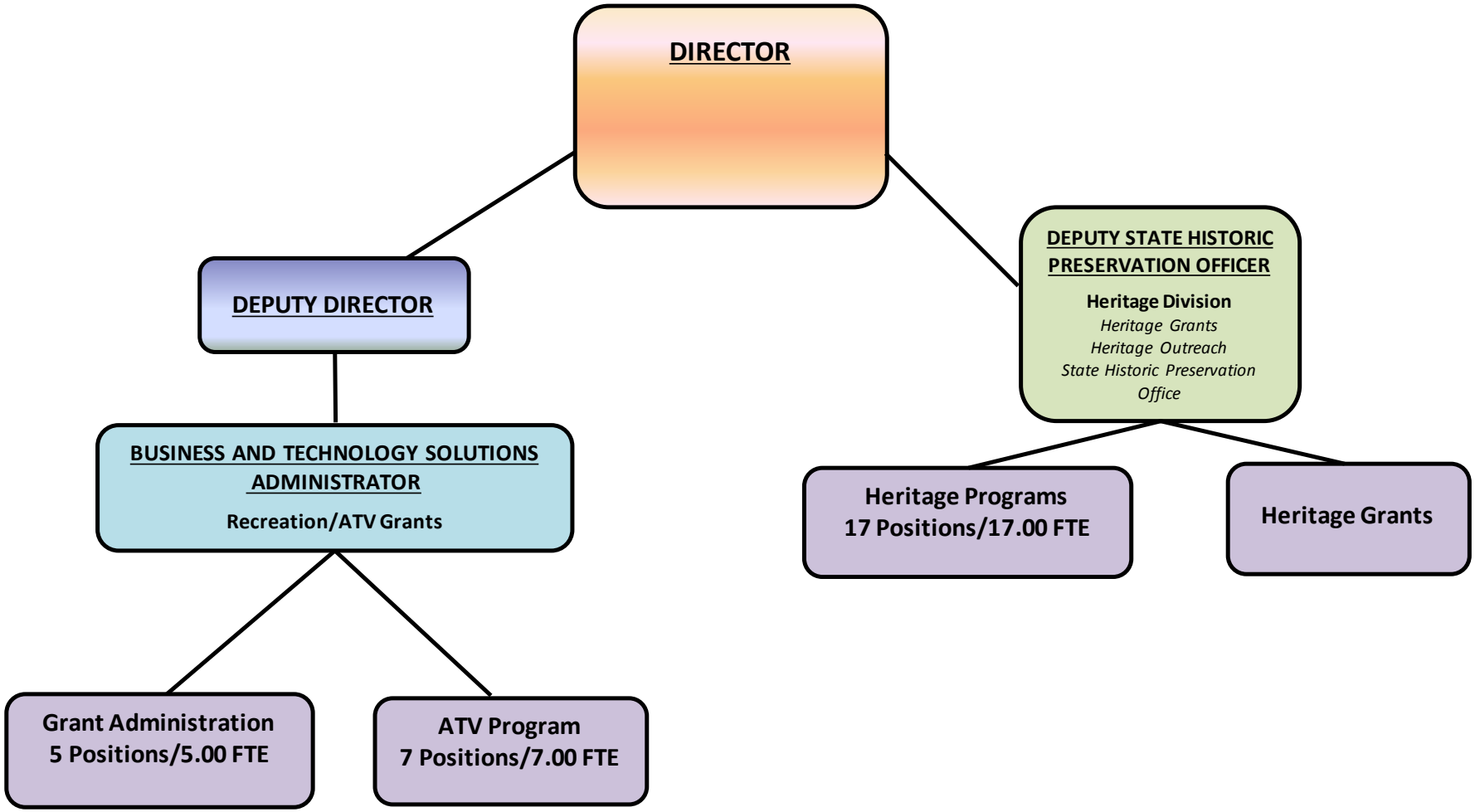
Program Description



Oregon Parks and Recreation Department

Community Support and Grants

2019-21



Community Support and Grants

Executive Summary

The Community Support and Grants program serves Oregon property owners, local governments and organizations, and land managers by assisting them to navigate state and federal laws related to historical and archaeological resources, and by providing matching grants to fund citizen needs. This program is funded with constitutionally-dedicated Lottery Funds, Federal Funds, and Other Funds (such as Oregon ATV funds).

Program Description

Services in the Community Support and Grants program are grouped into four main areas. The first two—*recreation grants* and *heritage grants*—support communities and other service providers to provide a range of competitive grants and federal pass-through dollars. Local communities meet criteria, then use the money to directly serve their citizens' needs.

The *all-terrain vehicle* program manages a statewide safety certification service and dispenses funding for education, law enforcement and safety, and riding area improvements on federal, state, county and other public-use lands (these riding areas exist entirely outside the state park system).

The *heritage program* assists private and public entities improve their historic resources, successfully navigate federal and state laws, and tap the expertise of historic and archaeological professionals to protect Oregon's cultural identity. This program manages Oregon's presence in the federal National Register of Historic Places program.

Program Justification and Link to 10-Year Outcome

The *recreation grants* and *heritage grants* programs—a suite of 10 programs funded by federal, Oregon Lottery, recreational vehicle license and other monies—deliver crucial funding to county, regional and city governments. These matching funds are fast, efficient and in strong demand by government jurisdictions hard-pressed to fund services demanded by their constituents. Recreation grants:

- Local Government (Lottery Funds)
- Recreation Trails (Federal Funds)
- Land and Water Conservations Funds (Federal Funds)
- County Opportunity (Other Funds – a share of recreational vehicle licenses)
- All-Terrain Vehicles (Other Funds – gas tax refunds)

Heritage grants:

- Certified Local Government (Federal Funds)
- Heritage (Lottery Funds)
- Historic Cemetery (Lottery Funds)
- Museum (Lottery Funds)
- Preserving Oregon (Lottery Funds)
- Oregon Main Street Revitalization (Other Funds)

Both heritage and recreation programs drive an increasing amount of tourism traffic, producing economic benefits in rural areas. The *recreation grants* and *heritage grants* programs fulfill both Responsible Environmental Stewardship and A Thriving Statewide Economy:

- Increases access and availability to transit, rail, bicycle, and pedestrian travel; and
- Balances ecological and economic interests to improve the health of watersheds, and fish and wildlife habitat.
- Supports regional solutions and align local, regional, and state economic development priorities.

The *all-terrain vehicle* program is at the forefront of a national effort to improve safety, protect public lands and serve people engaged in a growing outdoor sport. It addresses the overarching goal of the healthy environment outcome by helping communities and businesses create places where people want to live, work and play, and that Oregon will be proud to pass on to the next generation."

The *heritage program* is a service unique to OPRD, and it serves two main functions. First, it bridges the gap between property owners and the several state and federal requirements which protect historic and archaeological resources. Land owners (public and private) must be careful to protect historically-valuable landscapes, buildings, and prehistoric cultural artifacts, and they need friendly professionals who can assist in finding solutions by interpreting the law. Second, the heritage program helps extend the usable life of historic buildings and downtown districts. The first, best way to reduce resource consumption and prevent urban sprawl is to use existing buildings which have not only stood the test of time but are located where infrastructure already exists. This program directly fulfills the outcome by:

- Supporting regional solutions and align local, regional, and state economic development priorities.

Program Performance

Community Support staff work constantly to assist local communities, and that includes encouraging them to apply for grant opportunities and service programs that may be new to them.

Enabling Legislation/Program Authorization

Under authority of the Federal Historic Preservation Act of 1966 [54 U.S.C. 300101 et seq.] and federal rule [36 CFR Parts 60 and 61], Oregon cooperates with the federal government on a program that encompasses survey, planning, registration activities, grants-in-aid, tax benefits, and federal project review. Oregon also has a parallel program through ORS 358 and ORS 390, and the Community Support program implements a wide range of statutes related to its *heritage program*:

ORS 97.774 (Oregon Commission on Historic Cemeteries)
ORS 358.475 (Special Assessment of Historic Property)
ORS 358.570 (Oregon Heritage Commission)
ORS 358.622 (State Advisory Committee on Historic Preservation)
ORS 358.612 (Authorities of State Historic Preservation Officer)
ORS 358.653 (Preservation of state-owned historic property)
ORS 358.680 (Oregon Property Management Program)
ORS 358.905 (General Archaeology)
ORS 390.235 (Issuance of Archeological Permits)
Executive Order 98-16 (Oregon Historic Trails Advisory Council)

Federal establishment of the *Land and Water Conservation Fund* is found in 16 U.S.C. 460: “providing funds for and authorizing Federal assistance to the States in planning, acquisition, and development of needed land and water areas and facilities”.

The federal *Recreation Trails Program* fund is established through the Federal Highways Administration in 23 U.S.C. 104(h): “the [Transportation] Secretary, in consultation with the Secretary of the Interior and the Secretary of Agriculture, shall carry out a program to provide and maintain recreational trails … the Governor of the State shall designate the State agency or agencies that will be responsible for administering apportionments made to the State.”

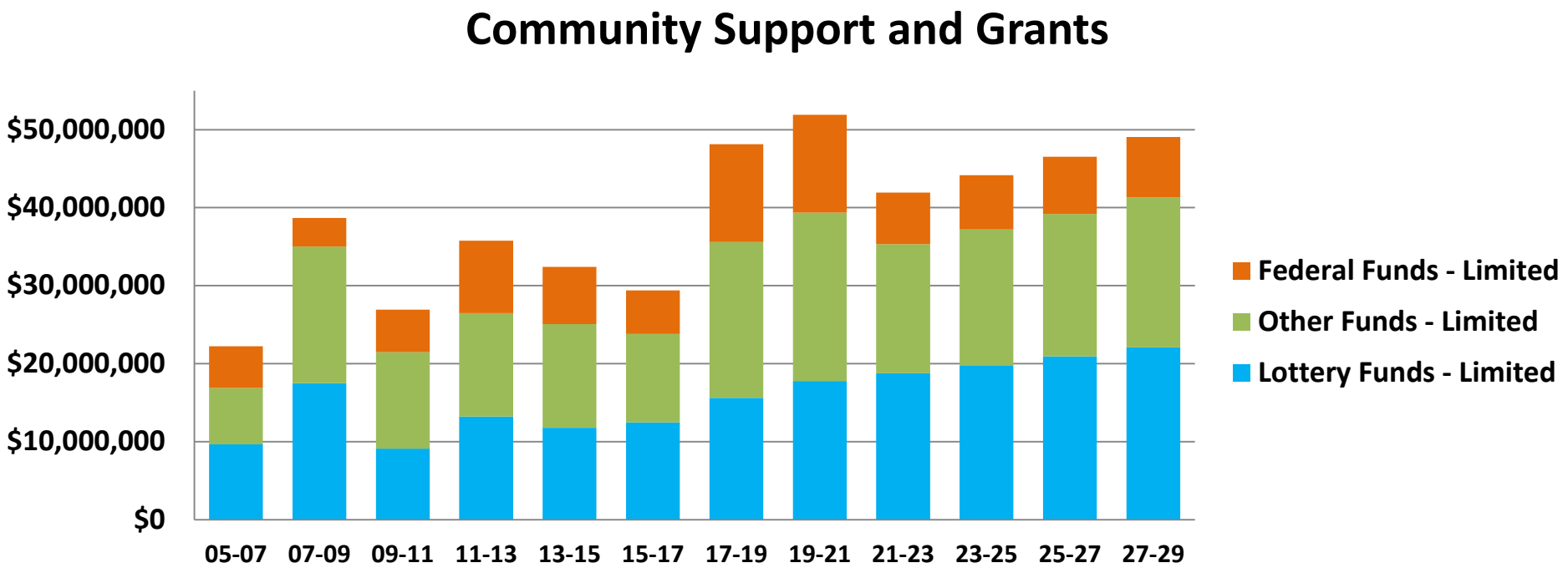
ORS 390.134 State Parks and Recreation Department Fund; sources; uses; advisory committee; rules; subaccounts. … 12% of the amount transferred to the State Parks and Recreation Department Fund from the Parks Subaccount shall be used only to carry out the purposes and achievements described in ORS 390.135 (2) and (3) through the awarding of grants to regional or local government entities to acquire property for public parks, natural areas or outdoor recreation areas or to develop or improve public parks, natural areas or outdoor recreation areas … Forty-five percent of the amount transferred to the State Parks and Recreation Department under ORS 366.512 from the registration of travel trailers, campers and motor homes and under ORS 803.601 from recreational vehicle trip permits must be deposited in a separate subaccount within the fund to be distributed for the acquisition, development, maintenance, care and use of county park and recreation sites.

ORS 390.565 All-Terrain Vehicle Advisory Committee; appointment; term; duties. The All-Terrain Vehicle Advisory Committee is established …The committee shall … make recommendations to the State Parks and Recreation Commission … [and] recommend appropriate safety requirements to protect child operators and riders of off-highway vehicles to the commission … [and] Advise the State Parks and Recreation Department on the allocation of moneys in the All-Terrain Vehicle Account established by ORS 390.555; and review grant proposals and make recommendations to the commission as to which projects should receive grant funding.

Funding Streams

Community Support and Grants are funded by dedicated and non-dedicated Oregon Lottery funds (for heritage grants and Main Street grants, respectively), Federal Funds (for heritage and recreation grants, see 16 USC and 23 USC references above), and Other Funds (all-terrain vehicle, private donations, and the Oregon Cultural Trust).

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund … to achieve all of the following:
Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas. … In each biennium the Legislative Assembly shall appropriate no less than twelve percent of the moneys in the parks subaccount for local and regional grants



Significant Proposed Program Changes from 2017-2019

Policy Option Package 101 increases funding for ATV Grants. Policy Option Package 102 allows for payment of already awarded grants. Policy Option Package 106 increases funding for Heritage Grant Programs.

Purpose, customers, and source of funding

The *recreation grants* program provides local governments and organizations funds to develop or enhance outdoor recreation facilities, such as parks, trails, campgrounds, and memorials. Funding sources include Federal, State (Lottery), and Other funds (RV registration fees).

The *heritage grants* program provides funds to local governments, organizations, and historic property owners to preserve and restore historic buildings, sites, records, and artifacts so they can benefit their communities. Funding sources include Federal, State (Lottery), and Other funds (private donations, non-dedicated lottery bond revenue, and Oregon Cultural Trust).

The *all-terrain vehicle* program manages a statewide safety certification service and dispenses funding for education, law enforcement and safety, and riding area improvements on federal, state, county and other public-use lands. The program is funded by Other funds, specifically gas tax refunds and ATV registration fees.

The *heritage program* assists private and public entities in preserving and enhancing their historic resources and successfully navigating federal and state laws. Training and assisting local heritage organizations is a major part of this effort. Funding sources include Federal, State (Lottery), and Other funds (private donations and Oregon Cultural Trust funds).

Expenditures by fund type, positions and full-time equivalents

Community Support and Grants:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Heritage Programs		4,168,190	527,452	2,090,819	6,786,461	17	17.00
Land & Water Conservation		0	0	4,924,271	4,924,271		
Recreation Trails Program		0	0	5,053,600	5,053,600		
Natural Heritage Grants		0	0	478,601	478,601		
Local Government Grants		12,689,828	0	0	12,689,828		
RV County Oppurtunity Grants		0	2,134,101	0	2,134,101		
Main Street Grant Program		0	5,183,505	0	5,183,505		
Grant Administration		907,862	630,031	0	1,537,893	5	5.00
ATV Program		0	13,116,308	0	13,116,308	7	7.00
Total	0	17,765,880	21,591,397	12,547,291	51,904,568	29	29.00

Activities, programs, and issues in the program unit base budget

Recreation Grants: General duties include grant administration, assistance and guidance to grant applicants and recipients, project inspections, and processing reimbursement payments for the following grant programs:

- Local Government: Acquire, develop, or upgrade city, county, or regional parks.
- Land and Water Conservation Fund (federal): Acquire, develop, or upgrade outdoor recreation facilities.
- Recreation Trails Program (federal): Acquire, develop, and maintain both motorized and non-motorized trails.
- County Opportunity: Acquire, develop, plan, or upgrade county-owned campgrounds.
- All-Terrain Vehicles: Acquire, develop, or maintain ATV recreational areas, and support local law enforcement and emergency medical services related to ATV activities.
- Veterans and War Memorials: Construct and maintain memorials honoring military veterans.

Heritage Grants: General duties include grant administration, assistance and guidance to grant applicants and recipients, project inspections, and processing reimbursement payments for the following grant programs:

- Certified Local Government (federal): Support city or county historic preservation programs, including historic register designations, building rehabilitation, landmark commission reviews, and public education.
- Heritage: Support a broad range of local history and heritage activities.
- Historic Cemetery: Stabilize and upgrade officially designated historic cemeteries.
- Museum: Support projects related to history museum collections and operations.
- Preserving Oregon: Rehabilitation work on historic buildings and archaeological site documentation.
- Oregon Main Street Revitalization: Acquisition, rehabilitation, and construction in designated downtown areas.

All-Terrain Vehicle Program:

- Issue biennial permits required of all ATVs ridden on public land.
- Manage a statewide safety certification program for ATV riders.
- Coordinate and conduct education and training related to ATV use.

Heritage Program: General duties include administering a variety of programs for historic building and archaeological site preservation, local historical museums, historical societies, and other providers of heritage services and activities.

- Maintain records of all known historic structures and archaeological sites in Oregon.
- Administer the National Register of Historic Places program.
- Issue permits required by state law for archaeological site excavation and testing.
- Coordinate statewide heritage-related commemorations, events, and activities, including the annual Heritage Conference.
- Administer state and federal tax incentive programs for historic building rehabilitation.
- Conduct or oversee surveys to identify historic and archaeological sites throughout the state.
- Provide staff support for several heritage boards: Historic Trails Advisory Council, Commission on Historic Cemeteries, Heritage Commission, and the State Advisory Committee on Historic Preservation.
- Prepare and implement the Historic Preservation Plan and the Heritage Plan (5 year cycle for each).
- Train and assist local heritage partner organizations so they can succeed with their projects and programs.
- Assist government agencies and others in complying with state and federal cultural resource laws and regulations.

Important background for decision makers. Include trends in caseload and workload

All of the programs in Community Support and Grants are on a fairly steady track in terms of caseload and workload. The grant programs and the outreach programs to local partners remain very popular and effective. The grants provide critical funding for local governments, who are especially strapped financially in the current economic climate. The agency's staff expertise is also very valuable

to grant recipients and local partners, given that they do not typically have heritage, grant, or recreation specialists on their staffs. Federally funded programs are being watched carefully, given the potential volatility (mostly on the reduction side) in federal funding, but for now they are relatively stable.

Expected results from the 2019-21 budget for the program unit.

Recreation Grants and Heritage Grants:

- Assist communities and other partners in improving the array of parks, outdoor recreation facilities, and heritage offerings throughout the state.
- Develop more streamlined, but still effective, grant administration processes that make it easier for applicants to apply for and manage their grants, and more efficient for staff to administer.
- Maintain a high level of local government participation in the grant programs. The agency's Key Performance Measure #3 has a goal of 50% participation (47% in FY 2017).

ATV Program:

- Promote partnerships with riders and land managers both public and private, clubs and organizations, the OHV industry, which is based on mutual respect and minimizes conflicts among various public land uses. Maintained or improved the number and quality of training and education programs related to ATV activities.

Heritage Program:

- Continued increase in both the number of local heritage partner organizations and their effectiveness in preserving and putting to useful purpose the state's heritage resources.
- Continued increase in the number of historic properties listed in the National Register of Historic Places (approximately 20-25 per year), as reported in the agency's Key Performance Measure #2.
- Improved methods for tracking the economic benefits of heritage-related activities, especially in the areas of heritage tourism and historic downtown revitalization, and actual improvement in those numbers.

Revenue sources and proposed revenue changes

The budget in Community Support and Grants is funded by a mixture of Lottery, Other and Federal funds.

Lottery Funds are used by the Heritage Program, Heritage Grants and the Local Government Grant Program. The Lottery funds are from the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. The constitution requires 12% of the Department's lottery funds be dedicated to the Local Government Grant program. Lottery fund forecasts are provided by the Office of

Economic Analysis. To fund grants awarded in one biennium, but disbursed in the next, a substantial amount of funding is carried over from 2017-19 into 2019-21.

Other Funds are provided by the Department of Transportation (ODOT) for the ATV Program (unrefunded fuel tax), RV registrations for transfer to Oregon Counties, and for the RV County Opportunity Grant Program.

Other funds are deposited in the Oregon Property Management Account primarily from Special Assessment Program fees; the account also contains various donations for historic preservation. The Department forecasts this revenue based on historical information.

Other funds are received from the Cultural Trust of Oregon via the Oregon Business Development Department (Business Oregon). Estimated amounts are provided by the sending agency.

Other funds are deposited in the Oregon Main Street Revitalization Grant Program fund from the sale of lottery backed bonds.

Interest income is earned on funds in the Department's bank account. The Department forecasts this revenue based on historical average earnings.

Federal Funds are used by the following programs:

- State Historic Preservation Office (funds from the National Parks Service)
- Land and Water Conservation Fund (funds from the National Parks Service)
- Recreation Trails Program (funds from Federal Highway Administration)
- Natural Heritage Grants (funds from US Fish and Wildlife Service)

The Department forecasts federal revenue based on historical information and the assumption that the most current federal fiscal year award is representative of future years.

Proposed new laws that apply to the program unit

No new laws are proposed for any of the programs in this unit

Summary of 2019-21 Budget
Oregon Parks and Recreation Department

Community Support and Grants	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
2017-19 LEGISLATIVELY ADOPTED BUDGET	29	29.00	47,988,373		15,483,997	19,980,226	12,524,150		
Emergency Board Actions (through 3/2018)			157,831		111,478	21,862	24,491		
2017-19 Legislatively Approved Budget	29	29.00	48,146,204		15,595,475	20,002,088	12,548,641		
Base Budget Adjustments:									
Net Cost of 2017-19 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out			183,224		90,886	39,278	53,060		
Estimated Cost of 2019-21 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2019-21 Base Budget	29	29.00	48,329,428		15,686,361	20,041,366	12,601,701		
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			162,040		93,322	68,718			
Non-PICS Personal Service Increase/(Decrease)			6,305		4,515	(632)	2,422		
Subtotal			**168,345**		**97,837**	**68,086**	**2,422**		
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs			(14,262,341)		(20,000)	(7,715,836)	(6,526,505)		
Subtotal			**(14,262,341)**		**(20,000)**	**(7,715,836)**	**(6,526,505)**		
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			2,095,168		1,502,075	400,913	192,180		
State Govt Service Charges Increase/(Decrease)									
Subtotal			**2,095,168**		**1,502,075**	**400,913**	**192,180**		
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2019-21 Current Service Level Budget	29	29.00	36,330,600		17,266,273	12,794,529	6,269,798		
2019-21 Current Service Level - Page 1 Subtotal	29	29.00	36,330,600		17,266,273	12,794,529	6,269,798		
Package No. 070									
Revenue Shortfalls									
Subtotal: 2019-21 Modified Current Service Level	29	29.00	36,330,600		17,266,273	12,794,529	6,269,798		

Budget Narrative

Community Support and Grants	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
101 Operational Cost Increases			3,000,000			3,000,000			
102 Grant Obligations from Past Biennium			12,066,858			5,796,868	6,269,990		
103 Agency Shared Costs fro State Capitol Park									
104 Improve and Develop Parks									
105 Improve Visitor Experience									
106 Prep for State Park Centennial in 2022			490,000		490,000				
107 Invest in Signature State Trails									
108 Apply Modern Tech to Improve Service									
109 Targeted Strategic Park Acquisitions									
110 Support Multiagency Salmonberry Trail Project									
111 Invest in Parks and Heritage Staff			17,110		9,607		7,503		
Subtotal Policy Packages			15,573,968		499,607	8,796,868	6,277,493		
Total: 2019-21 Budget	29	29.00	51,904,568		17,765,880	21,591,397	12,547,291		
Percent Change From 2017-19 Leg. Approved	0.0%	0.0%	7.8%	0.0%	13.9%	7.9%	0.0%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	42.9%	0.0%	2.9%	68.8%	100.1%	0.0%	0.0%

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010						
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	13,243,848	15,871,775	15,871,775	17,765,880		
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730	-					
Total Lottery Funds	Lot		13,243,848	15,871,775	15,871,775	17,765,880	-	-
Other Funds (Limited)								
Park User Fees	Oth	0255	107,234	574,423	632,345	630,031		
Other Nonbusiness Lic & Fees	Oth	0210	1,602,498	1,531,121	1,604,506	1,609,287		
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605	106,219	72,152	226,173	226,173		
Sales Income	Oth	0705						
Donations	Oth	0905	50,724	-				
Grants (Non-Fed)	Oth	0910						
Other Revenues	Oth	0975	58,182	188,530	150,000	176,438		
Lottery Bonds Proceeds	Oth	0565	2,500,000	5,111,682	5,139,288			
Transfers-In								
Intrafund	Oth	1010		5,822				
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250						
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123	241,602	260,000	260,000	260,000		
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730	27,128,800	25,336,299	30,295,981	27,148,056		
From Dept of Fish/Wildlife	Oth	1635						

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080	(14,814,947)	(13,475,069)	(15,217,190)	(14,252,405)		
To Oregon Department of Transportation	Oth	2730	(503,826)	(538,928)	(593,285)	(580,308)		
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629	(1,058,925)	(1,111,531)	(1,111,531)	(1,374,175)		
To Oregon State Police	Oth	2257	(535,190)	(567,353)	(567,353)	(690,898)		
Total Other Funds	Oth		14,882,371	17,387,148	20,818,934	13,152,199	-	-
Federal Funds (Limited)								
Federal Funds	Fed	0995	5,698,056	12,548,641	12,532,075	12,547,291		
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629	(98,712)					
Total Federal Funds - Limited	Fed		5,599,344	12,548,641	12,532,075	12,547,291	-	-
TOTAL LIMITED			33,725,563	45,807,564	49,222,784	43,465,370	-	-
Lottery, Other, and Federal Funds			33,725,563	45,807,564	49,222,784	43,465,370	-	-

Community Support and Grants

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 3.8% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor

63400-500-10-00-00000
Community Support and Grant

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Temporary Appointments					809	13			822
				Overtime Payments					151	189	31		371
				Shift Differential									-
				All Other Differential									-
				Public Employees Retire Cont					26	32	5		63
				Pension Bond Contribution					1,244	919	2,384		4,547
				Social Security Taxes					74	15	2		91
				Unemployment Assessments									-
				Mass Transit Tax					2,211	(1,800)			411
				Vacancy Savings					93,322	68,718			162,040
Total Personal Services								**-**	**97,837**	**68,086**	**2,422**	**-**	**168,345**

SERVICES AND SUPPLIES

Total Services and Supplies								**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL OUTLAY

Total Capital Outlay								**-**	**-**	**-**	**-**	**-**	**-**

SPECIAL PAYMENTS

Total Special Payments								**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REQUESTS								**-**	**$97,837**	**$68,086**	**$2,422**	**$0**	**$168,345**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Community Support and Grants

022 Phase out Program and One time Costs

Package Description

This package phases out limitation related to grant program funds carried over to pay awarded grants not yet fully paid out (Land and Water Conservation Fund, Recreation Trails Program, Maritime Grants, RV County Opportunity Grant Program). In addition, phases out limitation associated with bond proceeds for the Main Street grant program and the Chetco fire grants.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 022 Phase-out Pgm & One-time Costs

63400-500-10-00-00000
Community Support and Grant

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4625	Other COP Costs									(111,682)			(111,682)
													-
Total Services and Supplies								-	-	**(111,682)**	-	-	**(111,682)**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
6015	Dist to Cities										(3,013,727)		(3,013,727)
6020	Dist to Counties									(104,154)	(3,428,613)		(3,532,767)
6025	Dist to Other Gov Unit									(7,500,000)			(7,500,000)
6030	Dist to Non-Gov Units								(20,000)		(84,165)		(104,165)
Total Special Payments								-	**(20,000)**	**(7,604,154)**	**(6,526,505)**	-	**(14,150,659)**
TOTAL REQUESTS								-	**($20,000)**	**($7,715,836)**	**($6,526,505)**	**$0**	**($14,262,341)**
TOTAL POSITIONS/FTE				Pos		FTE							

Community Support and Grants

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 3.8% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 4.2% inflation.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 031 Standard Inflation

63400-500-10-00-00000
Community Support and Grant

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4100	Instate Travel								239	3,467	2,026		5,732
4125	Out of State Travel								40		683		723
4150	Employee Training								180	1,947	891		3,018
4175	Office Expenses								253	3,592	2,468		6,313
4200	Telecommunications								-	221	128		349
4250	Data Processing									1	847		848
4275	Publicity and Publications								138	2,165	257		2,560
4300	Professional Services								100	10,540	13,014		23,654
4315	IT Professional Service									8,397			8,397
4375	Employee Recruitment and Develop										317		317
4400	Dues and Subscriptions										39		39
4425	Facilities Rental and Taxes										558		558
4450	Fuels and Utilities								35	978	71		1,084
4475	Facilities Maintenance										881		881
4575	Agency Program Related S and S								1,316	23,360	42,662		67,338
4650	Other Services and Supplies								951	4,945	219		6,115
4700	Expendable Prop 250 - 5000								50	76	995		1,121
Total Services and Supplies								-	**3,302**	**59,689**	**66,056**	-	**129,047**
CAPITAL OUTLAY													
													-
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
6015	Dist to Cities								157,699	4,425	53,917		216,041
6020	Dist to Counties								177,312	72,062	50,413		299,787
6025	Dist to Other Gov Unit								104,458	242,580	19,738		366,776
6030	Dist to Non-Gov Units								11,228	22,157	265		33,650
6035	Dist to Individuals										1,791		1,791
													-
Total Special Payments								-	**450,697**	**341,224**	**126,124**	-	**918,045**
TOTAL REQUESTS								-	**$453,999**	**$400,913**	**$192,180**	**$0**	**$1,047,092**
TOTAL POSITIONS/FTE				Pos		FTE							

Community Support and Grants

032 Above Standard Inflation

Package Description

Ballot Measure 76 approved by Oregon voters requires that 12% of OPRD's share of Lottery funds are given out as grants to local governments. In order to comply, an increase above standard inflation is included in this package.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 032 Above Standard Inflation

63400-500-10-00-00000
Community Support and Grant

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
Total Services and Supplies								-	-	-	-	-	-
CAPITAL OUTLAY													
													-
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
													-
6015	Dist to Cities								524,038				524,038
6020	Dist to Counties								524,038				524,038
													-
Total Special Payments								-	**1,048,076**	-	-	-	**1,048,076**
TOTAL REQUESTS								-	**$1,048,076**	**$0**	**$0**	**$0**	**$1,048,076**
TOTAL POSITIONS/FTE				Pos		FTE							

Community Support and Grants

101 Operational Cost Increases

Package Description

The purpose of this package is to increase funds available to award grants for operations, maintenance and law enforcement of ATV riding areas.

How Achieved:

The general purpose of the ATV program is to plan, promote and implement a statewide all-terrain vehicle (ATV) program, including providing funds to local partners for law enforcement and to acquire, develop and maintain ATV recreation areas. Additionally, the program administers safety training certification for ATV riders. The program operates a grant program to accomplish its mission; grant applications are reviewed, scored and recommended for approval by the ATV Advisory Committee and approved by the State Parks Commission. Funds are generated from ATV registrations and Unrefunded fuels tax.

Recently the applications for grant assistance have exceeded the budget limitation available for grants. With the increase in fuels tax approved by the Legislature in 2017, additional funds are available to this program. Increased limitation will allow make more grant funds available for operations, maintenance, law enforcement and acquisition of ATV riding areas.

Staffing Impact:

None.

Quantifying Results:

The results of this package would be more grants to ATV groups applying for funds.

Revenue Source:

$3,000,000 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 101 Operational Cost Increase

63400-500-10-00-00000
Community Support and Grant

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
Total Services and Supplies								-	-	-	-	-	-
CAPITAL OUTLAY													
													-
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
													-
6020	Dist to Counties									182,100			182,100
6025	Dist to Other Gov Unit									2,619,900			2,619,900
6030	Dist to Non-Gov Units									198,000			198,000
													-
Total Special Payments								-	-	**3,000,000**	-	-	**3,000,000**
TOTAL REQUESTS								-	**$0**	**$3,000,000**	**$0**	**$0**	**$3,000,000**
TOTAL POSITIONS/FTE				Pos		FTE							

Community Support and Grants

102 Grant Obligations from Past Biennium

Package Description

The purpose of this package is to request additional other and federal limitation for Oregon Main Street Grant program, the County Opportunity Grant program, the Land and Water Conservation Fund and the Recreation Trails program.

How Achieved:

As the program administrator, the Department awards grants to various applicants for heritage preservation, acquisition, development and maintenance of park properties and trails. Once grantees spend the funds, OPRD provides reimbursement. However, the Department has little control over when reimbursement is requested by the grantee.

This request provides limitation to allow payment of already awarded grants; these grants would have been awarded during the 2017-19 biennium.

Staffing Impact:

None.

Quantifying Results:

This package will result in smooth payment of reimbursement requests from those entities awarded grants. Grantees that are slow to seek reimbursement will be paid timely as will those grantees that immediately accomplish their projects and seek reimbursement.

Revenue Source:

$5,796,868 Other Funds ($5,183,505 Main Street, $613,363 County Opportunity), $6,269,990 Federal Funds ($3,418,715 Land and Water, $2,851,275 Recreation Trails)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 102 Grant Obligations from Past Biennium

63400-500-10-00-00000
Community Support and Grant

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

Total Services and Supplies								-	-	-	-	-	-

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

6015	Dist to Cities										3,134,996		3,134,996
6020	Dist to Counties									613,363	3,134,994		3,748,357
6025	Dist to Other Gov Unit									5,183,505			5,183,505
Total Special Payments								-	-	**5,796,868**	**6,269,990**	-	**12,066,858**
TOTAL REQUESTS								-	**$0**	**$5,796,868**	**$6,269,990**	**$0**	**$12,066,858**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Community Support and Grants

106 Prep for State Park System Centennial in 2022

Package Description

Purpose:

The purpose of this package is to increase funding for four (4) Heritage grant programs.

How Achieved:

There are two main objectives embedded in this proposal; eliminate the reliance of the Diamonds in the Rough grant program on unstable funding sources, and increase funding in the grant programs where demand consistently outstrip supply.

1). Diamonds in the Rough historic preservation grant program. The program is currently funded at $150,000 per biennium for the Diamonds in the Rough grant program. Diamonds in the Rough grants are funded by Other Funds; the funding is a combination of the SHPO's annual allotment of revenue from the Cultural Trust and revenue from Oregon Property Management Account (OPMA). Cultural Trust money varies every year and is reliant on that agency having a successful donation year earned from a tax credit. The tax credit is subject to reauthorization by the legislature, which may or may not happen in 2019. The money in OPMA currently is revenue from Special Assessment application fees. The Special Assessment program is also up for reauthorization, and the fees generate only about $30,000 per biennium, depending on how many owners apply. Amount Requested: $150,000

2). Preserving Oregon historic preservation and archaeology grant program. The program is currently funded at $250,000 per biennium in lottery money to give out for Preserving Oregon grants. Grants are awarded every year; grant applications consistently exceed available funds. OPRD is able to fund 30-40% of eligible applicants. The demand is far outpacing supply in this grant program. Amount Requested: $150,000

3). Heritage grant program. This is one of two grant programs under the Oregon Heritage Commission. The program is currently funded at $230,000 per biennium to award for all types of non-building heritage projects; it's SHPO's most inclusive grant program as far as projects go. Grants are awarded once per biennium, and consistently find that applications exceed available funds. OPRD is able to fund 50% of eligible applicants. The demand is far outpacing supply in this grant program. Amount Requested: $150,000

4). Museum grant program. This is one of two grant programs under the Oregon Heritage Commission. The program is currently funded at $110,000 per biennium of lottery money to award. This program was created in 1995 with $50,000 for 24 museums. In 2017, SHPO had $110,000 for at least 230 museums. Between 2007 and 2015 OPRD was only able to award 43% of eligible applicants. The demand is far outpacing supply in this grant program. Amount Requested: $40,000.

Staffing Impact:

None.

Quantifying Results:

Success is defined by being able to award a higher percentage of eligible applicants. For Diamonds in the Rough, success is defined by providing a stable, reliable revenue source.

Revenue Source:

$490,000 Lottery Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 106 Prep for State Park System Centennial in 2022

63400-500-10-00-00000
Community Support and Grant

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
													-
Total Services and Supplies								-	-	-	-	-	-
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
6015	Dist to Cities								115,101				115,101
6020	Dist to Counties								18,424				18,424
6025	Dist to Other Gov Unit								131,957				131,957
6030	Dist to Non-Gov Units								224,518				224,518
													-
Total Special Payments								-	**490,000**	-	-	-	**490,000**
TOTAL REQUESTS								-	**490,000**	-	-	-	**490,000**
TOTAL POSITIONS/FTE				Pos		FTE							

Community Support and Grants

111 Invest in Parks and Heritage Staff

Package Description

Purpose:

The purpose of this package is to reclass two existing positions to better reflect current duties.

How Achieved:

Heritage Programs has a permanently increasing workload in the area of SHPO compliance reviews. The program would like to repurpose and reclass a vacant Administrative Specialist 2 position to a Natural Resource Specialist 3. This position would work as an archaeologist reviewing projects for compliance with applicable state and federal requirements, working on state permits and agreement documents. This would allow the SHPO to meet the workload needs of the public plus state and federal agencies.

The program would also like to reclass an Information Systems Specialist 5 to an Information Systems Specialist 6. This position is responsible for design and maintenance of customized databases that support state and federal heritage programs. As more of the databases are online and available to the general public, there is increased complexity to the job.

Staffing Impact:

Permanently reclass two (2) positions upward.

Quantifying Results:

This action supports the agency's mission of providing quality outdoor experiences for Oregonians and other visitors to the Department's recreation and heritage sites and those of our partners statewide.

Revenue Source:

$9,607 Lottery Funds, $7,503 Federal Funds (Historic Preservation)

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 111 Invest in Parks and Heritage Staff

63400-500-10-00-00000
Community Support and Grant

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
C1485	Info Systems Specialist 5	-1	-1	6,902	9	(165,648)	(76,085)						
C1486	Info Systems Specialist 6	1	1	7,056	8	169,344	76,996						
C0107	Administrative Specialist 1	-1	-1	4,096	9	(98,304)	(59,505)						
C8503	Natural Resource Specialist 3	1	1	4,514	1	108,336	61,976						
				Salaries & Wages					7,708		6,020		13,728
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont					1,309		1,022		2,331
				Social Security Taxes					590		461		1,051
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								**-**	**9,607**	**-**	**7,503**	**-**	**17,110**

SERVICES AND SUPPLIES

	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
						-
Total Services and Supplies	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL OUTLAY

	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Capital Outlay	**-**	**-**	**-**	**-**	**-**	**-**

SPECIAL PAYMENTS

	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Special Payments	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REQUESTS	**-**	**$9,607**	**$0**	**$7,503**	**$0**	**$17,110**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Parks & Recreation Dept
2019-21 Biennium

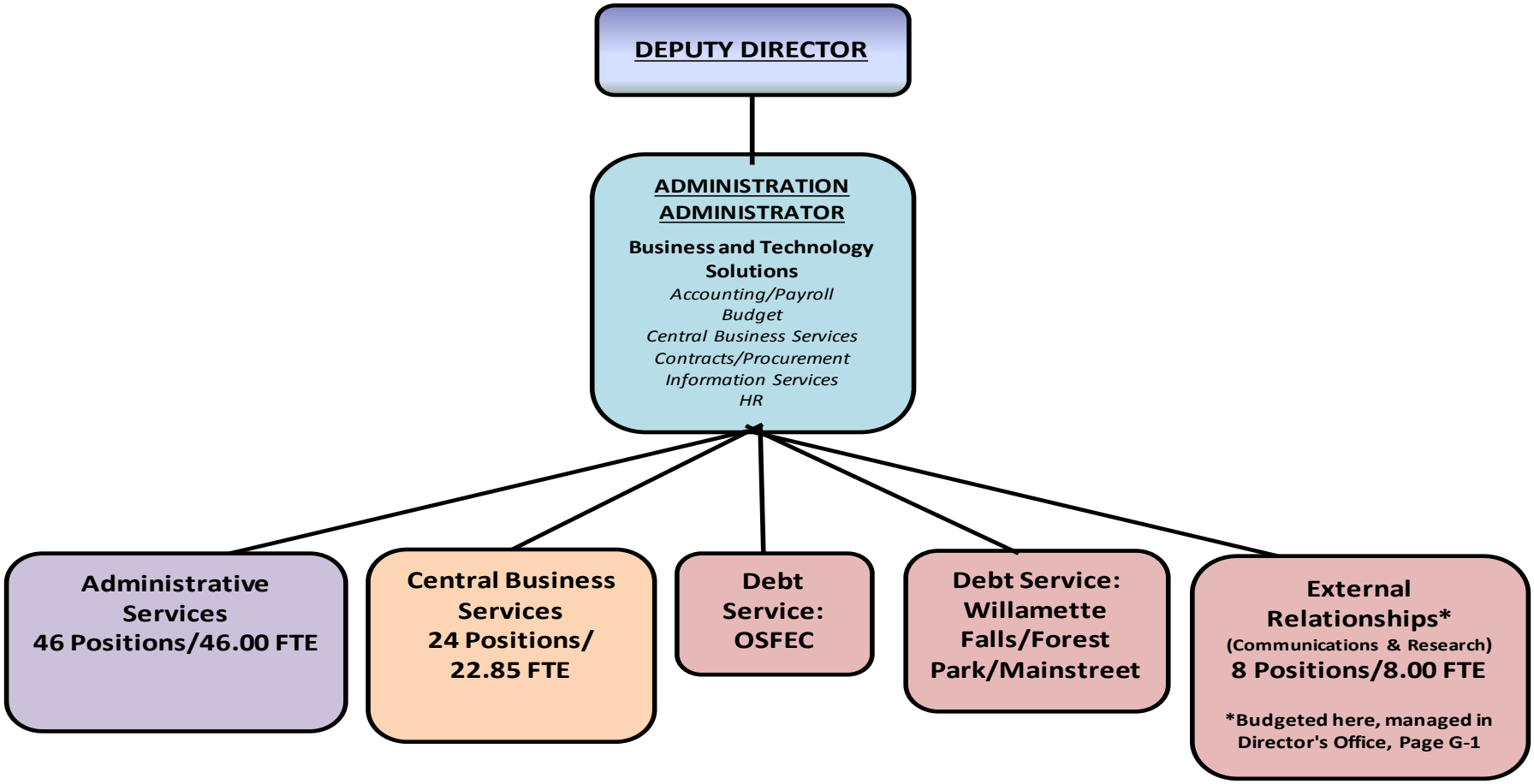
Agency Number: 63400
Cross Reference Number: 63400-500-10-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Tsfr From Administrative Svcs	13,243,848	15,760,297	15,871,775	17,765,880	-	-
Total Lottery Funds	**$13,243,848**	**$15,760,297**	**$15,871,775**	**$17,765,880**	-	-
Other Funds						
Non-business Lic. and Fees	1,602,498	1,531,121	1,531,121	1,609,287	-	-
Park User Fees	107,234	574,423	574,423	630,031	-	-
Lottery Bonds	2,500,000	5,111,682	5,111,682	-	-	-
Interest Income	106,219	72,152	72,152	226,173	-	-
Donations	50,724	-	-	-	-	-
Other Revenues	58,182	188,530	188,530	176,438	-	-
Transfer In - Intrafund	-	-	5,822	-	-	-
Tsfr From OR Business Development	241,602	260,000	260,000	260,000	-	-
Tsfr From Transportation, Dept	27,128,800	25,336,299	25,336,299	27,148,056	-	-
Transfer to Counties	(14,814,947)	(13,475,069)	(13,475,069)	(14,252,405)	-	-
Tsfr To Police, Dept of State	(535,190)	(567,353)	(567,353)	(690,898)	-	-
Tsfr To Forestry, Dept of	(1,058,925)	(1,111,531)	(1,111,531)	(1,374,175)	-	-
Tsfr To Transportation, Dept	(503,826)	(538,928)	(538,928)	(580,308)	-	-
Total Other Funds	**$14,882,371**	**$17,381,326**	**$17,387,148**	**$13,152,199**	-	-
Federal Funds						
Federal Funds	5,698,056	12,524,150	12,548,641	12,547,291	-	-
Tsfr To Forestry, Dept of	(98,712)	-	-	-	-	-
Total Federal Funds	**$5,599,344**	**$12,524,150**	**$12,548,641**	**$12,547,291**	-	-

Central Services

Program Description

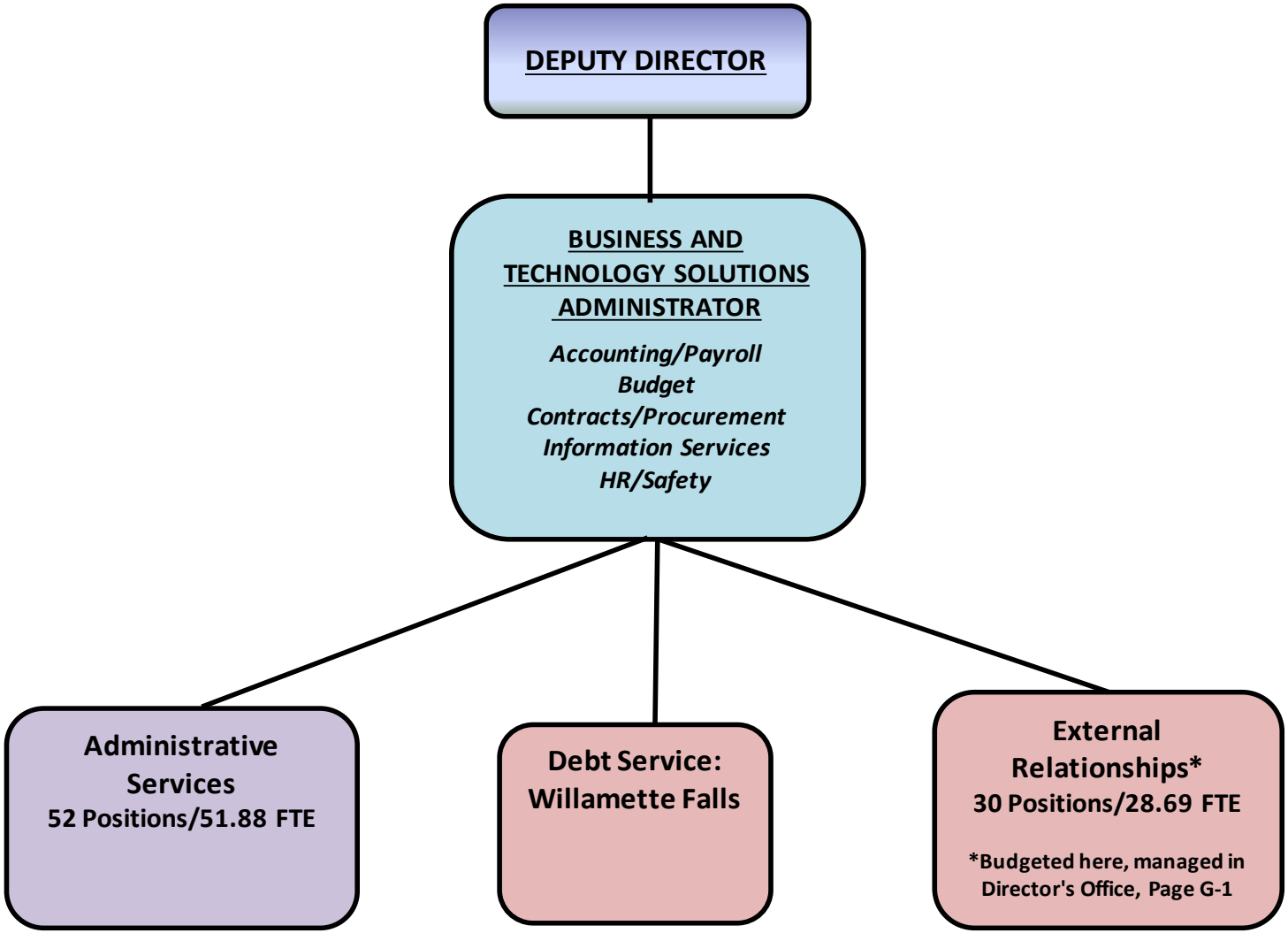
Oregon Parks and Recreation Department
Central Services
2017-19



Oregon Parks and Recreation Department

Central Services

2019-21



Central Services

Executive Summary

The Central Services program provides the legally-necessary administrative support—budgeting, accounting, contracting, human resources, information technology—so all other agency programs can serve their constituents efficiently, accurately and effectively. This program is funded with revenue from park visitors and constitutionally-dedicated Lottery Funds.

Program Description

Many aspects of the Oregon Parks and Recreation Department are decentralized to allow each of the agency's public services to tailor itself to the needs of its customers, but every unit needs a basic set of professional support functions. The Central Services program includes this core back-office support: accounting and payroll, budget, contracts and procurement, human resources, and information technology services. The Central Services program's direct customers are OPRD employees, other state agencies, and the Legislature. The Central Services budget includes the department Communications program and Human Resources, though these services are managed by the Director's Office. A more complete description of these functions is included in the Director's Office section of this document. Costs are driven by the labor market, inflation and the increased expense of complying with laws related to privacy and data security.

Administrative practices required by state and federal law generally fall into this program, including record management, performance measurements, and purchasing practices, including the SPOTS program.

Program Justification and Link to 10-Year Outcome

The root purpose of these Central Services is to improve the effectiveness and efficiency of OPRD's other functions (Direct Services, Park Development, Director's Office, and Community Support and Grants). In conjunction with the Director's office, Central Services is home to key professional staff responsible for four 10-Year Outcomes:

1. Invest in **Operational Efficiency** Initiatives
2. Develop **Flexible Service Delivery** Models
3. Enhance Overall **Online Service** Delivery
4. **Measure Performance** with State Agency Scorecards

Program Performance

Central support services make it possible for staff to serve their customers in a timely, efficient, helpful manner. This program also directly serves the bulk of OPRD's constituents by operating key information and reservation functions. More than 90% of agency customers continue to rate their service experience as "Good" or "Excellent":

Central services also provides key training and orientation to the Oregon State Parks and Recreation Commission on budget, ethics, and other best practices. The Commission has sustained a perfect record, meeting 100% of recommended Oregon best practices since it began measuring this performance measure in 2007.

Enabling Legislation/Program Authorization

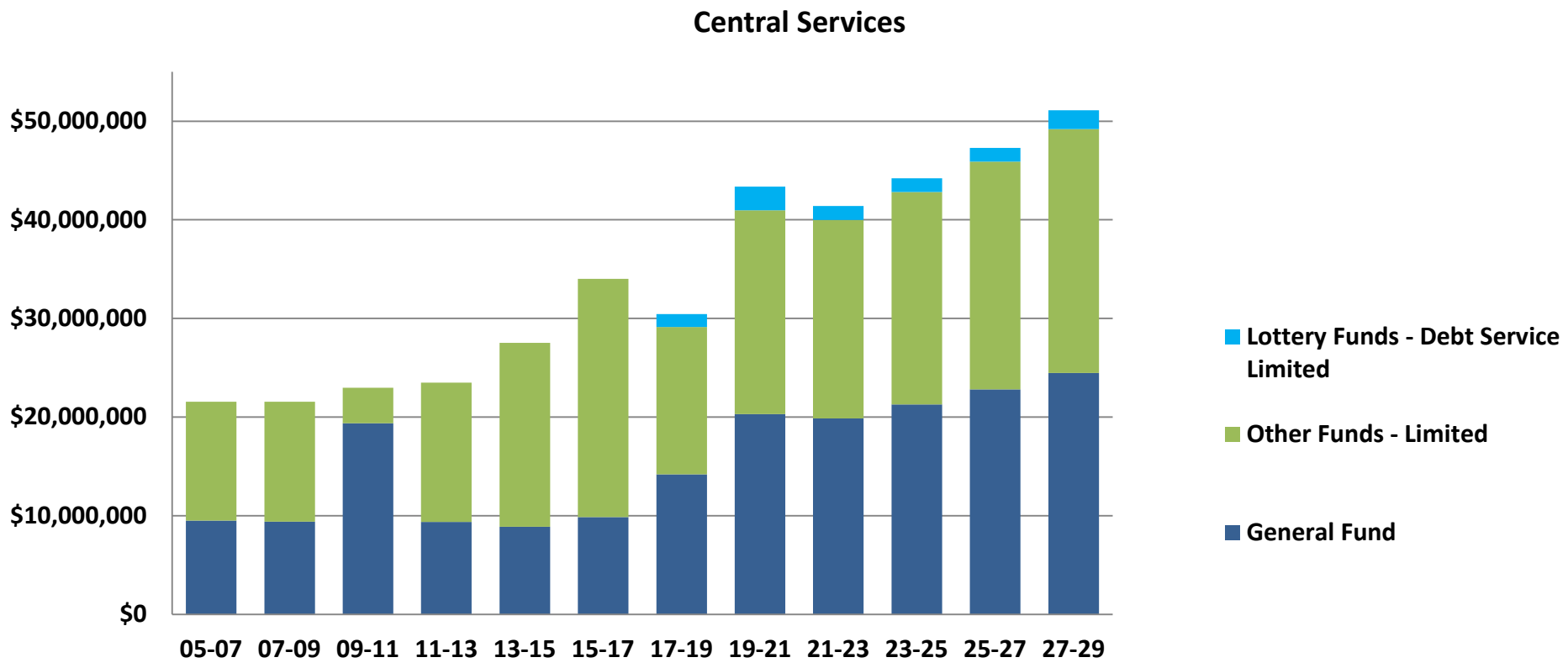
ORS 390.131 Duties of director: The State Parks and Recreation Director is the executive head of the State Parks and Recreation Department and shall … Be responsible to the State Parks and Recreation Commission for administration and enforcement of the duties, functions and powers imposed by law upon the commission and the department … [and] Establish such administrative divisions as are necessary to carry out properly the commission's functions and activities.

Funding Streams

The Central Services is funded by a roughly equal split of dedicated Lottery Funds and Other Funds (primarily revenue from park visitors).

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund … to achieve all of the following:

- Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon;
- Protect natural, cultural, historic and outdoor recreational resources of state or regional significance;
- Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current and future residents of the State of Oregon;
- Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.



Significant Proposed Program Changes from 2017-19

Policy Option Package 105 provides $300,000 to update the reservation system visitors use to access the state park system, and to fund training and outreach ensuring agency services are welcoming to all people regardless of their background or demographics. Package 108 seeks to establish a limited duration position and funding for information technology services that will improve the state park visitor experience.

Purpose, customers, and source of funding

The purpose of the Central Services program is to provide the administrative functions and support to operate and maintain the parks system. The Central Services program customers are agency staff, partners/stakeholders and other agencies. The funding for the Central Services program comes from Park User Fees (Other Funds) and Parks and Natural Resources Funds (Lottery).

Expenditures by fund type, positions and full-time equivalents

Central Services:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Administrative Services		17,028,552	17,229,991	0	34,258,543	52	51.88
External Relationships		3,277,030	3,441,519	0	6,718,549	30	28.69
Debt Service - Willamette Falls		2,374,100	0	0	2,374,100		
Total	0	22,679,682	20,671,510	0	43,351,192	82	80.57

Activities, programs, and issues in the program unit base budget

The Central Services Program consists of the following agency-wide programs: Accounting, Budget, Payroll, Human Resources, Contracts and Procurement, Information Services, Safety and Risk; Debt Service and the Business and Technology Solutions Administrator who oversees the program activities, provides oversight and direction for the agency-wide, centralized business functions. OPRD is highly decentralized. Administration coordinates and maintains various Department-wide programs including, record management, performance measurements, and purchasing practices, including the SPOTS program. This program budgets for Communications and Research Division and Human Resources/Safety and Risk, but those functions are managed by the Director's Office

Important background for decision makers. Include trends in caseload and workload

There are not trends in caseload or workload that are applicable for the Central Services program.

Expected results from the 2019-21 budget for the program unit.

The administrative functions of the Central Services Program Area help provide the support needed to effectively advance the goals of OPRD and the Centennial Horizon Plan.

Centennial Horizon Principle 7 – Prioritize Based on the Vision by routinely demonstrating creative, collaborative solutions to business challenges:

- Develop additional technology-based tools for park staff to provide exceptional services to their patrons;
- Improve the methods and efficiency of receiving payment for fees and services;
- Create and maintain collaborative processes with private vendors that expand services to state park visitors without increasing state costs over the long run; and
- Contract for a reservation system provider to replace OPRD's expiring contract with the current provider.

Revenue sources and proposed revenue changes

In Central Services, Administrative Services and External Relations (Communications Division) are funded by a standard mixture of Lottery Funds and Other Funds (Park User Fees, Interest Income).

The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data.

Interest income is earned on funds in the Department's bank account. The Department forecasts this revenue based on historical average earnings.

The Debt Service for Willamette Falls, Forest Park and Oregon Main Street is funded by non dedicated Lottery Funds from the Economic Development Fund.

Proposed new laws that apply to the program unit

There are no new laws proposed that apply to the Central Services program.

Summary of 2019-21 Budget

Oregon Parks and Recreation Department

Central Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
2017-19 LEGISLATIVELY ADOPTED BUDGET	78	76.85	30,930,970		16,137,822	14,793,148			
Emergency Board Actions (through 3/2018)			348,871		214,238	134,633			
2017-19 Legislatively Approved Budget	78	76.85	31,279,841		16,352,060	14,927,781			
Base Budget Adjustments:									
Net Cost of 2017-19 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out	3	2.84	1,079,029		849,168	229,861			
Estimated Cost of 2019-21 Merit Increase									
Base Debt Service Adjustment			221,510		221,510				
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2019-21 Base Budget	81	79.69	32,580,380		17,422,738	15,157,642			
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease			442,040		205,914	236,126			
Non-PICS Personal Service Increase/(Decrease)			69,227		46,422	22,805			
Subtotal			**511,267**		**252,336**	**258,931**			
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs									
022 - Phase-Out Programs and One-Time Costs									
Subtotal									
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			559,874		273,108	286,766			
State Govt Service Charges Increase/(Decrease)			1,932,974		942,905	990,069			
Subtotal			**2,492,848**		**1,216,013**	**1,276,835**			
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2019-21 Current Service Level Budget	81	79.69	35,584,495		18,891,087	16,693,408			
2019-21 Current Service Level - Page 1 Subtotal	81	79.69	35,584,495		18,891,087	16,693,408			
Package No. 070									
Revenue Shortfalls									
Subtotal: 2019-21 Modified Current Service Level	81	79.69	35,584,495		18,891,087	16,693,408			

Budget Narrative

Central Services	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
101 Operational Cost Increases			1,263,821		616,492	647,329			
102 Grant Obligations from Past Biennium									
103 Agency Shared Costs fro State Capitol Park									
104 Improve and Develop Parks									
105 Improve Visitor Experience			300,000		146,340	153,660			
106 Prep for State Park Centennial in 2022									
107 Invest in Signature State Trails									
108 Apply Modern Tech to Improve Service	1	0.88	6,202,876		3,025,763	3,177,113			
109 Targeted Strategic Park Acquisitions									
110 Support Multiagency Salmonberry Trail Project									
111 Invest in Parks and Heritage Staff									
Subtotal Policy Packages	1	0.88	7,766,697		3,788,595	3,978,102			
Total: 2019-21 Budget	82	80.57	43,351,192		22,679,682	20,671,510			
Percent Change From 2017-19 Leg. Approved	5.1%	4.8%	38.6%	0.0%	38.7%	38.5%	0.0%	0.0%	0.0%
Percent Change From Current Service Level Budget	1.2%	1.1%	21.8%	0.0%	20.1%	23.8%	0.0%	0.0%	0.0%

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Lottery Funds								
Interest Earnings (Dedicated Lottery - Measure 76)	Lot	0605	203,593	144,964	658,412	200,914		
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605	7,276					
Transfers-In								
Intrafund	Lot	1010		546,738				
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	24,850,206	18,926,459	19,606,445	8,979,364		
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107		1,318,425	1,318,425	2,374,100		
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010	-	(1,309,428)				
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		25,061,075	19,627,158	21,583,282	11,554,378		
Other Funds (Limited)								
Park User Fees	Oth	0255	15,732,302	21,321,543	23,471,520	6,955,427		
Other Nonbusiness Lic & Fees	Oth	0210						
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510	37,094					
Interest Earnings	Oth	0605	833,430	370,376	1,454,563	1,688,672		
Sales Income	Oth	0705						
Donations	Oth	0905						
Grants (Non-Fed)	Oth	0910						
Other Revenues	Oth	0975	103,926					
Lottery Bonds Proceeds	Oth	0565	9,051,905	-				
Transfers-In								
Intrafund	Oth	1010	-	134,633				
From Dept. Adminst Serv	Oth	1107	-	-				
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250						
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730						
From Dept of Fish/Wildlife	Oth	1635						

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010	-	(1,072,742)	(1,690,799)			
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629						
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		25,758,657	20,753,810	23,235,284	8,644,099		
Federal Funds (Limited)								
Federal Funds	Fed	0995						
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		-	-	-	-		
TOTAL LIMITED			41,767,827	40,380,968	44,818,566	20,198,477		
Lottery, Other, and Federal Funds			50,819,732	40,380,968	44,818,566	20,198,477		

Central Services

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 3.8% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor

63400-200-10-00-00000
Central Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Temporary Appointments					4,173	4,382			8,555
				Overtime Payments					3,646	3,829			7,475
				Shift Differential					35	37			72
				All Other Differential					1,256	1,319			2,575
				Public Employees Retire Cont					838	880			1,718
				Pension Bond Contribution					32,527	10,711			43,238
				Social Security Taxes					697	731			1,428
				Mass Transit Tax					3,250	916			4,166
				Vacancy Savings					205,914	236,126			442,040
Total Personal Services								**-**	**252,336**	**258,931**	**-**	**-**	**511,267**
SERVICES AND SUPPLIES													
Total Services and Supplies								**-**	**-**	**-**	**-**	**-**	**-**
CAPITAL OUTLAY													
Total Capital Outlay								**-**	**-**	**-**	**-**	**-**	**-**
SPECIAL PAYMENTS													
Total Special Payments								**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REQUESTS								**-**	**$252,336**	**$258,931**	**$0**	**$0**	**$511,267**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Central Services

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 3.8% for all Service and Supplies, Capital Outlay and Special Payments, unless otherwise described below.

This package includes adjustment to State Government Services Charges based on the DAS Price List published as part of the budget instructions. Changes included are in assessment based charges and standard inflation.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 031 Standard Inflation

63400-200-10-00-00000
Central Services

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4100	Instate Travel								2,726	2,862			5,588
4150	Employee Training								2,371	2,490			4,861
4175	Office Expenses								6,247	6,560			12,807
4200	Telecommunications								15,709	16,494			32,203
4225	State Gov. Service Charges								942,905	990,069			1,932,974
4250	Data Processing								18,559	19,487			38,046
4275	Publicity and Publications								12,865	13,509			26,374
4300	Professional Services								31,674	33,258			64,932
4315	IT Professional Services								7,230	7,592			14,822
4425	Facilities Rental and Taxes								26,025	27,327			53,352
4450	Fuels and Utilites								91	95			186
4475	Facilities Maintenance								511	536			1,047
4575	Agency Program Related S and S								8,777	9,216			17,993
4650	Other Services and Supplies								2,569	2,697			5,266
4700	Expendable Prop 250 - 5000								2,346	2,463			4,809
4715	IT Expendable Property								3,572	3,750			7,322
Total Services and Supplies								-	**1,084,177**	**1,138,405**	-	-	**2,222,582**
CAPITAL OUTLAY													
5600	Data Processing Hardware								1,700	1,785			3,485
Total Capital Outlay								-	**1,700**	**1,785**	-	-	**3,485**
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$1,085,877**	**$1,140,190**	**$0**	**$0**	**$2,226,067**
TOTAL POSITIONS/FTE				Pos		FTE							

Central Services

032 Above Standard Inflation

Package Description

This package includes additional inflation allowed for DAS Uniform Rent charges for Parks Headquarters building being greater than standard inflation. Rates increased from $1.45 per square foot to $1.79 per square foot.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 032 Above Standard Inflation

63400-200-10-00-00000
Central Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4425	Facilities Rental and Taxes								130,136	136,645			266,781
Total Services and Supplies								-	**130,136**	**136,645**	-	-	**266,781**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$130,136**	**$136,645**	**$0**	**$0**	**$266,781**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Central Services

101 Operational Cost Increases

Package Description

Purpose:

The purpose of this package is to to increase expenditure limitation for specific operational cost that are increasing faster than inflation or are new due changes in operations.

How Achieved:

OPRD provides a reservation system for most of the Department's parks that offer overnight camping. This system is provided via contract with a vendor. Customers may make reservations on line at any time. Reservations may also be made over the phone; OPRD has contracted out this service with the vendor providing the reservation system. Since this is a new business practice, OPRD need limitation to pay the vendor for the service. Amount requested: $1,168,224.

In addition, since reservations are made by phone or on the website, OPRD is charged merchant fees for credit card transactions (essentially all transactions). As the public has moved to paying more with debit and credit cards, the cost to OPRD for merchant fees continues to rise. Amount requested: $40,006.

OPRD uses financial systems provided by the Department of Administrative Services (DAS). There are charges associated with using these systems; for OPRD the cost is rising faster than standard inflation allowed in the development of budget. Amount requested: $55,591.

Staffing Impact:

None.

Quantifying Results:

This action supports the agency's mission of providing quality park experiences for Oregonians and other visitors to the Department's recreation and heritage sites.

Revenue Source:

$616,492 Lottery Funds, $647,329 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No 101 Operational Cost Increases

63400-200-10-00-00000
Central Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4575	Agency Program Related S and S								589,375	618,855			1,208,230
4650	Other Services and Supplies								27,117	28,474			55,591
													-
Total Services and Supplies								-	**616,492**	**647,329**	-	-	**1,263,821**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$616,492**	**$647,329**	**$0**	**$0**	**$1,263,821**
TOTAL POSITIONS/FTE				Pos		FTE							

Central Services

105 Improve Visitor Experience

Package Description

Purpose:

The purpose of this package is to to secure funding to allow OPRD to either select a new on-line reservation system or renew the current contract, implement an ongoing inclusion competency training program for all OPRD staff and develop an effective branding strategy for the Department.

How Achieved:

OPRD's current contract for an on-line reservation system expires in April 2020. Over the last several years many enhancements have been made to reservation systems available on the open market. The present system has a number of limitation that hinder the Department's ability to react to changes reflected in data analysis or implement changes timely, efficiently or effectively. OPRD has begun the stage gate process as the Department looks to issue a Request for Proposal (RFP) to determine the best options for an on-line reservation system in the future. Amount Requested: $100,000

The Department will secure professional created and delivered Inclusion Competency training for all agency staff. By attending three (3) half day training sessions, OPRD expects that agency staff will develop a common language and understanding of "welcoming" and inclusive actions all agency staff can take. Trainings will continue to be offered across the state until all interested staff have attended the highly recommended training. Amount requested: $100,000

The branding strategy needs to incorporate the Department's brand promise and agency values into a cohesive plan/image that allows for universal application and market positioning. Through an appropriate procurement process and a Request for Proposal (RFP), OPRD will find a company with a background and expertise in government and natural resources that has experience to support OPRD in developing strategies through similar organizational work. Agency staff do not have the background, skills or availability to create a long-term sustainable brand. By engaging this external expertise, the Department will leverage the messaging to attract new and diverse visitors while enhancing the knowledge of existing visitors, meeting the mission of the Agency and increase revenues for the system. Amount requested: $100,000.

Budget Narrative

Staffing Impact:

None.

Quantifying Results:

OPRD will successfully select an on-line reservation system that will provide for the future needs of the Department and visitors; staff will provide a welcoming environment to all people visiting the park system ; OPRD will develop strategies to effectively market and brand the park system to world.

Revenue Source:

$146,340 Lottery Funds, $153,660 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 105 Improve Visitor Experience

63400-200-10-00-00000
Central Services

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4150	Employee Training								48,780	51,220			100,000
4300	Professional Services								48,780	51,220			100,000
4575	Agency Program Related S and S								48,780	51,220			100,000
													-
Total Services and Supplies								-	**146,340**	**153,660**	-	-	**300,000**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$146,340**	**$153,660**	**$0**	**$0**	**$300,000**
TOTAL POSITIONS/FTE				Pos		FTE							

Central Services

108 Apply Modern Tech to Improve Service

Package Description

Purpose:

The purpose of this package is update infrastructure to deliver internet and network connectivity commensurate with business needs, pay for increased costs pf Enterprise Technology Services (ETS) for security services, transition to the state's preferred solution of Office 365 for document creation, sharing and storage and initiate the process of infrastructure evaluation by first mapping locations of underground infrastructure in state parks.

How Achieved:

Business processes are increasingly dependent on technology infrastructure and in today's connected world the demands will only increase. OPRD's wide area network is supported by both Enterprise Technology services (State Data Center) provided circuits and circuits provided via alternative communications. Some circuits are as slow as 1.5 MB while others are of acceptable speeds. In a connected world a minimum of 20MB is required. This is the network that connects OPRD locations to each other and the Internet, workstation management, direct customer support, and tools to manage an increasingly complex environment. This package includes additional infrastructure and mobile support for the implementation of increased speeds to support new and changing business processes including support for customer transactions throughout the park for self registration, information kiosks, self payment stations, and mobile payments for incidentals. Amount requested: $4,990,000

OPRD has made great strides in IT security management program, and to date have not had the crisis of a breach or major incursion. The virus management program has held, our scanning services for external web servers have helped, and reliance on ETS services for security monitoring has proven very useful. But as the IT infrastructure and business systems rely more heavily on technology the resources committed to vulnerability management must expand to keep the agency secure. Increases in this area are focused on the ongoing management of a secure network, managed devices, monitoring and service from ETS, a more robust disaster preparedness solution, and focused mobile/desktop patching solutions. Amount requested: $380,000

The State is implementing Office 365 over the next two biennia. OPRD is positioned to make the move having already implemented Microsoft Active Directory, and by working to architect a cloud solution for offsite file and directory services. The move will keep OPRD on current office products, and prepare for One Drive, Skype for Business, Patch Management, and desktop/operating system

deployment. License fees to Microsoft for both permanent and seasonal staff would be an annual cost (first year) of approximately $179,000. Following years can expect an annual cost of approximately $162,000. One-time expenditures of $75,000 for change management consulting services and $75,000 for staff training services will be necessary. Business processes enhanced by the collaboration and sharing tools offered by Office 365 will require additional investment in equipment to fully share the tools with staff at a cost of $90,000. Amount requested: $581,000

The OPRIS/GIS application is designed to record and manage critical infrastructure for park properties and retain the institutional knowledge about each property. The visible objects in the park have been pretty closely managed, both mapped as objects in GIS, and with maintenance programs laid out in OPRIS. However, the infrastructure that is most difficult to deal with lies beneath the ground. It is imperative that ORPD mount a serious effort to record in GIS the potable water lines, irrigation lines, sewer lines, electrical runs, and telecommunications runs. Generally the employees with extensive knowledge of the parks are still employed and it is the time to get this work done.

The mapping portion of this package consists of one LD employee for 21 months focused on data collection and consultation with park personnel. The individual should be well versed in the ESRI toolsets for GIS mapping, and field work in data collection. The classification is an ISS4. Travel and tools would also be required at a cost of $75,000. Amount requested: $251,876

Staffing Impact:

1 position, 0.88 FTE Information Systems Specialist 4, Limited Duration Full Time

Quantifying Results:

This investment will provide the ability to fully utilize current technologies to deliver relevant services in central highly populated areas as well as in rural and remote locations; will allow for avoidance of significant IT security breaches; will provide a successful transition to desktop and mobile device tools that conform to ETS standards; each significant park will have a GIS mapped infrastructure diagram that is usable fore repair and replacement decision making.

Revenue Source:

$3,025,763 Lottery Funds, $3,177,113 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No 108 Apply Modern Tech to Improve Service

63400-200-10-00-00000
Central Services

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
C1484	Info Systems Specialist 4	1	0.88	4,481	2	94,101	54,058						
				Salaries & Wages					45,902	48,199			94,101
				Empl Rel Bd Assessments					26	27			53
				Public Employees Retire Cont					7,790	8,179			15,969
				Social Security Taxes					3,512	3,687			7,199
				Workers Comp Assessments					25	26			51
				Flexible Benefits					15,017	15,769			30,786
Total Personal Services								-	**72,272**	**75,887**	-	-	**148,159**
SERVICES AND SUPPLIES													
4100	Instate Travel								20,309	21,325			41,634
4150	Employee Training								36,904	38,750			75,654
4175	Office Expenses								200	209			409
4200	Telecommunication								781,477	820,567			1,602,044
4250	Data Processing								166,340	174,660			341,000
4315	IT Professional Services								146,340	153,660			300,000
4475	Facilities Maintenance								2,658	2,791			5,449
4575	Agency Program Related S and S								2,437	2,558			4,995
4650	Other Services and Supplies								3,300	3,466			6,766
4700	Expendable Prop 250 - 5000								3,300	3,466			6,766
4715	IT Expendable Property								1,790,226	1,879,774			3,670,000
Total Services and Supplies								-	**2,953,491**	**3,101,226**	-	-	**6,054,717**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$3,025,763**	**$3,177,113**	**$0**	**$0**	**$6,202,876**
TOTAL POSITIONS/FTE			1	Pos	0.88	FTE							

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Parks & Recreation Dept
2019-21 Biennium

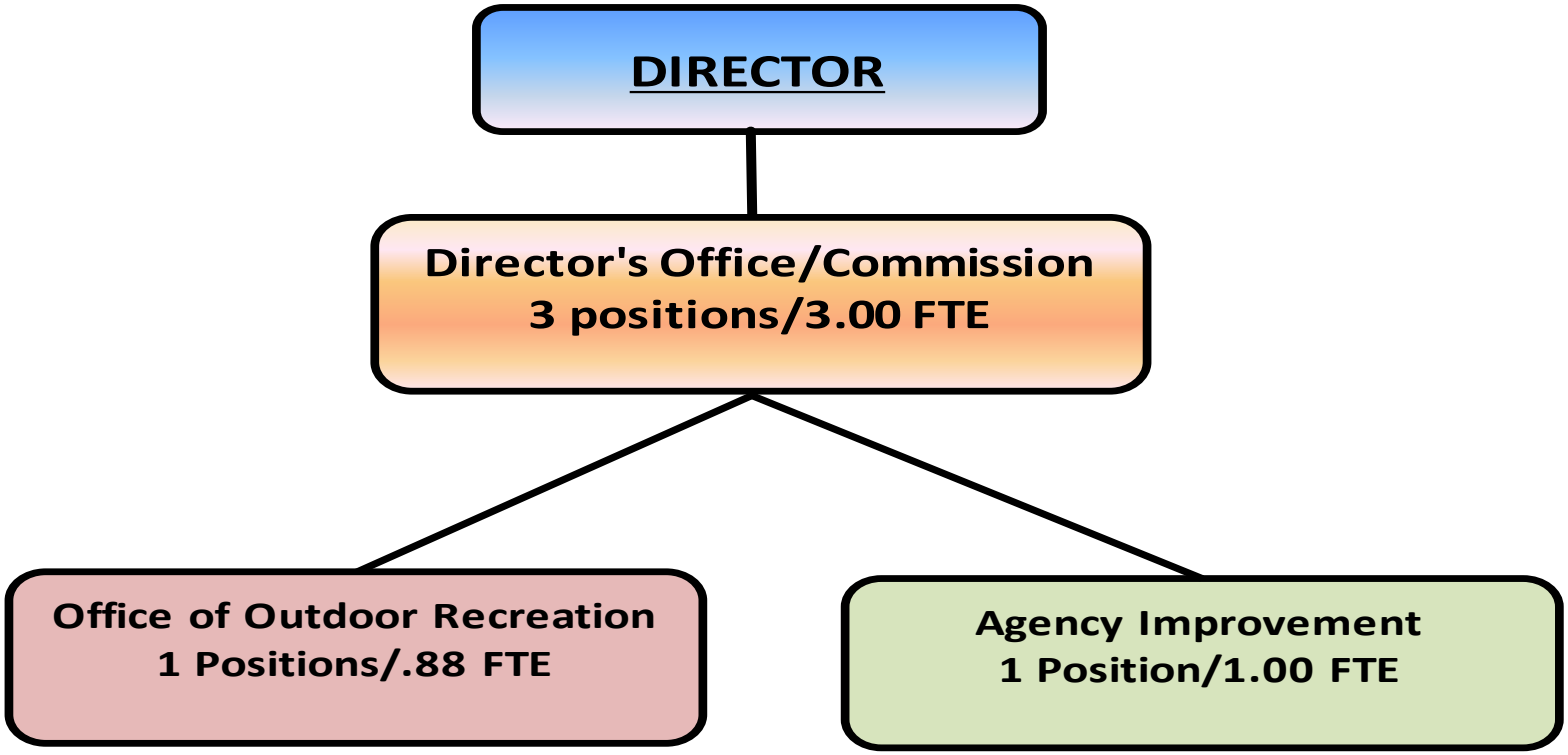
Agency Number: 63400
Cross Reference Number: 63400-200-10-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Interest Income	210,869	144,964	144,964	200,914	-	-
Transfer In - Intrafund	-	546,738	546,738	-	-	-
Tsfr From Administrative Svcs	24,850,206	13,305,309	20,244,884	11,353,464	-	-
Transfer Out - Intrafund	-	(1,309,428)	(1,309,428)	-	-	-
Total Lottery Funds	**$25,061,075**	**$12,687,583**	**$19,627,158**	**$11,554,378**	-	-
Other Funds						
Park User Fees	15,732,302	21,321,543	21,321,543	6,955,427	-	-
Rents and Royalties	37,094	-	-	-	-	-
Lottery Bonds	9,051,905	-	-	-	-	-
Interest Income	833,430	370,376	370,376	1,688,672	-	-
Other Revenues	103,926	-	-	-	-	-
Transfer In - Intrafund	-	-	134,633	-	-	-
Transfer Out - Intrafund	-	-	(1,072,742)	-	-	-
Total Other Funds	**$25,758,657**	**$21,691,919**	**$20,753,810**	**$8,644,099**	-	-

Director's Office

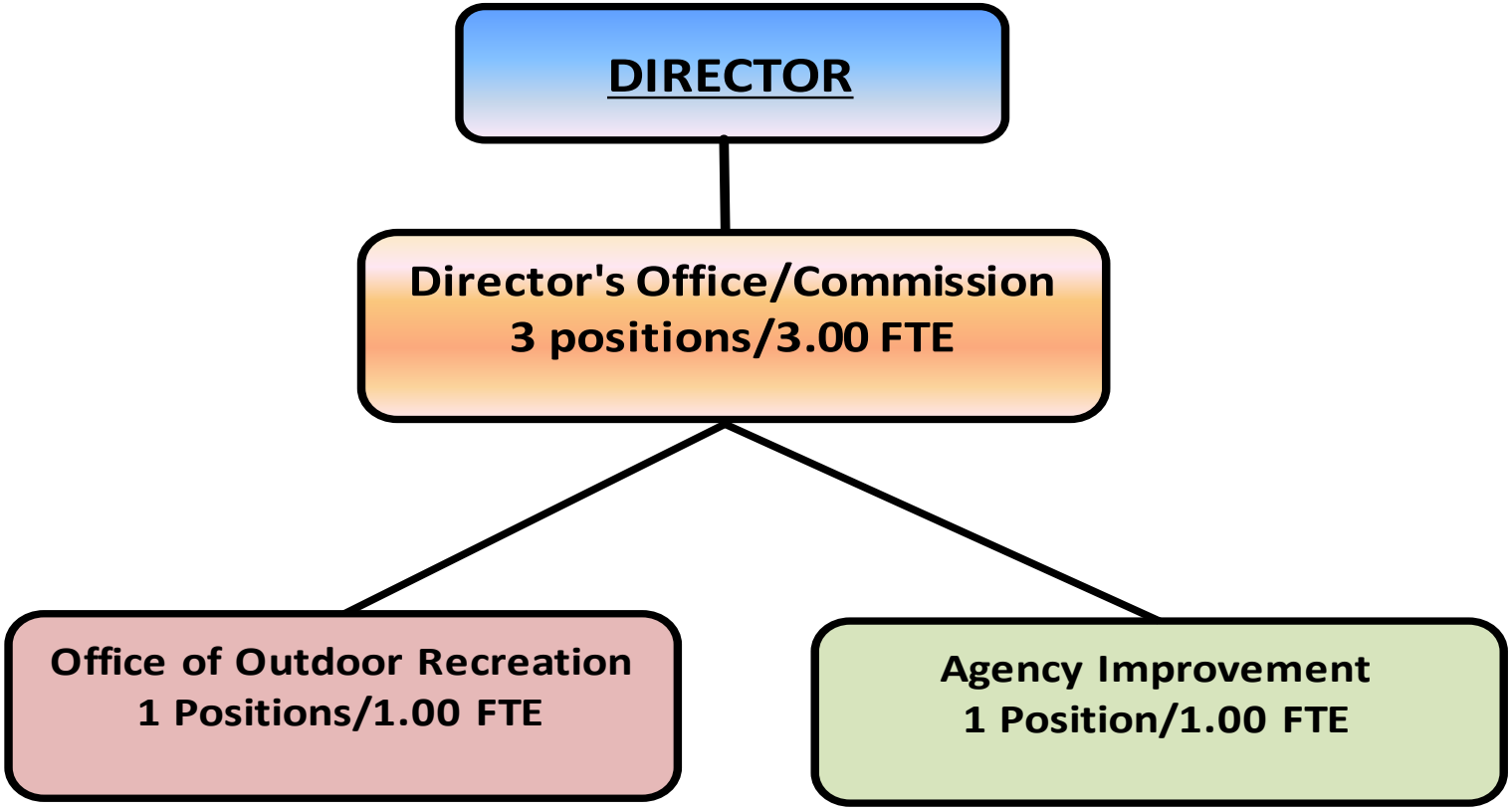
Program Description

Oregon Parks and Recreation Department
Director's Office
2017-19



Note: Human Resources/Safety Division managed here but are included in the Central Services budget starting on Page F-1.

Oregon Parks and Recreation Department
Director's Office
2019-21



Note: Communication Program and Human Resources/Safety Division managed here but are included in the Central Services budget starting on Page F-1.

Director's Office

Executive Summary

The Director's Office is responsible for *executive leadership*, the proper functioning of various official *commissions*, overall evaluation and internal auditing of the agency's performance through a *quality assurance* function, *human resources* management, and essential agency *communications,* and cross-jurisdictional strategies through the *Office of Outdoor Recreation*.

Program Description

The Director's Office oversees agency operations and provides *executive leadership* and strategic direction to department programs and operations. The Director also represents the Department with the Governor and the Governor's Policy Advisors, before the Oregon Legislature, in cooperative efforts with other state natural resource agencies. The Director administers several official commissions, including the governor-appointed Oregon State Parks and Recreation Commission, created by the State Legislature in 1989 to establish policies, adopt rules necessary to execute the duties of the Department, set fees, acquire property, promote the state's outdoor recreation policy, and appoint the OPRD Director. The Director's Office leads the agency to accomplish a three-pronged purpose:

1) Protect Oregon's special places …
2) Deliver great experiences, and …
3) Do both in a sustainable way …

The Director's Office is guiding the agency to intentionally rethink its approach to providing and promoting outdoor recreation and historic programs and services so they intentionally include the broadest possible swath of Oregonians, regardless of background or experience.

The *quality assurance* program reviews agency programs and conducts annual internal audits.

The *communications program* manages media and public communications, state park interpretation, marketing and e-commerce, customer information services, and customer research. The unit works in coordination with the quality assurance program to coordinate agency policies, procedures and rules and to improve agency rulemaking and policy development.

The *human resources* program manages and provides agency-wide guidance on employee recruitment, training and development, retention, and discipline. Safety Services provides statewide oversight to the Department's safety program.

The *Office of Outdoor Recreation* works across business, nonprofit, and government sectors to build consensus on strategies that elevate recreation in every corner of the state by improving access, public participation, and resource protection.

Both Communications and Human Resources are managed in the Director's Office but included in the Central Services budget starting on Page F-1.

Program Justification and Link to 10-Year Outcome

The agency's other four programs—Direct Services, Central Services, Community Support and Grants, Park Development—are united under the leadership of the Director's Office. Together with the Oregon State Parks and Recreation Commission, the Director's Office coordinates all other agency programs to accomplish four of the "Improving Government" goals:

1. Invest in Operational Efficiency Initiatives
2. Develop Flexible Service Delivery Models
3. Enhance Overall Online Service Delivery
4. Measure Performance with State Agency Scorecards

Program Performance

The effectiveness of the Director's Office is reflected in the performance of the agency's other five programs. The Oregon State Parks and Recreation Commission has sustained a perfect record, meeting 100% of the recommended Oregon best practices since it began measuring this performance measure in 2007.

Enabling Legislation/Program Authorization

ORS 390.131 Duties of director: The State Parks and Recreation Director is the executive head of the State Parks and Recreation Department and shall … Be responsible to the State Parks and Recreation Commission for administration and enforcement of the duties, functions and powers imposed by law upon the commission and the department … [and] Establish such administrative divisions as are necessary to carry out properly the commission's functions and activities.

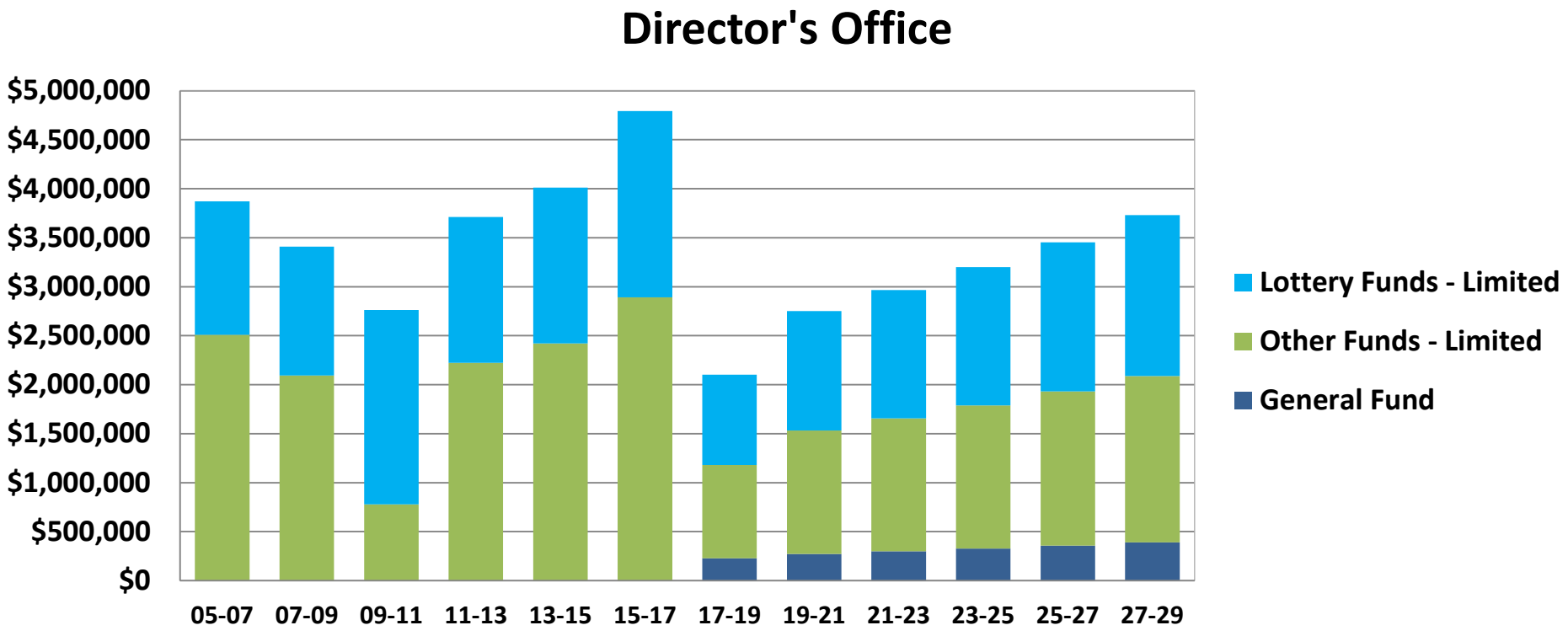
Funding Streams

More than half the Director's Office budget is funded by Other Funds (mostly park visitor revenue), and slightly less than half is funded by constitutionally dedicated Lottery Funds. The Office of Outdoor Recreation is General Fund, as directed by its enabling legislation.

Oregon Constitution, Article XV, Section 4a, Use of net proceeds from state lottery for parks and recreation areas: In each biennium the Legislative Assembly shall appropriate all of the moneys in the parks subaccount of the parks and natural resources fund … to achieve all of the following:

Provide additional public parks, natural areas or outdoor recreational areas to meet the needs of current and future residents of the State of Oregon; Protect natural, cultural, historic and outdoor recreational resources of state or regional significance; Manage public parks, natural areas and outdoor recreation areas to ensure their long-term ecological health and provide for the enjoyment of current

and future residents of the State of Oregon; and Provide diverse and equitable opportunities for residents of the State of Oregon to experience nature and participate in outdoor recreational activities in state, regional, local or neighborhood public parks and recreation areas.



Significant Proposed Program Changes from 2017-19

None.

Purpose, customers, and source of funding

The OPRD Commission and OPRD Director oversee Department operations and provide leadership to the Department's programs. The Communications program provides information to the Department's customers, internal and external, via the Web and printed documents. The Quality Assurance program provides reviews and advice to various parts of the Department to assure that policy and procedure are being followed. The Office of Outdoor Recreation seeks to increase public benefits -- to personal well-being, community vibrance, economic strength -- in every corner of the state.

Expenditures by fund type, positions and full-time equivalents

Director's Office:							
	General	Lottery	Other	Federal	Total Funds	Positions	FTE
Director's Office/Commission		1,067,197	1,103,001	0	2,170,198	3	3.00
Agency Improvement		149,375	156,851	0	306,226	1	1.00
Offic eof Outdoor Recreation	273,580	0	0	0	273,580	1	1.00
Total	273,580	1,216,572	1,259,852	0	2,750,004	5	5.00

Activities, programs, and issues in the program unit base budget

The Director's Office consists of the following agency-wide programs:

Director's Office/Commission

- The Oregon Parks and Recreation Commission was created by the State Legislature in 1989 to establish policies, adopt rules necessary to execute the duties of the Department, set fees, acquire property, promote the state's outdoor recreation policy, and appoint the OPRD Director. Commissioners serve four-year terms. They are appointed by the Governor and confirmed by the State Senate.

- The agency Director oversees agency operations and provides leadership and strategic direction to Department programs and operations. The Director also represents the Department with the Governor and the Governor's Policy Advisors, before the

Oregon Legislature, in cooperative efforts with other state natural resource agencies.

Quality Assurance

- Through the Audit Committee the Quality Assurance Coordinator is responsible to:
    - Conduct agency wide risk assessment
    - Create annual audit plan
    - Complete adopted audit plan
    - Conduct agency program reviews
    - Report audit/review findings and management actions to Audit Committee

Communications Program

- The Communication section aims to provide information that is useful and helpful for people who use parks and also to inspire others to go outside and play in a state or local outdoor recreation setting.
    - External and internal communications
    - E-commerce
    - Branding and marketing
    - Live customer information services by phone and online
    - Website content
    - Public and media relations
    - Statewide special event management
    - Graphic design and production
    - Publications
    - Map production
    - Exhibit creation and fabrication
    - Statewide interpretive coordination, including training, interpretive panel development, and visual identity standards.
    - Manage policy, procedure and rule coordination

- Outdoor recreation is central to the Oregon experience. Research is revealing that major segments of Oregon's population are not participating in outdoor recreation.
    - Researching trends in outdoor recreation
    - Analysis of market behavior as affected by services, fees, demographic and social shifts, and other factors.

Human Resources Division

- Recruitment
- Training
- Management advice
- Safety and risk management
- Succession planning
- Classification and organizational reviews

Office of Outdoor Recreation

The Office of Outdoor Recreation was created by the legislature in 2017 and takes a broad view, developing strategies that apply to local, state, federal, and private recreation interests.

Form a Commission-appointed advisory to set priorities for work on outdoor recreation strategies.

- **Research:** determine and distribute factual, actionable intelligence related to the personal, community, and economic roles of outdoor recreation in Oregon down to the regional or county level.
- **Organize:** develop and seek advocates for state policy improvements that encourage and facilitate statewide public access, especially among traditionally underserved communities, increase public and private investment in outdoor recreation, and create a positive climate for outdoor-oriented businesses. Encourage the development of vocational, technical, and professional academic programs to help lead Oregon's outdoor recreation industry.
- **Engage:** create an official, Commission-appointed advisory forum that encourages top-level management synchronicity between public and private outdoor recreation providers, advocates, businesses, and funders.
- **Advocate:** Research and prioritize solutions for removing significant barriers to the ongoing success of outdoor recreation experiences in Oregon, especially sustainable funding. Advocate consistently, noticeably, and effectively to key community decision-makers to protect resources, provide access, and encourage participation.

Important background for decision makers. Include trends in caseload and workload
The ongoing development of online social media combined with greater mobility and accessibility increases the communications workload and pace of this unit. Increasing rate of retirement and other reasons for turnover affect the workload and pace in human

resources. Changes in state and federal law, and greater levels of interest in unusual partnerships and business relationships, increase the workload for the Quality assurance program.

Expected results from the 2019-21 budget for the program unit.

The Director's Office helps to ensure that the Centennial Horizon principles and strategies come alive.

Centennial Horizon Principle 5 – Build the State Park System with Purpose and Vision

- Examine the department's public services, especially the world-famous state park system, to make sure it is equipped to serve the entire breadth of Oregon's population, regardless of age, ethnicity, income, education, or previous experience with outdoor recreation and heritage experiences.
- Use strategic, long-range changes to revise public services and internal hiring and retention practices, and introduce new targeted branding and marketing methods, to reach previously-underserved Oregonians.

Revenue sources and proposed revenue changes

The Director's Office is mostly funded by a standard mixture of Lottery funds and Other Funds (Park User Fees), with a small amount of General Fund.

The Lottery funds are the Department's constitutionally dedicated share of the Parks and Natural Resource Fund. Lottery fund forecasts are provided by the Office of Economic Analysis.

Park User Fees are generated by Day Use and Overnight camping fees charged to park visitors. The Department forecasts this revenue source based on historical and future reservation data.

The Office of Outdoor Recreation, given its broad mandate to create strategic statewide, cross-jurisdictional consensus, is General Fund.

Proposed new laws that apply to the program unit

There are no new laws proposed that apply to the Director's Office.

Summary of 2019-21 Budget
Oregon Parks and Recreation Department

Director's Office	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
2017-19 LEGISLATIVELY ADOPTED BUDGET	5	4.88	2,064,585	218,894	904,444	941,247			
Emergency Board Actions (through 3/2018)			36,625	9,835	16,880	9,910			
2017-19 Legislatively Approved Budget	5	4.88	2,101,210	228,729	921,324	951,157			
Base Budget Adjustments:									
Net Cost of 2017-19 Position Actions:									
Administrative, Biennialized E-Board, Phase-Out		0.12	94,735	37,131	28,704	28,900			
Estimated Cost of 2019-21 Merit Increase									
Base Debt Service Adjustment									
Base Nonlimited Adjustment									
Capital Construction Adjustment									
Subtotal: 2019-21 Base Budget	5	5.00	2,195,945	265,860	950,028	980,057			
Essential Packages:									
Package No. 010									
Vacancy Factor (Increase)/Decrease									
Non-PICS Personal Service Increase/(Decrease)			8,708	2,566	3,037	3,105			
Subtotal			**8,708**	**2,566**	**3,037**	**3,105**			
Package No. 021/022									
021 - Phased-In Programs Excl. One-Time Costs			4,101	4,101					
022 - Phase-Out Programs and One-Time Costs									
Subtotal			**4,101**	**4,101**					
Package No. 031/032/033									
Cost of Goods & Services Increase/(Decrease)			41,250	1,053	19,607	20,590			
State Govt Service Charges Increase/(Decrease)									
Subtotal			**41,250**	**1,053**	**19,607**	**20,590**			
Package No. 040									
Mandated Caseload Increase/(Decrease)									
Package No. 050									
Fund Shifts									
Package No. 060									
Technical Adjustments									
Subtotal: 2019-21 Current Service Level Budget	5	5.00	2,250,004	273,580	972,672	1,003,752			
2019-21 Current Service Level - Page 1 Subtotal	5	5.00	2,250,004	273,580	972,672	1,003,752			
Package No. 070									
Revenue Shortfalls									
Subtotal: 2019-21 Modified Current Service Level	5	5.00	2,250,004	273,580	972,672	1,003,752			

Budget Narrative

Director's Office	TOTALS			FUND TYPE					
	POS	FTE	ALL FUNDS	General Fund	Lottery Funds	Other Funds	Federal Funds	Nonlimited Other	Nonlimited Federal
Emergency Board Packages:									
(List ORBITS Package number and title)									
Subtotal Emergency Board Packages									
Policy Packages:									
101 Operational Cost Increases									
102 Grant Obligations from Past Biennium									
103 Agency Shared Costs fro State Capitol Park									
104 Improve and Develop Parks									
105 Improve Visitor Experience			500,000		243,900	256,100			
106 Prep for State Park Centennial in 2022									
107 Invest in Signature State Trails									
108 Apply Modern Tech to Improve Service									
109 Targeted Strategic Park Acquisitions									
110 Support Multiagency Salmonberry Trail Project									
111 Invest in Parks and Heritage Staff									
Subtotal Policy Packages			500,000		243,900	256,100			
Total: 2019-21 Budget	5	5.00	2,750,004	273,580	1,216,572	1,259,852			
Percent Change From 2017-19 Leg. Approved	0.0%	2.5%	30.9%	19.6%	32.0%	32.5%	0.0%	0.0%	0.0%
Percent Change From Current Service Level Budget	0.0%	0.0%	22.2%	0.0%	25.1%	25.5%	0.0%	0.0%	0.0%

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Lottery Funds								
Interest Earnings	Lot	0605						
Interest Earnings (Non-Dedicated Lottery - Non-Measure 76)	Lot	0605						
Transfers-In								
Intrafund	Lot	1010	-	-		-		
From Dept. Adminst Serv (Dedicated Lottery - Measure 76)	Lot	1107	1,902,298	921,324	921,324	1,216,572		
From Dept. Adminst Serv (Non-Dedicated Lottery - Non-Measure 76)	Lot	1107						
From Department of Forestry	Lot							
Transfers-Out								
Intrafund	Lot	2010						
Administrative Services	Lot	2107						
Dept. of Forestry	Lot	2629						
To Oregon Department of Transportation	Lot	2730						
Total Lottery Funds	Lot		1,902,298	921,324	921,324	1,216,572		
Other Funds (Limited)								
Park User Fees	Oth	0255	2,867,661	941,247	1,036,157	1,259,852		
Other Nonbusiness Lic & Fees	Oth	0210						
Charges for Services	Oth	0410						
Rents and Royalties	Oth	0510						
Interest Earnings	Oth	0605						
Sales Income	Oth	0705	22,968					
Donations	Oth	0905						
Grants (Non-Fed)	Oth	0910						
Other Revenues	Oth	0975						
Lottery Bonds Proceeds	Oth	0565						
Transfers-In								
Intrafund	Oth	1010	-	9,910				
From Dept. Adminst Serv	Oth	1107						
Oregon Military Department	Oth	1248						
From Marine Board	Oth	1250						
Oregon Dept of Energy	Oth	1330						
OR Business Development	Oth	1123						
From Oregon Dept of State Lands	Oth	1141						
From Oregon Department of Forestry	Oth	1629						
From Oregon Department of Transportation	Oth	1730						
From Dept of Fish/Wildlife	Oth	1635						

DETAIL OF LOTTERY FUNDS, OTHER FUNDS AND FEDERAL FUNDS REVENUES

Source	Fund	ORBITS Revenue Acct	2015-17 Actual	2017-19 Legislatively Approved	2017-19 Estimated	2019-21 Agency Request	2019-21 Governor's Budget	2019-21 Legislatively Adopted
Transfers-Out								
Intrafund	Oth	2010						
To Counties	Oth	2080						
To Oregon Department of Transportation	Oth	2730						
To OR Business Development	Oth	2123						
To Dept. of Agriculture	Oth	2603						
To Dept. of Forestry	Oth	2629						
To Oregon State Police	Oth	2257						
Total Other Funds	Oth		2,890,629	951,157	1,036,157	1,259,852		
Federal Funds (Limited)								
Federal Funds	Fed	0995						
Oregon Department of Transportation	Fed	1730						
Oregon Military Dept	Fed	1248						
Transfers-Out								
To Dept of Fish/Wildlife	Fed	2635						
To Dept of Forestry	Fed	2629						
Total Federal Funds - Limited	Fed		-	-	-	-		
TOTAL LIMITED			4,792,927	1,872,481	1,957,481	2,476,424		
Lottery, Other, and Federal Funds			4,792,927	1,872,481	1,957,481	2,476,424		

Director's Office

010 Non-PICS Psnl Svc / Vacancy Factor

Package Description

This package includes standard inflation of 3.8% on non PICS generated accounts unless otherwise described below:

- Mass Transit – adjustment to .6% of subject salary and wages.
- Pension Obligation Bonds – amount required for payment of bonds as calculated by the Department of Administrative Services (DAS).
- Vacancy Savings – an amount calculated based on the previous biennium's turnover rate plus the return of the hiring slow down limitation reduction.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 010 Non-PICS Psnl Svc/Vacancy Factor

63400-100-10-00-00000
Directors Office

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Temporary Appointments									-
				Overtime Payments									-
				Shift Differential									-
				All Other Differential					787	827			1,614
				Public Employees Retire Cont					134	140			274
				Pension Bond Contribution				1,624	1,793	1,889			5,306
				Social Security Taxes					60	63			123
				Unemployment Assessments									-
				Mass Transit Tax				942	263	186			1,391
				Vacancy Savings									-
Total Personal Services								**2,566**	**3,037**	**3,105**	**-**	**-**	**8,708**

SERVICES AND SUPPLIES

Total Services and Supplies								-	-	-	-	-	-

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								**2,566**	**$3,037**	**$3,105**	**$0**	**$0**	**$8,708**

TOTAL POSITIONS/FTE _____ Pos _____ FTE

Director's Office

021 Phase In

Package Description

This package phases in limitation related to the establishment of the Office of Outdoor Recreation. This brings the program to 24 months' worth of funding.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 021 Phase-In

63400-100-10-00-00000
Directors Office

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
Total Personal Services								-	-	-	-	-	-

SERVICES AND SUPPLIES

4100	Instate Travel							234					234
4150	Employee Training							93					93
4175	Office Expenses							58					58
4200	Telecommunications							292					292
4475	Facilities Maintenance							779					779
4575	Agency Program Related S and S							713					713
4650	Other Services and Supplies							966					966
4700	Expendable Prop 250 - 5000							966					966
Total Services and Supplies								**4,101**	-	-	-	-	**4,101**

CAPITAL OUTLAY

Total Capital Outlay								-	-	-	-	-	-

SPECIAL PAYMENTS

Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								**4,101**	**$0**	**$0**	**$0**	**$0**	**$4,101**
TOTAL POSITIONS/FTE			_____	Pos	_____	FTE							

Director's Office

031 Standard Inflation Adjustments

Package Description

This package includes standard inflation of 3.8% for all Services and Supplies, Capital Outlay and Special Payments unless otherwise described below. In addition, Professional Services accounts are granted 4.2% inflation. Attorney General account was inflated by the approved rate of 20.14%.

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 031 Standard Inflation

63400-100-10-00-00000
Directors Office

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
PERSONAL SERVICES													
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4100	Instate Travel							60	1,094	1,149			2,303
4125	Out of State Travel								169	177			346
4150	Employee Training							24	407	427			858
4175	Office Expenses							15	337	354			706
4200	Telecommunications							75	19	20			114
4275	Publicity and Publications								94	98			192
4300	Professional Services								823	865			1,688
4325	Attorney General								13,159	13,817			26,976
4375	Employee Recruitment and Develop								375	394			769
4475	Facilities Maintenance							200					200
4575	Agency Program Related S and S							183	2,782	2,922			5,887
4650	Other Services and Supplies							248	161	170			579
4700	Expendable Prop 250 - 5000							248	187	197			632
Total Services and Supplies								**1,053**	**19,607**	**20,590**	**-**	**-**	**41,250**
CAPITAL OUTLAY													
													-
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								**1,053**	**$19,607**	**$20,590**	**$0**	**$0**	**$41,250**
TOTAL POSITIONS/FTE				Pos		FTE							

Director's Office

105 Improve Visitor Experience

Package Description

Purpose:

The purpose of this package is to enhance the Department's recreation outreach and inclusion resources to allow for additional strategies to reach Oregonians currently not accessing the state park system.

How Achieved:

OPRD is focused on connecting everyone to Oregon's special places because no one should feel unwelcome in an Oregon park. No one should feel that Oregon's parks are off limits to them. Initial small steps include having conversations, listening to one other and learning to understand each other's perspectives. This is vital to treating each other and park visitors with respect. OPRD in engaging in a model of "Engage, Relate, Adapt".

Staffing Impact:

None.

Quantifying Results:

OPRD will see increased attendance by visitors currently not actively taking part in activities offered by the park system.

Revenue Source:

$243,900 Lottery Funds, $256,100 Other Funds

ESSENTIAL AND POLICY PACKAGE FISCAL IMPACT SUMMARY

Package No. 105 Improve Visitor Experience

63400-100-10-00-00000
Directors Office

PERSONAL SERVICES

Classification No.	Group by Classification Name	# of Pos.	FTE	Base Rate	Avg. Step	Avg. Salary	Avg. OPE	GF	LF	OF	FF	OF (Non-Ltd.)	All Funds
				Salaries & Wages									-
				Empl Rel Bd Assessments									-
				Public Employees Retire Cont									-
				Social Security Taxes									-
				Workers Comp Assessments									-
				Mass Transit Tax									-
				Flexible Benefits									-
Total Personal Services								-	-	-	-	-	-
SERVICES AND SUPPLIES													
4100	Instate Travel								36,585	38,415			75,000
4175	Office Expenses								31,707	33,293			65,000
4275	Publicity and Publications								73,170	76,830			150,000
4300	Professional Services								73,170	76,830			150,000
4575	Agency Program Related S and S								29,268	30,732			60,000
Total Services and Supplies								-	**243,900**	**256,100**	-	-	**500,000**
CAPITAL OUTLAY													
Total Capital Outlay								-	-	-	-	-	-
SPECIAL PAYMENTS													
Total Special Payments								-	-	-	-	-	-
TOTAL REQUESTS								-	**$243,900**	**$256,100**	**$0**	**$0**	**$500,000**
TOTAL POSITIONS/FTE				Pos		FTE							

.

DETAIL OF LOTTERY FUNDS, OTHER FUNDS, AND FEDERAL FUNDS REVENUE

Parks & Recreation Dept
2019-21 Biennium

Agency Number: 63400
Cross Reference Number: 63400-100-10-00-00000

Source	2015-17 Actuals	2017-19 Leg Adopted Budget	2017-19 Leg Approved Budget	2019-21 Agency Request Audit	2019-21 Governor's Budget	2019-21 Leg. Adopted Audit
Lottery Funds						
Tsfr From Administrative Svcs	1,902,298	904,444	921,324	1,216,572	-	-
Total Lottery Funds	**$1,902,298**	**$904,444**	**$921,324**	**$1,216,572**	**-**	**-**
Other Funds						
Park User Fees	2,867,661	941,247	941,247	1,259,852	-	-
Sales Income	22,968	-	-	-	-	-
Transfer In - Intrafund	-	-	9,910	-	-	-
Total Other Funds	**$2,890,629**	**$941,247**	**$951,157**	**$1,259,852**	**-**	**-**

Budget Narrative

Facilities Maintenance

Facility Plan - Facilities Planning Narrative 107BF02

2017-19 Biennium

Agency Name Oregon Parks and Recreation Department

1. What are the key drivers for your agency's facility needs, and how do you measure space/facility demand? A) Park Visitation - Increasing visitation due to longer summer season and population growth requires increased levels of preventive maintenance and accelerates the aging of our infrastructure. Facilities such as utilities struggle to keep up with the increased demand. B) Increases in space are not generally needed as increased visitation has not meant an increase to staffing levels or major infrastructure.
2. What are the key facility-related challenges over the next 10-years? (Please answer in order of priority) A) Aging infrastructure - Key infrastructure such as utilities and restroom facilities that have far exceeded their useful lifespan. B) Emerging maintenance - As the Backlog is bought down emerging maintenance has increased and is quickly exceeding backlog costs. C) As demand maintenance increases due to visitation staffing levels remain constant. Other areas such as preventive maintenance start to suffer.
3. What do you need to meet these challenges? A) Adequate funding as to meet the emergent maintenance needs - Just because backlog has been significantly reduced doesn't mean the aging facility issue is cured. B) Staffing levels need to be increased as to meet increased usage due to longer seasons.

Budget Narrative

Facility Plan - Facility Summary Report 107BF16a
2017-19 Biennium

Agency Name Oregon Parks and Recreation Department

Table A: Owned Assets Over $1M CRV		**FY 2016 DATA**					
Total Number of Facilities Over $1M		19					
Current Replacement Value $ (CRV)	1	$59,981,249	Source	4	Risk	Risk or FCA
Total Gross Square Feet (GSF)		98,389				
Office/Administrative Usable Square Feet (USF)	2	1000	*Estimate/Actual*	5	0.010163738	% USF/GSF
Occupants Position Count (PC)	3	15	**Office/Admin USF/PC**	6	66.66666667	* 1000 based on Rooster Rock and individual sencedary office locations (desks)
			***or* Agency Measure**	7		

Table B: Owned facilities under $1M CRV		
Number of Facilities Under $1M		1
CRV	1	$0
GSF		31,500

Table C: Leased Facilities						
Total Rentable SF	8	3000				
Total 2017-2019Biennial Lease Cost		48000				
Additional 2015-2017 Costs for Lease Properties (O&M)	9	NA				
Office/Administrative Usable Square Feet (USF)	2	3000	*Estimate/Actual*	5	100	% USF/GSF
Occupants Position Count (PC)	3	12	**Office/Admin USF/PC**	6	250	

Definitions		
CRV	1	Current Replacement Value Reported to Risk Management ***or Calculated Replacement Value Reported from iPlan Facility Conditions Assessment (FCA)***
USF	2	Usable Square Feet per BOMA definition for office/administrative uses. Area of a floor occupiable by a tenant where personnel or furniture are normally housed plus building amenity areas that are convertible to occupant area and not required by code or for the operations of a building. If not known, estimate the percentage.
Occupant Postion Count (PC)	3	Total Legislatively Approved Budget (LAB) Position Count within the buildings or leases as applicable.
Source	4	Enter Source of CRV as "Risk" or "FCA"
Estimate/Actual	5	Use actual USF % of USF to GSF, if available. If not known, estimate the percentage.
Office/Administrative USF/PC	6	Divide your USF by your position count. If office/admin space is a less than 10% of your space use, fill in N/A and fill in #7, "Agency Measure".
Agency Measure	7	If not using USF/PC, insert Agency Measure as defined in 107BF02 question #1.
RSF	8	Rentable SF per BOMA definition. The total usable area plus a pro-rated allocation of the floor and building common areas within a building.
O&M	9	Total Operations and Maintenance Costs for facilities including all maintenance, utilities and janitorial

Budget Narrative

Facility Plan - Facility O&M/DM Report 107B16b
2017-19 Biennium

Agency Name Oregon Parks & Recreation Department

Facilities Operations and Maintenance (O&M) Budget excluding Capital Improvements and Deferred Maintenance

	1	2013-15 Actual	2015-17 LAB	2017-19 Budgeted	2019-21 Projected
Personal Services (PS) Operations and Maintenance		$47,165,618	$52,487,770	$60,392,811	$66,994,037
Services and Supplies (S&S) Operations and Maintenance		$20,468,888	$15,787,357	$17,785,349	$18,461,192
Utilities not included in PS and S$S above		$1,678,860	$979,673	$1,024,955	$1,063,903
Total O&M		$69,313,366	$69,254,800	$79,203,115	$86,519,132
O&M $/SF		$704.48	$703.89	$805.00	$879.36

* OPRD does not separate OEM by buildings alone, includes total asset maintenance

Total O&M SF 98,389 Include only the SF for which your agency provides O&M funding.

		General Fund	Lottery Fund	Other Funds	Federal Funds
O&M Estimated Fund Split Percentage %	2	**0**	39.14	60.86	0

Note: %'s vary by biennium

Total Short and Long Term Deferred Maintenance Plan for Facilities Value Over $1M

	3	Current Costs (2016)	Ten Year Projection	2017-19 Budgeted	2019-21 Projected
Priorities 1-3 - Currently, Potentially and Not Yet Critical	4,5,6	$0	$0	$0	TBD
Priority 4 - Seismic & Natural Hazard	7	TBD	TBD	$0	TBD
Priority 5 - Modernization	8	$0	TBD	$0	TBD
Total Priority Need		$0	$0	$0	TBD
Facility Condition Index (Priority 1-3 Needs/CRV)	9	0.000%	0.000%		

Assets Over $1M CRV $59,981,249 Current Replacement Value Reported to Risk ***or Calculated Replacement Value Reported from Facility Conditions Assessment (FCA)***

Process/Software for routine maintenance (O&M)	Oregon Parks and Recreation Information System (OPRIS). Maintenance Software	Provide narrative
Process/Software for deferred maintenance/renewal	Oregon Parks and Recreation Information System (OPRIS). Maintenance Software	Provide narrative
Process for funding facilities maintenance	Field Investment Fund, Preventive Maintenance Fund, and Operations Funding	Provide narrative

Definitions

Facilities Operations and Maintenance Budget	**1**	The Facilities Operations and Maintenance budget includes costs to operate and maintain facilities and keep them in repair including utilities, janitorial and maintenance costs. Maintenance costs are categorized as external building (roof, siding, windows, etc.); interior systems (electrical, mechanical, interior walls, doors, etc.); roads and ground (groundskeeper, parking lots, sidewalks, etc.) and centrally operated systems (electrical, mechanical, etc.). Agencies with significant facilities may include support staff if directly associated with facilities maintenance activities. Do not include other overhead costs such as accounting, central government charges, etc.
O&M Estimated Fund Split Percentage %	**2**	Show the fund split by percentage of fund source allocated to facility O&M for your agency
Total Short and Long Term Maintenance and Deferred Maintenance Plan for Facilities Value Over $1M	**3**	All Maintenance excluding routine O&M costs
Priority One: Currently Critical	**4**	From the Budget Instruction: Priority One projects are conditions that require immediate action in order to address code and accessibility violations that affect life safety. Building envelope issues (roof, sides, windows and doors) that pose immediate safety concerns should be included in this category.
Priority Two: Potentially Critical	**5**	From the Budget Instruction: Priority Two projects are to be undertaken in the near future to maintain the integrity of the facility and accommodate current agency program requirements. Included are systems that are functioning improperly or at limited capacity, and if not addressed, will cause additional system deterioration and added repair costs. Also included are significant building envelope issues (roof, sides, windows and doors) that, if not addressed, will cause additional system deterioration and added repair costs.
Priority Three: Necessary - Not yet Critical	**6**	From the Budget Instructions: Priority Three projects could be undertaken in the near to mid-term future to maintain the integrity of a building and to address building systems, building components and site work that have eached or exceeded their useful life based on industry standards, but are still functioning in some capacity. These projects may require attention currently to avoid deterioration, potential downtime and consequently higher costs if corrective action is deferred.
Priority Four: Seismic and Natural Hazard Remediation	**7**	From the Budget Instructions: Priority Four projects improve seismic performance of buildings constructed prior to 1995 building code changes to protect occupants, minimize building damage and speed recovery after a major earthquake. Projects also include those that mitigate significant flood hazards.
Priority Five: Modernization	**8**	From the Budget Instructions: Priority Five projects are alterations or replacement of facilities solely to implement new or higher standards to accommodate new functions, significantly improve existing functionality as well as replacement of building components that typically last more than 50 years (such as the building structure or foundations). These standards include system and aesthetic upgrades which represent sensible improvements to the existing condition. These projects improve the overall usability and reduce long-term maintenance requirements. Given the significant nature of these projects, the work typically addresses deficiencies that do not conform to current codes, but are 'grandfathered' in their existing condition to the extent feasible.
Facility Condition Index	**9**	A calculated measure of facility condition relative to its current replacement value (expressed as a percentage)

Audit Reports

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

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

Audit Results:

The Audits Division did not identify any deficiencies in internal control over financial reporting that they consider to be material weaknesses.

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

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

Audit Results:

The Audits Division did not identify any deficiencies in internal control over financial reporting that they consider to be material weaknesses.

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

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

Audit Results:

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

The Audits Division Recommends:

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

Agency Response:

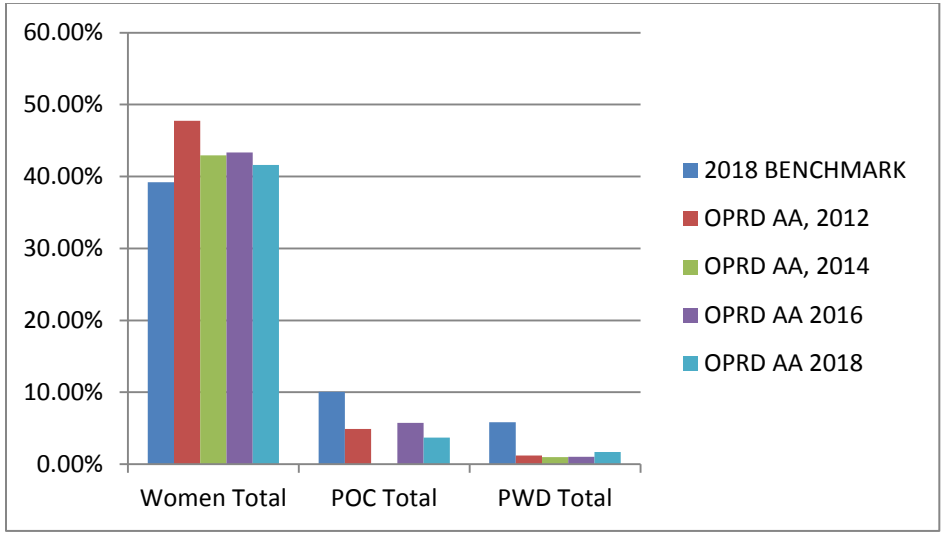
OPRD agrees with the recommendation and appreciates the audit team bringing to our attention an opportunity to strengthen our internal controls. Management will revisit the state accounting policies related to recording transactions and ensure the transaction review process includes examination of proper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

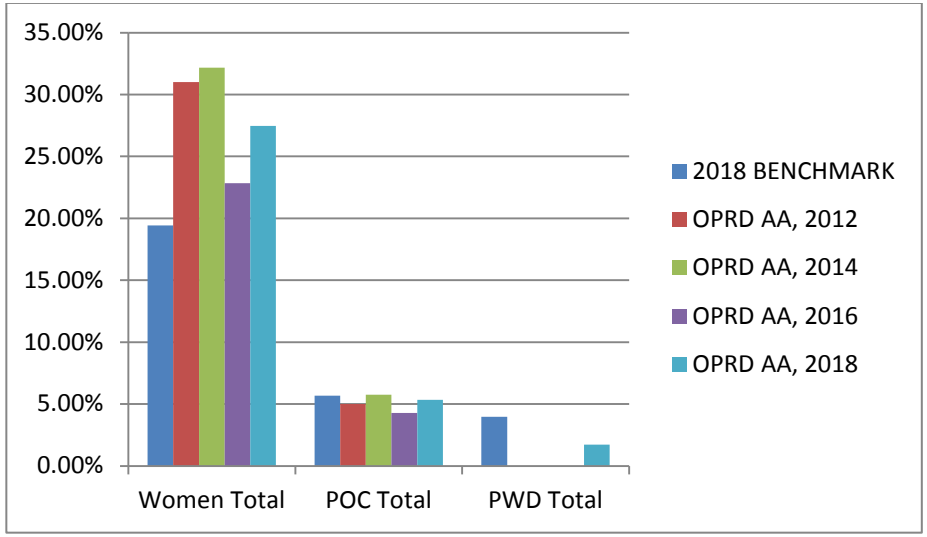
AFFIRMATIVE ACTION REPORT

Below are comparison charts of the OPRD Affirmative Action percentages based upon the 06/30/18 report distributed by DAS. Chart 1 summarizes the hiring percentage based upon OPRD as a whole with the benchmark established by DAS indicated by the line. Chart 2 reflects hiring percentages of OPRD Management only with the benchmark established by DAS indicated by the line.

EEO CATEGORY TOTAL AGENCY %	WOMEN TOTAL	POC* TOTAL	PWD** TOTAL
2018 BENCHMARK	39.19%	10.05%	5.84%
OPRD AA, 2012	47.76%	4.91%	1.22%
OPRD AA, 2014	42.96%	4.9.%	0.98%
OPRD AA 2016	43.34%	5.74%	1.04%
OPRD AA 2018	41.62%	3.69%	1.72%

EEO CATEGORY TOTAL MGMT %	WOMEN MGMT	POC* MGMT	PWD** MGMT
2018 BENCHMARK	19.43%	5.67%	3.96%
OPRD AA, 2012	31.00%	5.00%	0.00%
OPRD AA, 2014	32.18%	5.75%	0%
OPRD AA, 2016	22.85%	4.28%	0%
OPRD AA, 2018	27.47%	5.33%	1.72%





***POC** *Persons of Color* ****PWD** *Persons with Disabilities* **EEO** *Equal Employment Opportunity* **AA** *Affirmative Action*

Action plan for 2019 - 2021

- Provide regular on-going training and education opportunities to managers and employees agency-wide.
- Reinforce management responsibility to OPRD's goal of promoting a diverse workforce.
- Market OPRD as an employer of choice – one who is committed to a diverse work environment and employee retention.

OPRD's on-going plan

- Continue supporting the creation of agency diverse-management structure, such as the Inclusion Committee, which will create and deliver diversity development system, tools and services that lead and support organizational and workforce development to achieve department goals. This includes:
    - Creating internal and external training and outreach opportunities that create and promote cultural awareness.
    - Active participation in the State Annual Diversity Conference.

- Create an environment of increased cultural awareness by:
    - Ensuring that all executive and management service employees have appropriate affirmative action and diversity responsibilities included in their position descriptions and annual performance evaluations;
    - Communicate and display the Affirmative Action Policy;
    - Distribute Human Resources updates including diversity topics.
    - Make certain that all employees are aware and encouraged to participate in diversity training and activities.
    - Seek out new Diversity opportunities to engage and attract youth, people of color, people with disabilities and women to work for Parks.
    - Continue the Director's Inclusion Initiative work started in 2015 focused on fostering and growing awareness of inclusion and diversity internally and externally.

- Address recruitment and retention issues through outreach to local community groups and resources. This includes:
  - Increase career fair participation, utilization of web sites, community agencies, community leaders and schools to improve minority outreach to youth, people of color, people with disabilities and women;
  - Further develop college and high school internship program to bring young people into the Park system to experience the potential career opportunities, improving outreach efforts, and bridge the gap expected due to future retirements.

PROPOSED SUPERVISORY SPAN OF CONTROL REPORT

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

Supervisory Ratio for the last quarter of 2017-2019 biennium

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

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

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

_____78_____ = _____74_____ + _____5_____- (_____1_____)

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

_____788_____ = _____700_____ + _____88_____

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

The agency has a current actual supervisory ratio of-

1:_____10.1_____ = ____788_____ / ____78_____

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

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

← Narrow Span		Wide Span →
High	**RISK TO PUBLIC/EMPLOYEE SAFETY**	Low
Dispersed	**GEOGRAPHIC LOCATION(s) OF SUBORDINATES**	Assembled
Complex	**COMPLEXITY OF DUTIES/MISSION**	Not complex
Low	**BEST PRACTICES/INDUSTRY STANDARDS**	High
Small	**AGENCY SIZE/HOURS OF OPERATION**	Large
Many	**NON AGENCY STAFF/TEMPORARY EMPLOYEES**	Few
High	**FINANCIAL RESPONSIBILITY**	Low
← More Supervisors		Fewer Supervisors →

Ratio Adjustment Factors

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

Yes

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

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

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

This increases the need for supervisors.

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

Yes

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

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

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

This increases the need for supervisors.

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

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

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

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

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

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

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

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

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

This increases the need for supervisors.

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

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

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

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

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

This increases the need for supervisors.

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

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

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

Unions Requiring Notification: SEIU, AEE

Date unions notified_____

Submitted by: _____ Date:_____

Signature Line _____ Date _____

Signature Line _____ Date _____

Signature Line _____ Date _____

Signature Line _____ Date _____

Natural Resources Policy Areas

CRITERIA	WEIGHT	SCORING GUIDE	Project Name: Parks Reservation System	
TOTAL WEIGHTED PROJECT SCORE			183	
Strategic Value			Raw	Weighted
Required Service/Product-Business Alignment (are any of these are true?) • Mandate (legislative, federal or state) • Meets a strategic business need • Governor Initiative/Strategy • Priority/Compliance for industry	5	0: none are true 3: one is true 6: two or three are true 9: all are true	9	45
Value to Customer Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer	9	45
Leverage Potential Multiplier effect: • Service/product can be leveraged as a shared or managed service across agencies or policy area • Service/product can be leveraged as a utility service • Service/product adds value for external partners	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential	6	18
Risk				
Importance to Risk Mitigation Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss .	5	0: no risk to state/ customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered	9	45
Financial				
Return on Investment (ROI) / Cost Avoidance Project ROI reduces cost in expenditures once project becomes a program. Must have a way to measure ongoing ROI and pay for itself over time, and/or the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium	6	30

Business Case for
State Parks Reservation System

Oregon Parks and Recreation Department

Date: xx/xx/xxxx
Version: 1.0

Richard Walkoski
Claudia Ciobanu

(503) 986-0750
claudia.i.ciobanu@oregon.gov
oregonstateparks.org

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**OPRD Campground Reservation System - v 1.0**		
AGENCY	**Oregon Parks and Recreation Department**	DATE	xx/xx/xxxx
DIVISION	Communications and Research	DAS CONTROL #	
AGENCY CONTACT	Claudia Ciobanu	PHONE NUMBER	503-986-0750

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
(Name)	(Date)
Lisa Sumption	
Signature	
Agency Executive Sponsor	
(Name)	(Date)
MG Devereux	
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
(Name)	(Date)
Trygve Larson	
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

Table of Contents

Business Case – Authorizing Signatures **2**

Table of Contents **3**

Executive Summary **4**

Purpose and Background **6**

Purpose and Background 6
Agency Mission and Programs 6
Reservation System Details 8
OPRD Programs Affected by the Reservation System 9
External Stakeholders 10
Reservation Industry Trends and Developments 10

Problem or Opportunity Definition **11**

Problem Definition 11
Current System Limitations 11
Lack of Support for Business Rules 11
Fragmented Customer Experience 13
Convoluted Data Access and Database Structure 14
Slow Response to Revenue-Generating Changes 15
Limited Training and Support for Field Staff 16
Opportunity 16

Alternatives Analysis **17**

Assumptions and Requirements 17
Assumptions 17
Requirements 17
Alternatives Identification 18
Alternatives Analysis 18
Summary of Benefits and Risks 18
Detailed Comparison 19
Method of Analysis – Selection Criteria 20
Functionality 20
Vendor Support 21
Implementation 22
Cost 22
Alternatives Evaluation 23

Conclusions and Recommendations **27**

Conclusions 27
Recommendations 28
Consequences of Failure to Act 28
Conclusions and Recommendations Checklist ..... **Error! Bookmark not defined.**

Complete Case Checklist ..... Error! Bookmark not defined.

Checklist for the Completed Case ..... **Error! Bookmark not defined.**

Appendixes and References ..... Error! Bookmark not defined.

Executive Summary

The Oregon Parks and Recreation Department (OPRD) is interested in finding the best technological solution for managing campground reservations, park sales and customer data to maximize facility utilization and revenue by retaining existing customers and attracting new ones. The goal of this project is to identify the solution that will provide the most value for customers and other stakeholders, and if possible, reduce expenses for OPRD.

OPRD is legislatively mandated to manage the utilization of state parks and resources, "in a manner that upholds their scenic, historic, natural, cultural, and recreation values," (OAR 736-010-0005, ORS 390.111, ORS 390.121).The reservation system helps our agency do this, and it is our single most important technology investment. For a park system of our size (3rd in day-use attendance and 7th in overnight attendance nationally), a robust reservation system is a necessity. We use this system to process more than $22 million in revenue annually, which represents over 400,000 nightly reservations. In addition, this system affects more than 220,000 customers and external partners, such as the Oregon Department of Forestry and Portland Metro Parks.

This system is vital to a variety of customers: individuals, families, groups, and small business providers who use our parks to recreate or as a staging place for delivering outdoor recreation activities. At a high level, the system supports Oregon's tourism industry by connecting people with outdoor resources and bringing tourists into local communities. In the long-run, this system could be leveraged across the public campground system and provide a centralized location for county, city and state park camping. Furthermore, this project aligns with two of the Governor's current priorities – government efficiency and conserving Oregon's beauty of Oregon for future generations. This system has the opportunity to increase operational efficiency and thus "deliver quality public services efficiently and affordably" to Oregonians. It will also foster a "strong connection to nature" for young people by helping them spend time outdoors connecting with Oregon's beauty and history. It is this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.

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

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

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

- ☐ Allow the agency to react quickly to changing business demands
- ☐ Support business rules and identified operation efficiencies
- ☐ Function seamlessly across all sales channels (web, phone and field locations)

- ☐ Integrate effectively with the state accounting system and OPRD programs and systems
- ☐ Provide a customer friendly interface that translates easily across devices
- ☐ Store customer and financial data securely
- ☐ Make data available in a format that lends itself easily to comprehensive analysis to inform business decisions

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

This business case compares three alternatives for OPRD's reservation system: status quo, new software purchase, and custom solution.
1) **Status Quo**: OPRD would keep the existing system and negotiate a new contract with its current provider. This is seemingly a low-risk, safe alternative; however, this option is riskier than switching to a new system. The current vendor has a track record of slow or ineffective innovation, which means OPRD will continue to work with an inefficient solution. Other large clients have already left, which is likely to decrease their resources and ability to provide service. The possibility that this vendor may be pushed out of the market in the next 5 to 10 years by more nimble competitors is very real.
2) **RFP for A New Software Solution**: OPRD could purchase new software by issuing an RFP to interested vendors in the market and selecting the best available option. The vendor would then configure its software application to meet OPRD needs. While there is risk associated with this option, the vendors are established in the reservation market and already have tried and tested solutions. Adapting an existing solution will require fewer agency resources, take less time to implement and have a higher level of immediate success. This option also presents a great opportunity to better implement OPRD's business rules, integrate with other technologies, streamline customer experience and increase operational efficiency.
3) NIC USA Custom Solution: OPRD could work with NIC USA to design, develop and implement a custom solution to address OPRD's business needs. This option is most likely to address all of OPRD's technical needs; however, it also poses the greatest risk of failure, both in terms of financial and public relations costs. OPRD is unable to accept such high risks given that lower-risk alternatives are available.

Moving to a new reservation system is inherently risky. However, OPRD cannot afford to stay with the status quo and be left behind technologically while other park systems move to modernize. Our preliminary research strongly suggests that our business needs could be better met and for a much lower price if a new reservation system is implemented. Over a ten-year period, OPRD could save between $4 million to $14 million in transaction fees by switching to a new vendor. Given project costs of about $2.2 million, it would take OPRD as little as one biennium and as long as three biennia to recoup the project costs, making this a worthwhile investment for the agency.

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

Purpose and Background

Purpose

The purpose of this project is to improve business efficiency and the user experience; both are currently limited by the existing reservation system. The project will identify the best technological solution that supports the needed business process improvements for providing reservations and park sales for the Oregon Parks and Recreation Department (OPRD). The agency has used the existing reservation system since 1996. Although the product has evolved over time, it does not fully address all agency needs and is not as efficient as we need it to be.

OPRD seeks a reservation system that will do the following:

- Allow the agency to react quickly to changing business demands
- Support business rules and identified operation efficiencies
- Function seamlessly across all sales channels (web, phone and field locations)
- Integrate effectively with the state accounting system and OPRD programs and systems
- Provide a customer friendly interface across all platforms and devices
- Support marketing activities meant to retain loyal customers and attract new audiences
- Store customer and financial data securely
- Make data available promptly, easily and in the desired format – one that lends itself easily to comprehensive analysis to inform business decisions

The reservation system is the single most important technology investment at OPRD. The system is the largest contract in terms of revenue dollar value and is the backbone of the agency's entire reservation function. The system processed over 400,000 nightly reservations in 2017. OPRD also uses the system in the park registration booths to collect from walk-in customers. In FY2017 camping revenue totaled over $22 million. During that same time period, OPRD paid the contractor about $2.33 million in reservation and maintenance fees. In order to make the best decision for our customers and stakeholders in both the immediate and the long term future, OPRD seeks to analyze alternatives to replace the current reservation system. Our goal is to implement a system that can be quickly adapted to respond to market changes, more efficiently help us manage camping and day-use programs throughout the state, and allow us to better manage our relationships with existing customers and attract new ones.

Background

The Oregon State Parks system has a long tradition delivering outdoor recreation experiences and is one of the most popular park systems in the country. Oregon ranks sixth among U. S. state park systems with nearly 750,000 nights rented. The 51.5 million day-use visitors a year have earned our parks third place in the nation in terms of day use. In 2022, OPRD will celebrate the 100-year anniversary of its park system, and we hope to enter our next centennial with a reservation system that more closely meets the needs of our customers, partners and field operations. This project directly supports our agency mission and has implications for Oregon's tourism industry.

Agency Mission and Programs

OPRD's mission is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations. The department manages 258 park areas and 107,960 acres of land that provide camping and day-use opportunities throughout Oregon. In addition, it oversees programs to protect and provide public access to natural and historic

resources within the state, including the State Historic Preservation Office, Oregon Heritage Commission, Oregon Commission on Historic Cemeteries, recreation trails, the Ocean Shores Recreation Area, scenic waterways and the Willamette River Greenway. *Appendix A* describes agency programs and funding sources.

Strategic Value and Importance

Required Service/Product-Business Alignment

OPRD is legislatively mandated to manage the utilization of state parks and resources, "in a manner that upholds their scenic, historic, natural, cultural, and recreation values," (OAR 736-010-0005, ORS 390.111, ORS 390.121). The reservation system helps our agency implement this mandate. For a large park system like ours – about 6,000 individual and group campsites, meeting halls, boat moorages, horse sites and picnic shelters – a reservation system not only meets a strategic need, it is a necessity. The reservation system helps us efficiently manage customers, securely collect and properly account for revenue, and implement changes to enhance operations. For customers, a reservation system is invaluable. The system allows a way to search campgrounds and facilities, reserve desired sites, receive updates affecting their trip and provide feedback about their stay. A robust electronic, web-based reservation system is an expectation in today's camping and tourism industry. Even small camping providers find it difficult to operate without one. The OPRD reservation system supports Oregon's tourism industry by connecting people with outdoor resources and bringing tourists into local communities. Furthermore, this project aligns with two of the Governor's current priorities – government efficiency and conserving the beauty and bounty of Oregon for generations to come. This system has the opportunity to increase operational efficiency and thus "deliver quality public services efficiently and affordably" to Oregonians. The system will also foster a "strong connection to nature" for young people by helping them spend time outdoors getting to know Oregon's beauty and history. It is this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.

Value to Customer

The reservation system affects citizens, internal agency users, local and state agencies and small businesses. Specific details are provided in the sections below -- "OPRD Programs Affected by the Reservation System" and "External Stakeholders Affected by the Reservation System." The reservation system processes over 400,000 reservations yearly and has the potential to affect as many as 220,000 individual customers. Some of these customers are small businesses, usually located in the communities surrounding our parks, and who use OPRD's campgrounds and day-use areas as a staging place for outdoor recreation activities. For example, a company specializing in bike tours may rent campsites to provide overnight accommodations for multi-day tours; a business focused on water adventure may bring customers to one of our parks for an afternoon of paddling and rent a day-use facility for a picnic; etc. In addition, OPRD provides campground reservation services to Portland Metro parks and the Oregon Department of Forestry (ODF).

Leverage Potential

OPRD's reservation system is shared across internal policy areas and externally to our partners. As mentioned earlier, the reservation system currently supports a variety of external partners, including a state agency (ODF) and a local jurisdiction (Metro Parks). In the past, it also provided campground reservation services to Josephine County. Our future plans involve leveraging the reservation system to process additional financial transactions at the park, collaborate with tourism partners in the local community to deliver recreation opportunities and complimentary offerings to campers, and connect with other OPRD customers, such as ATV riders, and new audiences. We believe an innovative

reservation system will provide greater value by engaging other OPRD customers who don't currently camp, attracting new audiences to state parks and managing these relationships to ensure OPRD remains fiscally sound in the future. Externally, the system will connect us to new partners, and together we will deliver a better experience to OPRD's customers and, potentially, to visitors in the local community. In the long-run, this system could be leveraged across the public campground system and provide a centralized location for county, city and state park camping.

Importance of a Reservation System

The reservation system is critical to OPRD's operation. Our park system is simply too big and too popular to operate without one. The reservation system helps us manage customers and reduces the risk associated with manually processing millions of dollars in revenue. Without an electronic solution, parks would operate on a first-come, first-served basis, which would dramatically reduce visitation and revenues because most customers prefer to camp with a guaranteed spot upon arrival. In addition, without a reservation system, all revenue would be processed at the park, which would increase our financial risk. Lastly, our customers have used an electronic solution for years to reserve and pay for campsites, and they demand that we provide a solution that is easy to use and saves them transaction time.

Reservation System Details

Provider: Aspira, formerly known as Active Network (Active), a large event and activity management software service provider, is OPRD's current reservation services provider. Active's past and current customers include large state park systems, such as California, Texas and Ohio, the National Park Service, the United States Tennis Association, the Professional Golf Association and the YMCA. While not initially in the campsite reservation business, Active became OPRD's contractor through acquiring the reservation system OPRD purchased in 1996. Active delivers online reservations through its Reserve America website and provides a software solution which OPRD uses to manage camping and day-use facilities throughout the state. In December 2016, Active also started providing reservation call center services to OPRD. About 82% of our reservations are made online and 18% via phone. Online reservations have increased at a steady pace in the last few years, and we expect this trend to continue.

OPRD handles some services related to the reservation system in house. The department chose to use its own resources to control some aspects of operations, such as training and support for field staff, database updates for fees, general park information calls, and internal user access. Active handles high-level functions such as adding a new park to the system, creating new site types, implementing new business rules and any customization the department needs. OPRD's reservation support team tests new features and improvements before they become available to internal users in the field and customers.

Reservation Services: The reservation system processes reservations for overnight and day-use programs.

> Overnight: OPRD has nearly 6,000 individual campsites at more than 52 campgrounds; more than 5,000 of these sites are available for advanced reservation, while the rest are first-come, first-served. Sites range from full hookups that offer water/electric/sewer to primitive sites which offer only basic amenities. The department also manages 286 yurts, cabins and teepees as well as meeting halls, group camps, horse camps, a youth camp, a conference center and two historic inns.

Day-Use: The reservation system supports OPRD's day-use programs. Parks have the following reservable day-use facilities: 51 day use areas; 39 picnic shelters; and 15 meeting halls. Boat docks, ramps and launch sites are offered at 47 parks with four offering boat moorage facilities. While most all OPRD properties offer free access to these day use opportunities, 26 of the most diverse charge a day-use parking fee.

Point-of-Sale Services: Active currently allows OPRD to sell ancillary items such as firewood, ice and other things that support the camping experience through a point-of-sale module. OPRD would like to expand the point of sale system to include promotional and souvenir items, but the integration of the current system with the OPRD accounting system makes that difficult.

OPRD Programs Affected by the Reservation System

The reservation system is the backbone of OPRD operations and affects both field and headquarters functions:

- **Financial Services**:
  - Accounting: The accounting section is responsible for ensuring the revenue reported by the reservation system reconciles with the State Treasury and payment processor records. Having accurate financial information from the reservation system that aligns with other financial records is critical in passing state accounting audits.
  - Budget Section: The budget section uses data from the reservation system to help forecast revenue and attendance. Having accurate data at the right level of detail is essential to develop accurate revenue forecasts and to identify attendance trends in an efficient manner. As OPRD prepares to roll out flexible fees, reservation data must be able to help OPRD identify strategic opportunities to manage attendance at each park by lowering or raising prices as appropriate.
- **Information Technology**: The IT section staffs a Parks Hotline team to support the reservation system users during business hours as well as on weekends and holidays. The Hotline team is the main point of contact with Active and works with them to troubleshoot system issues.
- **Marketing and Communications**: The marketing and communication team uses the system to analyze information for a variety of uses:
  - Providing statistical information to internal users, legislators, members of the media and the general public;
  - Ensuring OPRD complies with the ADA, providing access to our facilities and programs;
  - Creating promotional offers to increase occupancy in lower use parks;
  - Analyzing the effect of current and proposed business rules;
  - Timely responding to emergencies by providing updated information to customers
- **Park Development**: The park development section relies on the system to prevent user conflicts when scheduling construction activities that take inventory off-line. They also use data from the system to forecast the types of facilities desired by customers. Those tasks include:
  - Placing maintenance holds on sites affected by construction so they cannot be reserved;
  - Communicating with customers who may be affected by noise or other disruptions caused by maintenance and construction projects;
  - Generating reports on site utilization.

- **Park Field Locations**: Parks employees access the system for a variety of reasons:
    - Determine list of incoming campers;
    - Check in and check out campers;
    - Move campers to new sites;
    - Extend or shorten camper stays;
    - Book new reservations for customers who arrive at the park without reservations;
    - Record revenue and process end-of-shift reports for reconciliation with bank and treasury records;
    - Verify and complete camper information as needed;
    - Determine if campers are violating business rules on length of stay and use of special discount programs.

External Stakeholders Affected by the Reservation System

- **OPRD Customers**: Customers use Active's Reserve America website to book and cancel reservations for campsites, boat moorages and other facilities. Customers can also use the Reserve America website to research parks.
- **OPRD Partners**: OPRD provides campsite reservations for Portland Metro and ODF parks. While these partners do not use the system at the same level as OPRD's rangers do, they utilize reports to identify incoming campers and reconcile financial data.
- **Related Business Interests**: Concessionaires operating in OPRD properties and in nearby communities are affected by the success of the program since many of their customers come from the campers attracted to OPRD parks.
- **Active Phone Reservation Agents**: Active's call center uses the reservation system to book, cancel and change reservations for OPRD customers. They provide information about parks and specific sites.

Reservation Industry Trends and Developments

In 1996 when OPRD moved to a central reservation system, there were only two major vendors in the marketplace. Since then, OPRD has monitored the changing practices and technology growth in the reservation services market. For many years, Active held the majority of the state park reservation business and the federal parks contract, and faced little competition. However, in recent years, new reservation vendors have entered the market with better products that are attracting the interest of park systems. The federal park system and California State Parks have left Active for different vendors in their most recent contracts.

In 2017, OPRD began conducting reviews and analysis of new and different reservation services. In a series of presentations between March 21 and June 13, 2017, seven vendors presented to OPRD officials the features of their systems. The presentations confirmed that the reservation services market has changed significantly, and that OPRD has much to gain by exploring the full range of market options, rather than extending its current contract with Active.

To further understand the market and potential costs for a new system, OPRD issued an RFI for overnight reservation in April 2018. Eight companies responded, seven of which work with other state

park systems. All respondents indicated they could meet OPRD's requirements and had sufficient experience to be a potential viable partner for a future system. Although pricing models varied greatly, the RFI showed potential for great costs savings. Based on this research, OPRD should expect to have lower transaction fees in the future. Online reservations were quoted at between $3 and $7 per individual transaction, and phone reservations ranged between $5 and $13. With the exception of one respondent, all quoted fees lower than what OPRD currently pays Active while delivering increased functionality and efficiency. Over a ten-year period, OPRD could save between $4 million to $14 million in transaction fees by switching to a new vendor. For more details on RFI results, please refer to *Appendix B.*

Problem or Opportunity Definition

Problem Definition

Although the current reservation system has operated reliably for years, it has never addressed all of OPRD's business needs. Today, the unmet business and technological needs are greater than ever, and cost the agency valuable resources. Lost revenue, inefficient processes, workarounds meant to increase accountability, and lost opportunities have brought OPRD to a tipping point. Attempts to change the system to better meet our needs were met with little success, because Active's system was developed as a "one size fits all" with limited ability to adapt to the specific business needs of an individual client. To resolve this technological gap, OPRD has had to create inefficient business rules and manual workarounds to fit the reservation system.

Currently, the system has the following significant limitations that affect OPRD's ability to operate effectively and efficiently:

- No support for OPRD's business rules and process improvements;
- Fragmented customer experience;
- Inability to easily answer basic performance questions due to data access restrictions and database structure;
- Inability to quickly respond to revenue-generating changes; and
- Limited training resources for field staff.

Current System Limitations

Lack of Support for Business Rules

The current reservation system supports most of OPRD's critical business rules; however, we have had to implement some costly, manual processes to communicate with our customers, and to provide accountability, especially with special access passes and boat slip reservations. OPRD has repeatedly asked for system changes to improve operational efficiency, but Active has been unable to deliver acceptable solutions. Some changes were only partial, while others created new work for OPRD. The following are examples of ineffective or lacking business technology solutions:

- Special access pass: Enabling our 50,000 special access customers to reserve online is a good example of cumbersome and inefficient outcomes. OPRD asked Active for two things: 1) allow program recipients to reserve online and receive their discount at the time of reservation; and 2) prevent customers from making more discounted reservations than the Special Access Pass allows (10 nights a month for veterans with a service-connected disability and 14 nights for

foster and adoptive families). Active committed to implementing a solution if OPRD made a slight change to the program business rules, which we did.

Even with this rule change, Active's solution fell short of the desired functionality. The system now tracks pass usage, but does not enforce maximum stay limits if the passholder camps in multiple parks. To ensure that customers comply with the rules and OPRD does not lose revenue, agency employees review weekly reservation reports and communicate with every customer whose reservations exceed the program limits. This manual process takes an enormous amount of time, invites misunderstandings and problems, and reflects poorly on the OPRD brand as a whole. Conversations with other providers revealed that it is possible to design a system solution that removes manual processes, provides an efficient way to manage program rules, and meets customer expectations.

- Boat slips: The reservation system also fails to manage the rules for boat slips efficiently. OPRD requires customers who reserve a boat slip to have a valid campsite reservation at the same park. However, the current system does not connect individual boat slip reservations to a campsite reservation. To ensure customers remain in compliance with park rules and to decrease the potential for negative interactions at the park, OPRD employees manually review weekly incoming reservations and verify that customers have a campsite reservation if they have a boat slip. Customers who don't meet the criteria for a boat slip are notified, and staff attempts to accommodate them. Given that OPRD has 154 reservable boat slips, this manual process takes a significant amount of time and costs us valuable resources. Active is unable to easily change the system to reduce this inefficient process, but other providers believe they can easily address such challenges and remove the need for manual reviews.

- Horse camps: The current reservation system cannot warn customers about critical business rules, such as specific requirements for horse camps, which are meant for people who travel with pack animals. It isn't uncommon for a general customer to see a horse site available for reservation and book it because it is the last site available at the park. At the time of the reservation, customers must acknowledge the site rules, one of which states that campers must bring a pack animal to occupy a horse site or they will be asked to leave. However, OPRD understands that in today's technologically overloaded world, it is possible for customers to overlook the fine print of a transaction. For this reason we asked Active for a separate reminder, perhaps in a pop-up window, so that customers realize at the time of booking that a pack animal is mandatory to occupying the site. Active has not been able to deliver a solution, and customers continue to show up at the park thinking they have a valid reservation. If rangers are unable to accommodate them, customers leave the park with a negative impression of OPRD. To protect our brand, we created yet another manual process in which staff emails reminders to customers with the site restrictions. This process is costly, given that we have 67 horse sites spread throughout 8 parks. Automating these notifications or removing the need for this process is arguably an easy change that a reservation system should be able to deliver in today's technologically advanced world.

- Other services: OPRD asked Active for help reminding customers of rules for certain sites, which would decrease the need for enforcement conversations at the park, increase operational efficiency and improve customer experience. Active has been unable to deliver simple solutions to the following business issues:
    - Preventing people from booking sites at different parks on the same dates.

        - This would help customers better manage reservations and prevent no-shows at the park. Without this safe guard, customers risk being financially penalized for not showing up, and rangers do not have accurate stay information to help them better manage available campsites to maximize occupancy during peak times.
    - Automatically verifying that meeting halls have the required number of campsites in order to be reserved.
        - Without this improvement, certain facilities can only be reserved by phone, which is more costly for OPRD and more cumbersome for the customers who prefer the online reservation option.
    - Ensuring that customers provide individual occupant information for group reservations (when a single group reserves multiple individual campsites).
        - This information is critical to having a smooth check-in process, delivering good customer service and ensuring campers' safety. Currently, OPRD collects this information manually from group organizers and enters into the reservation system so it's available for field staff. However, this approach is not always effective or efficient. In most cases, it takes several attempts to get this information from campers, and it is rare that we get complete data. Sometimes we get this information so late that we cannot enter it in the system in time for field staff to utilize it. Having a system that allows users to manage this type of information on their own would save us significant time and improve the efficiency of our check-in process and the customer service we offer to groups.

Fragmented Customer Experience

The current reservation system does not reflect the agency's high value on customer service and experience with its supported parks. In the eyes of the customer, the reservation system is an extension of OPRD. Not having an easy-to-use, modern reservation system that delivers an integrated, seamless customer experience reflects poorly on the agency. Below are a few examples of unaddressed challenges that should have had solutions by now.

- <u>Inability to Merge Customer Records</u>: Over time, some customers have been entered in the system multiple times, either because they signed up on-line with slightly different information, or because when they registered at the park, they were not connected to their existing customer profile. Multiple accounts create problems with reservation research and tracking, a daily business process. They also skew visitor attendance statistics because one person's reservations are attributed to several customers. OPRD has asked for a way to link customer profiles, such as through an e-mail address or phone number, but Active has not provided a solution despite numerous requests spanning several years. Other reservation providers already have solutions to address this challenge.

- <u>Inability to pre-pay for ancillary park fees and services</u>**:** The reservation financial transaction is limited. Customers cannot prepay for services they need, or activities they want to take part in. For example, they may pay for an additional vehicle, buy firewood or ice, book a tour, rent equipment or purchase a souvenir. The current system does not allow customers to pre-pay for some of these purchases, which means that park rangers have to perform financial transactions in the field, collect fees and deposit cash. These added tasks take rangers away from other duties and increase the risk associated with handling cash in field locations. This functionality is not only needed to improve efficiency, but to provide a better customer experience because some parks may not have the connectivity needed for credit card transactions, and some customers do not carry cash. So far, Active hasn't been able to offer a complete and efficient solution to this significant business and operational need.

- Lack of Online Options for Some Transactions: The majority of OPRD customers prefer to conduct their transactions online, but the current system does not always provide the flexibility to fully manage reservations on-line. This flexibility is strategically vital to OPRD. As the world becomes more digital-savvy, customers expect and demand that our system will keep up with technological developments available in the tourism industry. OPRD must be ready with technological solutions that address the needs of new generations of park users.
    - *Reservation changes*: One of the most significant needs is to automate reservation changes. Customers can book and cancel reservations online, but if they want to change a reservation they must call the reservation line and talk to an agent. It is difficult for customers to accept that a system that can reserve and cancel online is unable to process changes online, too. This impacts OPRD in two ways: 1) it creates a cumbersome customer experience; and 2) it increases OPRD transaction costs, because Active charges OPRD more for phone transactions than it does for online transactions. Active maintains that if OPRD wants its customers to change reservations online, it must change its business rules to fit their current system. We are reluctant to change our business rules because they serve a very important purpose: keeping customers accountable and providing fair access to parks. Preliminary conversations with other providers in the market show that automating the business rules for reservation changes is feasible.
    - *Accessible site reservations*: Reserving ADA sites must be done by phone with an agent. OPRD has more than 200 ADA-compliant sites. These sites are held for those who need them. Active has not been able to develop an online solution that visually communicates that these sites should be booked by individuals who have a need for them. Rather than risk having these sites booked by customers who do not need an accommodation, we made these sites available by phone only. Although effective, this limits reservation options for this customer segment. OPRD strongly wants to change this practice with a new contract, because it does not fit our strategic vision nor does it adhere to the principle of equal program access required by the ADA. Inclusiveness is one of the agency's priorities; therefore, providing more options to customers is not only the right thing to do, but an important service component for the future.

Convoluted Data Access and Database Structure

Obtaining and using accurate and easy-to-use data is a critical business need of the agency. The reservation system has a series of standardized reports with potentially useful data, and the ability to create custom reports for additional information. However, the database structure and the way in which information is collected render the data difficult to use, and at times, completely ineffective.

- Budget: The system interface restricts the amount of data that can be collected in one query, which makes it essentially useless for forecasting purposes. The reports are designed for park managers interested in data for a single park. Individual site occupancy reporting is available for a 7-day period at one park at a time. The occupancy reports for multiple parks only allow for data collection in one week increments and do not show individual site data. This lack of detail makes it difficult to compare occupancy across individual days (e.g. weekends, weekdays, and holidays) and across years (e.g. past occupancy against reservations for future dates). The display format of these reports is also an issue as users regularly have difficulty finding and interpreting the information.

  Lastly, reservation data is not readily downloadable in formats more amenable to advanced analysis (e.g. spreadsheet of reservation transactions). In order to overcome these issues, in-

house databases have been developed to generate more useful reservation reports. This process requires staff to use (and sometimes learn) secondary software programs that are linked to the reservation database server. It is common to run into issues with the server not being up-to-date, which causes delays and additional work to obtain and prepare the data for analysis. A flexible reporting system that allows data to be aggregated in multiple ways and downloaded in multiple formats is necessary, but Active has been unable to provide a suitable solution.

- Accounting: While financial information from Active generally matches bank records and Treasury data, following the money trail is cumbersome. In some cases, financial records do not match due to the timing of reports and it takes many hours of staff time to research and resolve the discrepancies. OPRD must also defer revenue collected in advance until the customer actually stays in the park, which can be up to nine months in the future. Properly recognizing revenue is challenging and requires some manual processes by OPRD staff. It is further complicated by the fact that Active's system does not have an easy way to track and account for reservation cancelations and changes made to those future stays. Ideally the system should track deferred revenue, making adjustments as cancellations and changes occur.

- Marketing: The marketing department deals with some of the same issues as the budget department. For instance, occupancy reports are not versatile enough to provide useful information for marketing purposes. These reports show data in only one-week time increments for multiple parks and do not show individual site data. Individual site occupancy reporting is only available for a 7-day period at one park at a time. For marketing purposes, it is important to know park and site occupancy available for every day of the year (for both past and future reservations). This option would allow for occupancy comparisons across individual days (e.g. weekends, weekdays, and holidays) and across years (e.g. past occupancy against reservations for future dates) that are pivotal to marketing plans. It would also enable a better understanding of the most and least popular sites within a given campground. Reservation data is not readily available in spreadsheet formats that are more suitable for advanced statistical analysis. This type of analysis is important for identifying reservation patterns across the system. Currently, these issues are addressed by developing in-house reports and databases using the reservation system's database server. For example, Microsoft Access is used to create a spreadsheet of reservation transactions. However, the current reservation database server is regularly out-of-date and its complicated structure is difficult to navigate.

Slow Response to Revenue-Generating Changes

Even though OPRD accepted from the beginning that the reservation system was not going to address all its needs, Active's slow response in certain areas affect our ability to generate revenue and remain relevant in the face of changing demographics. Below are two examples that illustrate these points.

- Adding parks online: OPRD's Hotline team is limited in its ability to perform certain functions, such as bringing a new park to the online system, creating a new site type or adding park maps. Active's employees make these changes, and our requests are added to the queue of requests from all other customers. Historically, such changes have taken a minimum of one month. This timeframe is unacceptably long because it costs OPRD thousands of revenue dollars necessary to maintain its parks. Market research shows that other reservation providers can perform such changes in less than 24 hours.

- Application Programming Interface (API): A new trend is emerging in the campsite reservation business: the ability to reserve a campsite by using a third-party provider that accesses information from multiple recreation entities. For example, if someone were to look for campsites around Portland the search would return results for Oregon state parks, private

campgrounds in the area, as well as city, county and federal parks. The ability for a third party vendor to facilitate bookings at any of the providers is the model currently employed by airlines and hotels. In order for OPRD to take advantage of this opportunity, Active would have to allow third-party providers access to their reservation platform. Despite multiple requests from its many clients, Active has refused to support.

Working with a company that is open to API is within the best interest of OPRD. While we have a loyal customer base, our frequent customers will age out of the system, and when they do, we must be able to reach new customers who may not have any awareness of our parks. In order to be sustainable in the future, it is critical for OPRD to exist on all the reservation platforms that new customers frequent. Other recreation providers, including the federal park system, have recognized this same need and have written API requirements in their recent requests for proposals.

Limited Training and Support for Field Staff

Active offers limited staff training and support. OPRD has a large distributed workforce of about 300 staff with a significant seasonal component of another 400 people. Currently, the OPRD IT section and some field trainers orient staff on system changes and train new employees. This process is labor intensive during peak seasonal hiring in the spring and is very expensive. Active provides some training resources in the form of written instructions with screen shots. However, these tools have moderate effectiveness because they do not appeal to different learning styles and lack a component to test proficiency. Other providers in the market offer significantly better, multi-faceted training, with online training modules, ability to tailor sessions to individual abilities, and ability to verify that staff can operate the program before they begin using it with customers. Having a proficient workforce is critical to OPRD for two reasons: 1) to deliver excellent customer service consistent with our service standards; and 2) to operate as efficiently as possible.

Opportunity

It has been nine years since OPRD entertained proposals for a reservation system solution. Since then, much has changed – our needs evolved; customers are more reliant on technology; new reservation providers have entered the market. The reservation system is critical to OPRD operations, and any contractual relationship we develop will likely be in place for 10 to 20 years. In order to make the best decision for OPRD and our stakeholders, we believe we must consider all available options in the market rather than limit ourselves to a few familiar providers.

OPRD faces a remarkable opportunity to use what we've learned from the relationship with our current provider, from our customers and from our peers who have recently entertained requests for proposals, and implement a reservation system that will allow us to connect with current and potential audiences, and operate effectively and efficiently in a constantly evolving market.

We are looking for a system that will do the following:

- Support business rules, process improvements and remove the need for manual processes;
- Deliver a seamless customer experience and integrate with other technologies;
- Provide easy access to data and an intuitive database structure to allow for data analytics;
- Process financial transactions accurately and integrate with OPRD's financial tracking systems;
- Protect customer data and comply with payment card industry standards;
- Support marketing activities meant to retain loyal customers and attract new audiences
- Quickly adapt to changing needs;

- Allow for API;
- Provide comprehensive training programs to field staff; and
- Offer a cost structure that saves the agency money.

Alternatives Analysis

Assumptions and Requirements

Given that the reservation system is critical to OPRD's operations, the following assumptions and general requirements are important to consider during the evaluation process:

Assumptions

- This system will be used for at least 10 years
- The system will be based on a central database
- OPRD will provide and support the IT equipment needed at the parks and headquarters
- Communication with the parks will use IP protocol
- Vendors will meet OPRD and State security requirements
- The current system will operate and be supported until a replacement is implemented
- The successful vendor will absorb upfront design, development and implementation costs, which will be charged to OPRD via a transaction fee once the system goes live
- A new system will result in a competitive advantage for OPRD and the associated project cost will be recouped through greater operational efficiency
- OPRD's customer trends will continue undisturbed (reservations will grow at a steady pace; online reservations will remain the main reservation method)

Requirements

The following are examples of high-level requirements that must be addressed by the future system. OPRD will develop detailed requirements and share them with interested vendors to provide sufficient context for potential proposals. The selected vendor will use these requirements to develop the functional and technical design specifications for OPRD's future reservation system.

- The new system will meet all state data security and payment card industry requirements (*Current requirement*)
- Customers will have the option to perform transactions on-line and over the phone (*Current requirement)*
- The vendor will provide or contract for phone services (*Current requirement)*
- Parks will have ready access to their park data for daily park operations (*Current requirement)*
- OPRD will have full access to data collected by the system (*Current requirement)*
- Customer and transaction data will be easy to access and in a simple format that lends itself to data mining without significant data preparation and validation (*Enhanced requirement)*
- Vendor will provide performance and customer reports to answer basic business questions (*Enhanced requirement)*
- Role-based security will allow access based on the functions staff are assigned (*Current requirement)*
- The vendor will provide initial and ongoing staff training (*New requirement)*
- The system will accommodate all current OPRD business rules and be able to adapt to future rule and statutory changes (*Enhanced requirement)*

- The system will track use of discounts and special programs (*Enhanced requirement)*
- Financial data from the system will interface with the state accounting system, state treasury, and approved payment processors (*Current requirement)*
- The system will integrate with other OPRD systems (*New requirement)*
- The vendor will provide 24/7 system support (*Current requirement)*
- Solution provides for business processing in redundant data centers (*Current requirement)*
- Architecture of the system will support the shared management of the system: park management, central configuration, and customer focused interface (*Current requirement)*
- The OPRD brand will be reflected in the new system and will be based on the look and feel of oregonstateparks.org (*New requirement)*
- Solution must be ADA compliant (*Enhanced requirement)*

Alternatives Identification

OPRD identified three possible alternatives to address its reservation system needs:

1. **Status Quo**: Under this alternative, OPRD would keep the existing system and negotiate a new contract with its current provider to replace the one expiring in April 2020.
2. **New Software Purchase**: This alternative involves OPRD requesting proposals from all interested providers in the market and selecting the best available option. The vendor would then configure its software application to meet OPRD needs.
3. **Custom Solution**: This alternative relies on a current contract the State of Oregon has with NIC USA. OPRD would work with NIC USA to craft a custom solution to address its reservation system needs.

Alternatives Analysis

Summary of Benefits and Risks
Each alternative has some basic benefits and risks.

- **Alternative 1: Maintain the Status Quo**: This alternative is a safe option that eliminates the costs and risks associated with switching to a new system. However, the current system is inefficient and does not address our business needs. Furthermore, this option provides the least opportunity to adapt to future market-driven changes and integrate with other technology to deliver a better customer experience, and increase operational efficiency, and attract and retain new customers

- **Alternative 2: Purchase Software as a Service Solution:** This alternative involves implementing a new system, which carries a relatively high immediate cost of switching and a certain degree of business risk. However, based on our market research, this option also presents a great opportunity to better implement OPRD's business rules, integrate with other technologies, streamline customer experience and increase operational efficiency. While this is unlikely to result in a true custom solution, OPRD could obtain much-needed customization in critical areas that would deliver greater efficiencies and more than compensate for the costs of switching.

- **Alternative 3: NIC USA Solution:** Under this alternative the agency would work with NIC USA to design, develop and implement a custom solution to address OPRD's business needs.

While this option is most likely to address all of OPRD's technical needs, it comes with a considerable level of risk. 1) NIC USA is a relatively new player in the market, with about three years of experience in the reservation industry. 2) Creating a custom solution will take significant involvement from OPRD and time to develop, test and implement. 3) Selecting this option may limit competition and OPRD's access to other solutions with similar results and lower levels of risk. Finally, this option carries a relatively high immediate cost of switching, which we expect to be mitigated in the long run by lower transaction costs and more efficient operations.

Detailed Comparison

The table below details side-by-side the main differences among the three alternatives:

	Alternative 1: Status Quo	**Alternative 2: Software as a Service**	**Alternative 3: NIC USA**
Ease of Switching and Time Constraints	No time required to switch, but there may be some development time needed to increase functionality if the vendor is willing	Adapted solution will take 16-20 months to procure, design and implement a solution	Custom solution will avoid the lengthier RFP process but will likely take 14-18 months to implement due to development and testing time
Service Disruption	No service disruption	Potential for disruption during transition from current provider	Potential for disruption during transition from current provider
Data Migration	None	Potentially problematic, as shown by some recent conversions attempted by other states	Potentially problematic, as shown by some recent conversions attempted by other states
Training Cost	Minimal for current staff	Significant for current staff, as this would be a new system.	Significant for current staff, as this would be a new system.
Add Parks and Sites Types	Unacceptably long (a month or more)	Other vendors can do this in as little as 24 hours	With a custom solution, OPRD would control how quickly such changes are implemented
System Easy to Configure without Significant Programming	There is limited and extremely slow change available with this model	Greater ability to effect change quickly	A custom system can be designed with a great degree of flexibility; however, new functionality may be subject to significant development and testing time
Merge Customer Records	Currently unavailable	Available	Can be designed to meet needs
Role-Based Security	Inadequate due to lack	Configurable to meet our	Can be designed to meet

	of configuration options	needs	our needs
Pre-Payment Options	The system does not integrate with other non-proprietary systems; therefore, in order to get this functionality, we would have to switch to the vendor platform and increase our dependency on their services	Other vendors are able to integrate with a variety of systems we use	Can be designed to integrate with current or future complementary systems
Online Capabilities	Currently unavailable for some customers or transaction types	Several vendors offer all transactions online	Can be designed to meet our needs
Data Reporting and Structure	Reports do not answer basic questions and are not easily changed to meet needs. Data structure is cumbersome and requires time to format before analysis.	Several vendors offer better reports and easier access to data	Can be designed to meet our needs
API	Not open to API	Other vendors are open to API	We control access to the data
Brand Integration	Not possible with the current system	Varied degrees of integration with OPRD brand	Ability to integrate with OPRD brand
Payment Integration	Proven track record with Oregon State Treasury and payment processors	To be established if OPRD selects a provider unfamiliar with the State payment systems	Proven track record with Oregon State Treasury and payment processors
Other Integration	Not existent; vendor has been reluctant to integrate with external entities	Greater potential for integration with external entities than offered by current solution	Great potential for integration with external entities
Experience in the reservation market	Great level of experience	Varied experience levels, from new to very experienced providers	Relatively new provider

Method of Analysis – Selection Criteria

OPRD identified the following criteria as most relevant to evaluating alternatives for developing and implementing a reservation solution:

Functionality

This general area covers a solution's ability to address current and future needs; maximize the use of existing infrastructure; and integrate with other technology to deliver a superior customer experience

and streamline operations. More specifically, the solution should at a minimum meet the following requirements:

- Business rules: Is the solution able to accommodate current OPRD business rules and adapt to new rules?
    - The solution has a history of implementing all critical business needs for overnight and day-use facilities.
    - The solution can demonstrate its ability to adjust to changing business rules.
- Customization: Can the solution provide the ability to customize and adapt the system to meet future customer-focused and transactional needs (e.g. events, rentals, non-reservation purchases, surveys, etc.)?
    - The solution will import data from the current system including history, current reservations, and customer profiles.
    - The solution is able to grow with OPRD and deliver additional functionality to support the customer experience both in a transactional sense and in the area of delivering feedback to OPRD.
- Integration: Will the solution be able to integrate with OPRD applications and State systems?
    - ***Brand***: Solution provides the business engine integrated with the OPRD public presence provided by oregonstateparks.org and is able to adopt the OPRD look and feel.
    - ***Technology***: Solution integrates with other technology, such as fee machines and mobile devices, to enhance customer experience and communication, and increase efficiency. Solution allows communication with customers through various channels including social media for feedback, surveys and promotional campaigns.
    - ***OPRD Applications***: Solution provides a secure API for integration with OPRD application portfolio.
    - Note: *Another critical aspect of integration is in the area of payment processing and reconciliation. The solution must interface with state accounting system, treasury and approved payment processors. However, OPRD considers this a mandatory requirement, so for the purposes of evaluating alternatives, it is assumed that all alternatives would be able to comply with these standards.*

Vendor Support

This general area focuses on a vendor's ability to deliver the right amount of support to ensure successful operations.

- Mandatory Requirements:
    - The ability to provide 24/7 support with a minimum response time set by OPRD.
    - Business processing in redundant data centers.
- Training: Is the vendor able to provide initial and ongoing remote training for a variety of user levels that meets the following standards?
    - Training modules can be easily accessed from various locations.
    - Training materials provide content that addresses different learning styles.
    - Training program tests user comprehension.
    - Training program tracks user score results to inform managers when employees are ready to use the system with a certain degree of proficiency.
- Security: Can the solution deliver role-based security for various user levels?
    - Solution can be customized to provide role-based security levels as demanded by OPRD's business needs.
    - Another critical aspect of security is the solution's ability to comply with all State data security and payment card industry standards. However, OPRD considers this a

mandatory requirement, so for the purposes of evaluating alternatives, it is assumed that all alternatives would be able to comply with these standards.

- Data access: Can the solution capture and deliver information in real time to answer basic business needs and lend itself efficiently to data mining?
    - OPRD has real time access to back-end databases including reservations, customer profiles and system configuration.
    - Vendor has standard reports available to address key business functions and performance metrics.
    - Vendor has *ad hoc* reporting capability.
      Database structure is easy to understand.

Implementation

This area focuses on a vendor's ability to provide a smooth transition and implement a solution according to the project schedule set by OPRD.

- Data import: Does the vendor have the ability to import data from existing systems and minimize system down time?
    - Vendor has experience in data imports from existing systems and has demonstrated it can deliver little to no down time in project conversions.
    - Vendor can import historical data, including past reservations, current reservations, and customer profiles.
- Time: Can the solution be implemented by the current contract expiration date?
    The combined timeframes for procurement and implementation support the project goal of implementation by April 2020.

Cost

This general area covers the major costs related to implementing a solution and the anticipated fee structure OPRD will use to compensate the vendor for development and implementation as well as the ongoing service for the duration of the contract.

- Anticipated vendor payments: What is the total solution cost over 10 years?
    - The total value of projected vendor payments is justified given OPRD's needs and the solution's ability to support our business needs.
- Cost of switching: Are the costs of implementing the solution data migration, conversion, new hardware and network infrastructure reasonable?
    - The costs related to data migration, conversion, new hardware and network infrastructure are justified and fit the project budget.
- Ability: Is the vendor able to support a fee model that defers development and implementation costs until a solution is in place?
    - Vendor is able to recoup the development and implementation costs over the length of the contract and does not require an upfront investment from OPRD.
    - Vendor compensation model aligns with OPRD's project budget and anticipated revenues.

Risk

This area refers to the major risk associated with each alternative and the agency's need to carefully consider this risk when developing the project recommendation.

- Risk assessment: Given current priorities and OPRD's strategic vision, what level of risk is OPRD assuming for each alternative?
    - OPRD is assuming risk within its tolerable range.
    - The risk assumed supports the agency vision for the future.

- Risk prioritization: Absent cost and the inherent cost of switching, how does the agency rank the alternatives?
    - OPRD is able to rank alternatives based on its current risk appetite relative to its strategic goals.

Alternatives Evaluation

We evaluated the three alternatives using the evaluation criteria above.

Evaluation Criteria	**Alternative 1: Status Quo**	**Alternative 2: Software as a Service**	**Alternative 3: NIC USA**
Functionality			
Is the solution able to accommodate current OPRD business rules and adapt to new rules?	No; not without significant system re-engineering	Yes	Yes
Can the solution be customized to meet future customer-focused and transactional needs?			
Will the solution be able to integrate with OPRD and State systems?			
Vendor Support			
Is the vendor able to provide initial and ongoing remote training for a variety of user levels?	No	Yes	Yes
Can the solution deliver role-based security for various user levels?	No; not without significant system re-engineering	Yes	Yes
Can the solution capture and deliver information in real time to answer basic business needs and lend itself efficiently to data mining?	Not easily	Yes	Yes
Implementation			
Does the vendor have the ability to import data from existing systems and minimize system down time?	Yes	Yes	Yes
Can the solution be implemented by the current contract expiration date?	N/A	Yes	Yes
Cost			
What is the total solution cost over 10 years?	$27 - $37 million	$13 - $23 million	$19 - $22 million
Are the costs of implementing the solution data migration, conversion, new hardware and network infrastructure reasonable?	N/A	Yes	Yes
Is the vendor able to support a fee model that defers design, development and implementation costs until a solution is in place?	Yes	Yes	Yes
Risk			
Given current priorities and OPRD's strategic vision, what level of risk is OPRD assuming for each alternative?	Medium	Medium	High
Absent cost and the inherent cost of switching, how does the agency rank the alternatives? (#1 = riskiest options; #3 = least risky option)	#2	#3	#1

Alternatives Analysis – Pros and Cons

PROS	Alternative 1: Status Quo	Alternative 2: Software as a Service	Alternative 3: NIC USA
Functionality			
	System is reliable and is able to implement most business rules. Current manual processes are able to compensate for the business rules that are not automated most of the time.	There are solutions available that would: • Automate current and future business rules • Address other transactional needs efficiently • Integrate with other systems OPRD uses	This is a true custom solution with the greatest potential for: • Automating current and future business rules • Customizing to address other transactional needs • Integrating with other systems OPRD uses
Vendor Support			
	The vendor has a high level of security.	There are solutions available that can deliver: • Robust training system • Enhanced role-based security • Real-time data access • Flexible and useful data reporting	This is a true custom solution with a great potential to meet OPRD's needs for: • Robust training system • Enhanced role-based security • Real-time data access • Flexible and useful data reporting
Implementation			
	There would be no need to implement a new solution.	A solution could be implemented during the project timeframe.	If existing systems are leveraged, a solution could be developed and implemented during the project timeframe. State of Oregon contract mitigates some of the risks of contracting with a new vendor. OPRD would own the solution.
Cost			
	There would be no cost of switching to a new solution; however there may be a development cost or a higher transaction cost if we seek increased functionality from the existing system. The vendor's compensation model	The competitive process is likely to drive down the price of a solution. Market research shows there are reputable vendors able to handle our business needs at lower costs than the current provider. Vendors are used to deferring design, development and	There is an opportunity to leverage existing systems and infrastructure to drive down costs. NIC USA is open to deferring design, development and implementation costs and recouping during the contract

	aligns with our revenue and expense structure.	implementation costs and recouping them during the contract period.	period. Preliminary cost estimates are lower than current vendor prices.
Risk			
	Perceived low risk; however, this alternative is not preferable. (see discussion in the CON section)	Tolerable risk of switching to a new system. While there is risk associated with this option, the vendors are established in the reservation market and already have tried and tested solutions. Adapting an existing solution will require fewer agency resources, take less time to implement and have a higher level of immediate success. The financial and public relation risks are lowest with this option.	Attractive value proposition; however, risks may be too high in the short term (see discussion in the CON section.)

CONS	**Alternative 1: Status Quo**	**Alternative 2: Software as a Service**	**Alternative 3: NIC USA**
Functionality			
	System does not meet OPRD's business needs without significant re-design to accommodate: • All business rules • Address other transactional needs efficiently • Integrate with other systems OPRD uses OPRD is unable to change business rules or expectations to accommodate the current system functionality.	Unknown ability to address all of OPRD's needs. Unknown changes OPRD may need to undergo to support the new system.	Unknown ability to address all of OPRD's needs reliability. This solution may require more involvement from OPRD.
Vendor Support			
	System has: • Modest training capabilities • Rigid role-based security that is not easily customized • Complicated data structure • Inflexible reporting	It is possible the solution may not be able to deliver all of OPRD's mandatory and desired attributes, or that they will require significant customization and cost more than anticipated.	It is possible the solution may not be able to deliver all of OPRD's mandatory and desired attributes, or that they will require significant customization and cost more than anticipated.
Implementation			
	N/A	Data import may prove problematic.	Data import may prove problematic.

		The RFP process carries a significant time commitment. The timing of our RFP may result in fewer bids if vendors have too many opportunities. The successful vendor may have multiple implementations to manage, which could delay our timeline.	The development process carries a significant time commitment. Depending on how many other agencies have projects, OPRD's may not be a top priority, which would result in delays.
Cost			
	Costs will continue to increase for the current system, while functionality is not expected to improve significantly. Needed customization is expected to be costly, if at all possible to execute.	The competitive process may not result in cost savings.	No way to assure pricing is competitive with other vendors. Software does not have an established upgrade schedule, so enhancements may have additional costs and must be driven by OPRD.
Risk			
	Staying with the same vendor seems like the least risky alternative. However, the status quo is riskier than switching to a new system. The current vendor has a track record of slow or ineffective innovation. Other large clients have already left, which is likely to decrease their resources and ability to customize the existing solution. It is possible that this vendor may be pushed out of the market in the next 5 to 10 years by more nimble competitors.	Risk of switching to a new system.	The risk associated with creating a custom solution is incredibly high. The agency will have to dedicate significant resources to oversee the development and testing process. Such technical resources will affect the agency in a far greater way than if the agency pursued alternative 2. The risk of failure is greatest with this option, both in terms of financial and public relations costs.

Project Costs and Return on Investment Analysis (ROI)

Project Budget

The greatest costs associated with this project are staffing costs, which will likely exceed $1.1 million. OPRD anticipates the total project cost to be about $2 million. OPRD favors a more conservative estimate of $2.24 million, which includes a 15% contingency to account for unforeseen costs.

Project Cost Area	Totals
Staffing	$ 1,113,000
Consulting	$ 85,000
Hardware	$ -
Quality Assurance	$ 750,000
Subtotals	***$ 1,948,000***
Contingency (15%)	$ 293,000
Totals	**$ 2,241,000**

OPRD will further analyze costs and prepare a detailed budget reflective of all the phases of the project and the resources necessary to successfully complete the work.

ROI Analysis

The cost of the current system is expected to range between $27 million to $37 million over ten years. As our market research suggests ("Reservation Industry Trends and Developments" section), OPRD could reduce its costs and increase functionality by going with a new provider. In a ten-year period, OPRD would likely pay $13 million to $23 million for a new system. In the most optimistic, highest-savings scenario, OPRD would save $14 million in transaction fees. A more conservative scenario is expected to result in $7 million of savings over a ten year period. Even at the highest cost proposed in the RFI, OPRD would realize cost savings of about $4 million. As shown in the table below, it would take OPRD as little as one biennium and as much as three biennia to recoup the project costs, making this a worthwhile investment for the agency.

	Least-Savings Scenario	**Moderate-Savings Scenario**	**High-Savings Scenario**
Projected savings of new system over 10 years	$4,000,000	$7,000,000	$14,000,000
Projected yearly savings	$400,000	$700,000	$1,400,000
No. of years needed to recoup project costs	5.6	3.2	1.6
Cost recouped in what biennium after implementation?	#3	#2	#1

Conclusions and Recommendations

Conclusions

OPRD has used the same reservation platform since introducing a centralized reservation system more than twenty years ago. The product has been reliable and served us well; however, it has not fully kept up with developments in the field or with our agency's needs. As our business evolved, our attempts to automate processes have had limited success. We learned that the system cannot be easily customized, and that our vendor is unable to respond quickly even to simple changes. What should take a matter of days can take weeks and even months to update. Furthermore, when it comes to more complex issues, the vendor has asked us to change our business rules to fit their system rather than deliver a technological solution that fits our needs. Even when we changed our business rules, their solutions were not always efficient, and we had to develop costly manual processes to deliver on our promise of superior customer service and to ensure compliance with governing Oregon Administrative Rules. As our business continues to evolve and rely even more on technology, and as customers expect an integrated experience, the status quo is no longer acceptable. OPRD owes it to its stakeholders, especially its customers, to look for alternatives to the current reservation solution – an equally reliable product, but more nimble and able to adapt and integrate with emerging technologies.

Until recently, there have been very few vendors able to deliver a reliable product that could serve a large park system such as ours. Now, the marketplace looks very different than it did ten years ago. Cloud-based technology has opened the door to many reservation providers, some who have software solutions that can be adapted to fit OPRD's needs, and others, like NIC USA, who promise a true custom solution. Other state park systems and even the National Park Service have opened their doors to new solutions. Recently, California State Parks adopted a new system, and the National Parks Service is due to debut its new platform in 2018. Soon, camping customers will be used to a new reservation experience and will expect it from our park system too. Failing to prepare for the future could result in a long-term decrease in visitation and user revenues.

Given the increased supply in available technological solutions and this system's importance to the future of OPRD, the real risk is not in changing systems, but in failing to innovate. Our preliminary market research shows that pursuing a new reservation solution has immense possibilities to design, develop and implement a system that provides better functionality, increases operational efficiency and saves us money in the long run.

Recommendations

At this stage in the project implementation, it is recommended that OPRD submit a Request for Proposals (RFP). The RFP will give OPRD the opportunity to learn in great detail about the options available in the marketplace. Specifically, we can identify which vendors are capable of delivering a solution, which vendors offer the most functionality and which vendors best mitigate the risks associated with switching to a new system. The RFP process will also provide OPRD with more comprehensive information on the fees charged by each alternative. This information will enable us to develop more refined cost projections for each vendor. OPRD can select a reservation system from the RFP that provides improved functionality and more affordability than the current system.

Consequences of Failure to Act

There are significant costs if OPRD stays with the current reservation system, making this option risky in its own right. In terms of annual transaction and maintenance costs, the current provider is more expensive than other interested vendors in the marketplace. Based on initial analyses, the current provider costs are projected to be $27 - $37 million from 2020-29 while all other alternatives are projected at $19 - $23 million. Moreover, OPRD incurs inefficiency costs dealing with the current system's inability to meet OPRD needs with respect to business rules, role-based security, training, and business analysis, amongst other areas. These costs are represented by staff time and resources from numerous departments, such as park operations, IT, accounting, budget, and marketing. Lastly, OPRD is likely to miss out on future market opportunities under the current reservation system. A new reservation system could expand OPRD's business by improving user experience, allowing API, enabling collaboration with tourism partners, expanding OPRD offerings on the system and allowing us to better manage existing and future customers. The current provider is lacking in each of these areas and OPRD is at risk of falling behind technologically as the federal park system, other state park systems, and private campgrounds move toward more modern reservation systems.

Natural Resources Policy Areas

CRITERIA	WEIGHT	SCORING GUIDE	Heritage Hub	
TOTAL WEIGHTED PROJECT SCORE			138	
Strategic Value			Raw	Weighted
Required Service/Product-Business Alignment (are any of these are true?) • Mandate (legislative, federal or state) • Meets a strategic business need • Governor Initiative/Strategy • Priority/Compliance for industry	5	0: none are true 3: one is true 6: two or three are true 9: all are true	9	45
Value to Customer Number of users and the level of positive impact for using the product/service. Consumers or users of the service, product or data. Customer could be citizens, internal agency users, other state/local agencies or other external stakeholders. Or, projects that are funded through grants, IGAs, etc.	5	0: no value to customer 3: low value to customer 6: medium value to customer 9: high value to customer	9	45
Leverage Potential Multiplier effect: • Service/product can be leveraged as a shared or managed service across agencies or policy area • Service/product can be leveraged as a utility service • Service/product adds value for external partners	3	0: no potential, isolated service 3: low potential 6: medium potential 9: high potential	6	18
Risk				
Importance to Risk Mitigation Would the agency, state, or its customer be exposed to a risk or impact if the service or product is not offered? Or, is an existing service at risk? Do other current services/products depend on it? This could be security, safety, legal or any other risk related in loss .	5	0: no risk to state/ customer if not offered 3: low risk to state/customer if not offered 6: medium risk to state/customer if not offered 9: high risk to state/customer if not offered	6	30
Financial				
Return on Investment (ROI) / Cost Avoidance Project ROI reduces cost in expenditures once project becomes a program. Must have a way to measure ongoing ROI and pay for itself over time, and/or the amount of cost that will be avoided due to implementation of the project.	5	0: ROI none or unknown 3: ROI gained over two biennia 6: ROI gained within two biennia 9: ROI gained within one biennium	0	0

Business Case for
OPRD Heritage Hub

Oregon Parks and Recreation Department
Heritage Division

June 29, 2018
Final Version 1
Mary Beth Grover

503-986-0672
marybeth.grover@oregon.gov
Oregonheritage.org

Business Case – Authorizing Signatures

PROPOSAL NAME AND DOCUMENT VERSION #	**OPRD Heritage Hub – v.1.0**		
AGENCY	Oregon Parks and Recreation Department	DATE	
DIVISION	Heritage Division	DAS CONTROL #	
AGENCY CONTACT	Chrissy Curran	PHONE NUMBER	503-986-0684

The person signing this section is attesting to reviewing and approving the business case as proposed.

This table to be completed by the submitting agency Agency Head or Designee	
(Name)	(Date)
Lisa Sumption	
Signature	
Agency Executive Sponsor	
(Name)	(Date)
Christine Curran	
Signature	
Agency Chief Information Officer (CIO) or Agency Technology Manager	
(Name)	(Date)
Trygve Larson	
Signature	
State Data Center Representative, if required by the State CIO	
(Name)	(Date)
Signature	

This Section to be completed by DAS Chief Information Office (CIO) IT Investment and Planning Section DAS CIO Analyst	
(Name)	(Date)
Signature	
State CIO	
(Name)	(Date)
Signature	

Table of Contents

Business Case – Authorizing Signatures **2**

Table of Contents **3**

Executive Summary **4**

Purpose and Background **7**

- Purpose 7
- Background 9
  - OPRD Agency Mission and Budget 9
  - OPRD Strategic Goals 10
  - OPRD Heritage Division Strategic Goals 10
  - Heritage Division Programs 11
  - Current Trends 17

Problem or Opportunity Definition **19**

Alternatives Analysis **23**

- Constraints 23
- Assumptions 23
- Selection Criteria and Alternatives Ranking 24
- Solution Requirements 24
- Alternatives Identification and Analysis 25
- Cost Considerations and Scheduling 26
- Outside Funding Opportunities 28
- Benefits 28
- Risks 28

Conclusions and Recommendations **29**

- Conclusions 29
- Recommendations 29
- Consequences of Failure to Act 30

Appendix A – Agency Funding **31**

Appendix B – Agency Organizational Chart **32**

Appendix C – Heritage Division Organization Chart **33**

Appendix D – Heritage Programs Applicable Federal Regulations and/or State Statutes **34**

Executive Summary

The primary mission of the Oregon Parks and Recreation Department (OPRD) is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations. OPRD accomplishes this through management of 258 park units throughout Oregon and additionally through external programs to protect and provide public access to natural and historic resources within the state. Many of those programs are managed by OPRD's Heritage Division (Division), which includes the State Historic Preservation Office (SHPO).

The Heritage Division has been working since 2014 toward the fulfillment of the vision of a centralized location-based cultural resource management system that would provide access, internally and externally, to the data the Division processes about the cultural resources for which the Division provides services. These cultural resources are the buildings, structures, places, collections and institutions important to the State's history. The system will interweave all Division administered programs with each cultural resource touched and each stakeholder served. This technological tool is called the "Heritage Hub".

Currently, no single system exists that unites important cultural resource data and stakeholder interactions across administered programs. Instead information is retained in individual program databases, individually created MS Office tools, email accounts and hard copy files. This creates an information silo effect that disrupts the ability to serve stakeholders and manage cultural resources in an accountable, transparent and holistic way.

The primary issues with the current state of business practices are summarized in the following points:

1. Data is fragmented – the Division must rely on manual and verbal processes to combine data across programs. This reduces the ability to provide service to the Governor, legislators, stakeholders and Oregon citizens accountably and transparently.
2. Inefficient business processes – the Division only has a few automated workflows sprinkled throughout the several administered programs. Entire programs are managed using MS Office desktop tools followed by entry into an individual database to track the completion of a task. These antiquated business practices significantly impact staff time that could be productively used to provide better customer support or to identify program and policy areas in need of change to better reflect and serve the diversity of all stakeholders and Oregonians.
3. Poor data quality and standardization – the Division relies entirely on staff to enter all data that is retained in program databases. Existing databases do not enforce quality or standardization of input. This lack of data standardization creates data issues that hinder service and accountability to customers and stakeholders.
4. Lack of a global view – the Division has no ability to view cultural resources or stakeholder interactions as they relate to all programs across the Division. Individual stakeholders and single resources often participate in multiple Division programs over years. Lacking a holistic view, staff is unaware of all staff interactions with the resource or stakeholder. This lack of knowledge

has often resulted in communication issues and ineffective service provided to stakeholders, customers and Oregon citizens.

The implementation of the Heritage Hub being reviewed in the business case will create a modern platform accessible to internal staff and external customers. The benefits of implementing this platform are:

1. Enhanced stakeholder and citizen satisfaction – Moving from program silos of information to easily accessible information across Division programs will result in a higher level of service, accountability and transparency when responding to stakeholders and the public.
2. Improved business practices – Implementation of the Heritage Hub will automate many workflows currently in place. Staff efficiency will improve, response times will shorten, training time will be reduced, and business procedures will be better documented through enhanced visibility.
3. Increased data management and quality – Enforced data standards and improved data integrity will enhance business practices and heighten the level of confidence in both Division staff and those served that the information available is accurate and complete in nature.
4. Elevated availability of information – By tracking all cultural resources with a connection to all projects and all stakeholder interactions across programs more information will be available to internal and external Heritage Hub users. Increasing the available information related to a cultural resource will greatly enhance the making of sound preservation and policy decisions.

The goal of the Heritage Hub is to shift the Division from antiquated and segregated business practices to automated business practices that are supported by a platform that moves the Division into the future with accountability, transparency and a holistic approach to the cultural resources we serve. The project would be implemented over a three year period if the preliminary proposed solution of a contractor custom build becomes final after a formal analysis of alternatives is complete.

Selection criteria for the project alternatives include:

- Functionality: the selected options must allow for the cultural resource management system to be used as a platform for data collection and reporting, business automation, a GIS application and electronic data exchanges;
- Technology: the selected option will track with statewide technology efforts, match the current skillset of the Heritage Division and OPRD IT staff and include a GIS component that all skill levels can easily use;
- Cost: the selected option must be financially feasible and fit within funding constraints
- Support – the selected option must provide support in the implementation of the platform, existing business practice migration and provide for internal and external training on the platform;
- Implementation: the selected option must be available during the 2019-21 biennium to allow for completion during the 2021-23 biennium;
- Experience: the selected option vendor will have experience in the successful implementation or be in progress of implementing a system similar to the Heritage Hub for a federal or state agency that performs cultural resource management as part their duties.

- Heritage Division Staffing: the impact of the selected option on Division staffing will be limited to the identification of an agency project manager, project team members and subject matter experts.
- OPRD Staffing: the impact of the selected option on OPRD IT staffing will be limited to the identification of project team members and subject matter experts who will build API's for data sharing between agency applications

Benchmark discussions with other state historic preservation offices indicate the alternative most preferred in the industry is a contractor custom build. The New York SHPO has successfully implemented a system very similar to the envisioned Heritage Hub. The Idaho SHPO has completed a needs assessment and will be acquiring funds to build a similar system. Further investigation into this alternative has been initiated by the OPRD Heritage Division with a Request for Information (RFI) released in April 2018. The response received from the vendor responsible for implementation of the New York system discussed leveraging source codes, system architecture and design concepts. These are important factors that will be considered when completing the final analysis of this alternative.

The table below provides an estimated cost, +/- 50%, based on preliminary discussions with the OPRD HR Division, preliminary discussions with Darrell Landrum, the Strategic Technology Officer assigned to OPRD by the Office of the State Chief Information Office (OSCIO), benchmark discussions within the industry, and responses to the RFI released in April 2018. The Annual Maintenance and Subscriptions estimated cost would continue as an ongoing cost to OPRD.

Expenditure Category	2019-21	2021-23	Total 2019-23	Ongoing Annual
(2) Detailed Business Case & Plan Documents	$150,000	$0	$150,000	
(3) Detailed Project Planning	$100,000	0	$100,000	
(4) Project Implementation	$632,500	$632,500	$1,265,000	
(5) Annual Maintenance & Subscriptions	$45,100	$45,100	$90,200	$45,100
Total Estimated Expenditure	$927,600	$677,600	$1,605,200	$45,100

Currently the Heritage Division does not collect any fees for the program services provided. With this current state of business practice the return on investment (ROI) in the Heritage Hub would be reflected in non-financial terms. A high level view of these returns include enhanced transparency of business practices, increased stakeholder and customer service and satisfaction, external and internal user ease of access to the data linked to a specific cultural resource, impacts to staff time made available through automation of business practices and impacts to partner agencies staff time made available through data exchanges.

Benchmark discussions with other state historic preservation offices have stimulated preliminary discussion within the Division regarding the current "no-fee" practice and that ROI strategies, such as a Heritage Hub subscription fee to professional consulting firms, should at least be considered. A shift to any fee based business practice would be an impactful change for the Division, customers and stakeholders with the probability of controversial outcomes. Continued research into this type of ROI strategy is required as the Division progresses through more detailed planning as required in the Stage Gate process.

The OPRD Heritage Division recommends approval to continue in the Stage Gate process with the goal of project completion in the 2021-23 biennium. The Heritage Hub cultural resource management platform will provide the needed technology to implement improved business practices that will bring the opportunities discussed in this business case to fruition.

The recommended next steps to move forward in the Stage Gate process are included in the table above as Expenditure Categories 2 and 3. Those next steps are:

- Complete the review and analysis of solution alternatives
- Formally identify the preferred solution and the metrics used to make the selection
- Continue the review, approval and acquisition of funds for the project
- Continue benchmark discussions with other state historic preservation offices
- Develop the scope of work for a Project Manager and select the candidate
- Determine if an internal limited duration position is required to mitigate the work load of a designated internal staff member who works closely with and performs project management duties in concert with a Project Manager and select the candidate
- Complete further evaluation of project risks and plan mitigation efforts
- Complete a Version 2 business case that more robustly discusses and uses metrics to support the alternative analysis section specifically in the categories of selection criteria, costs, outside funding opportunities, risks and benefits
- Continue evaluation of possible fee driven ROIs
- Develop non-financial ROIs and create performance measures
- Complete detailed planning documents and timeline to aid in creation of an RFP
- Create an RFP

Purpose and Background

Purpose

The primary mission of the Oregon Parks and Recreation Department (OPRD) is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

In support of that mission OPRD seeks to identify and implement the best technological solution that provides a cultural resource management system, with an external user interface, that manages the cultural resource inventories and programs administered by the Heritage Division of the Oregon Parks and Recreation Department (OPRD). This envisioned consolidated system is called the “Heritage Hub.”

In 1990 OPRD, and with it the Heritage Division which was limited to the State Historic Preservation Office at that time, transitioned from a branch of the Oregon Department of Transportation to a newly created department. Since that time OPRD has provided all technical support and database systems creation for the Heritage Division internally either with IT staff or Heritage staff. Current business practices of the Heritage Division are heavily burdened with hard copy processes, desktop solutions and duplication of work effort by entry of like information into individual separate program databases (information silos). While the Heritage Division systems have evolved to become more efficient over

time, there is still no centralized system that manages all cultural resource inventories and programs as one unit. Cultural resources are the buildings, structures, places, collections and institutions important to the State's history and these separate and distinct cultural resource inventories and program administration database systems are not integrated with each other internally, do not fully address all needs and do not always address needs in an efficient manner due to software limitations of desktop solutions and existing databases.

The Heritage Division works closely with stakeholders and customers that include the Oregon legislature, Oregon tribes, federal, state and local government agencies, cultural resource management professionals, and Oregon businesses, non-profit organizations and private citizens. Currently, no system is in place that tracks communication and activities with these partners. There is no holistic view of interactions available to Division management and employees. Instead, these interactions are tied to specific employees and programs which results in limitations on management and staff to serve them effectively if a specific employee is unavailable.

Of equal concern, no system is in place that tracks an individual cultural resource across all programs of the Heritage Division and how each specific program is tied to that resource. Again, there is no holistic view of how a specific resource is linked across all programs administered by the Division. Instead, the information is tied to specific employees and programs which results in limitations on management, staff and stakeholders to provide services for these resources effectively.

In order to make the best decision for its stakeholders and customers OPRD seeks to explore the options available to find a cultural resource management system that will bring all of the Heritage Division cultural resource programs and inventories into a centralized location-based platform. This platform will provide appropriate access, to both internal and external stakeholders, to the cultural resource data the Division processes, and offer a holistic view of Division interactions with stakeholders, customers, and resources.

OPRD Heritage Division seeks a platform that will do the following:

- Provide a centralized location-driven information hub that allows role-based access to the data that is processed and managed by the Division's program areas;
- Allow the general public limited search and viewing ability without the need to create an account and provide the ability for customers to create an account that permits and restricts access and functionality using role-based security;
- Offer the ability to view any resource record and see all the Heritage Division programs that have ever affected that resource, past or present;
- Accept submissions from Heritage Division customers for any of the program areas.
- Allow users the ability to upload supporting and/or required documentation with the on-line submission or at any point in the process.
- Include a GIS component that will accommodate all levels of users and adhere to the ESRI standard for GIS architecture. It is anticipated sophisticated users will be uploading Shape Files or plotting polygons as well as many other users unfamiliar with GIS who will need to simply enter an address or add a radius around a point to identify a project area or resource boundary;
- Track the progress of submissions, trigger countdown clocks when required, track resource identification actions, all correspondence, and administrative actions in response to the submissions;
- Allow qualified customers and internal program staff the ability to view the status and details of submissions to the Division in real time;

- Permit multiple users, both internal and external, to view data simultaneously;
- Provide users the ability to print complete or partially completed submission forms, reports, etc. at any time.
- Allow staff the ability to enter data in a customer role as well as staff role which will allow staff to enter submissions received outside of the system;
- Accommodate electronic data exchanges with the OPRD OPRIS system on a frequent and ongoing basis for grants and accounting practices;
- Accommodate electronic data exchanges with Oregon tribes, federal agencies and state agencies on a frequent and ongoing basis;
- Track inactivity of user accounts, send notifications of pending removal and perform periodic "purging" of inactive accounts;
- Permit administrative override ability for internal staff to edit submitted data;
- Provide staff and customers with a "Dashboard" that shows approaching deadlines, tasks, etc.
- Offer the ability to track required work products and resource records for inclusion in annual end-of-year reports, which is a requirement to retain our federal Historic Preservation fund funds;
- Allow the ability to respond to a Freedom of Information Act (FOIA) and Oregon Public Records Law requests completely and with ease;
- Provide a management tool to track performance of individuals, selected projects, program areas, and the Division as a whole;
- Offer an online help module for both customers and staff;
- Accommodate automatic "purging" of electronic files based on record retention policies;
- Permit management of internal and external email correspondence and link them to appropriate programs, projects, cases and submittals.

Each of the goals above will allow OPRD Heritage Division staff to operate in a more efficient manner when providing information to our customers and stakeholders that contribute to historic preservation decision making. Administrative time will be reduced significantly, allowing staff to concentrate on productive program work. Insights will be gained through new and more accurate information to allow more effective targeting of areas needing attention.

Background

OPRD Agency Mission and Budget

OPRD's mission is to provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

The department manages 258 park units that provide camping and day-use opportunities throughout Oregon. In addition, it has external programs that help protect and provide public access to natural and historic resources within the state, including the Heritage Division and State Historic Preservation Office, Oregon Heritage Commission, Oregon Commission on Historic Cemeteries, recreation trails, the Ocean Shores Recreation Area, scenic waterways and the Willamette River Greenway.

OPRD has not relied on General Fund since the 1999-2001 biennium. Oregon Parks and Recreation Department depends on Lottery Funds and Other Funds. The Department also receives federal grants. The Heritage Division specifically is an annual recipient of a federal grant managed by the National Park Service (NPS) known as the Historic Preservation Fund (HPF). The HPF federal award is a matching funds

opportunity that requires annual fiscal and work product reports be provided to NPS. The HPF average amount awarded annually over the last 5 years is $865,000.

See Appendix A for agency funding sources.
See Appendix B for agency organizational structure.

OPRD Strategic Goals

- Protecting special places
  The Department is small by most measures, but contains some of the most iconic and popular places in Oregon. Together with the State Historic Preservation Office, Scenic Waterways program and Ocean Shores program, statewide planning for trails and general recreation, and a set of active community grant programs, the Department is Oregon's leading advocate for protecting special places.

- Providing great experiences
  A special place -- park, historic place, archaeological site -- isn't a success unless it fulfills some deeper human need. The experience is the thing, whether it's meaningful time with family and friends, a genuine connection to Oregon's natural and social features, or the satisfaction that comes from outdoor recreation and interpretation.

- Taking the long view
  Sustaining this effort takes people, funding, and leadership. The people we hire, the way we design and build parks to serve human needs, the partnerships we create with Oregon communities ... each aspect of our work either makes it easier to succeed in our mission, or harder. We intend to build facilities mindful of their future costs, create strong partnerships to accomplish more together, and manage services so they fulfill current and projected needs.

OPRD Heritage Division Strategic Goals

- Government Partnerships
  Leverage partnerships to the fullest to pool knowledge, experience, and assets to support proactive preservation planning that result in the appreciation, protection, and use of cultural resources.

- Advocacy and Heritage Partner Networking
  Expand opportunities for coordinated collaboration within the heritage community to promote the appreciation, protection, and use of heritage resources through proactive initiatives and well-targeted response strategies

.

- Public Outreach and Education
  Build public support by promoting the broad appreciation and appropriate protection and use of heritage resources in collaboration with our partner organizations.

- Professional Preservation Education
  Support professional-level education and training opportunities across the heritage community.

- Information Sharing and Accessibility

Develop, grow, and maintain data collection systems and digital media presence with partners to record and share information and to encourage the appreciation, protection, and use of Oregon's cultural and heritage resources.

- Identification and Designation of Cultural Resources
  Increase the total number and thematic diversity of Oregon's state inventory of cultural resources and properties listed in the National Register of Historic Places and local landmark registers.

- Preservation, Rehabilitation, and Protection of Cultural Resources
  Increase the number of projects for historic property restoration and rehabilitation and archaeological site preservation and stabilization.

- Grants and Funding
  Strengthen and expand funding, grants, and financial incentive programs and their use for cultural and heritage resources.

- Economic Development
  Promote heritage resources as community economic assets, and foster partnerships to support this effort while maintaining the long-term historic integrity of the community's special places.

- Statutes, Ordinances, Codes, and Processes
  Facilitate the development and implementation of state statutes, local ordinances, codes, and processes that provide appropriate incentives and regulations and that create public support for the appreciation, protection, and use of cultural resources.

Heritage Division Programs

Approximately half of the 17 FTE in the Heritage Division comprise the State Historic Preservation Office, which administers National Park Service programs. The other half administers more state-based heritage programs, such as grants and outreach, Oregon Main Street Network, a historic cemetery program, and programs of the Oregon Heritage Commission.

The State Historic Preservation Office programs include Review and Compliance, Survey and Inventory, National Register, Federal and State Tax Incentives, and Certified Local Governments. This is the largest staffed work unit of the Division and is through these programs that the majority of interactions with other state and federal agencies occur. Additionally, the Division archaeologists administer the regulatory archaeological permitting program, issuing archaeological permits to qualified archaeologists for excavation work on private and non-federal public lands.

The SHPO is an intensely compliance-driven division of OPRD. Federal and state requirements for consultation with the SHPO are numerous and many have response time requirements that increase the demands on efficiency and business practices of the Division. In addition to the compliance-driven side of business, community outreach programming and a robust set of grant programs place a significant fiscal responsibility on the Division. Eight grant programs managed by the Heritage Division awarded a total of $3,278,085 to qualifying Oregon local governments, businesses, non-profits, and individuals in the 2017-2018 grant cycle.

The Heritage Division business practices integrate with other OPRD divisions including Finance, IT, Stewardship and Grants. Current business practices between the Heritage Division and the other OPRD divisions, such as Finance and Stewardship, require duplication of staff effort because there is no form of automated data transfers between the OPRD OPRIS system and the Heritage Division individual information silos. The Division also works closely with many state agencies who are mandated to share in the responsibility of identification and protection of cultural resources including the Oregon Department of Transportation (ODOT), the Department of State Lands (DSL), the Oregon Department of Energy (ODOE), the Oregon Department of Fish and Wildlife (ODFW), the Oregon Department of Forestry (ODF) and the Oregon Department of Geology and Mineral Industries (DOGAMI). Again, there is duplication of staff effort for both the partner agencies and the Heritage Division because there is no form of automated data transfers between the state agencies and the Heritage Division. The same is true in business practices between the Heritage Division and federal agencies such as, the Army Corp of Engineers (USACE), the Bureau of Land Management (BLM), and multiple offices of the United States Department of Agriculture (USDA) such as the United States Forest Service, the Natural Resource Conservation Service and the Office of Rural Development.

See Appendix C for the Heritage Division organizational structure.

Review and Compliance Program, Current Practices and Applicable Regulations

The Review and Compliance Program, often referred to as "Section 106", constitutes the largest staffing group and work product output in the SHPO. The program is charged with assisting federal agencies, state agencies and private sector customers with their compliance with federal regulations and state statutes as they apply to cultural resources. This assistance is provided through project review and consultation to avoid a cultural resource or mitigate for damage to the resources. The program actions and work product are defined and shaped almost entirely by compliance with federal regulations and state statutes (see below)

Undertakings presented for cultural resource review are currently submitted by hard copy via customer delivery preferences or by email to a dedicated submittal account. Review materials include hard copies of, or emails with attachments of cover letters, project plans, maps, cultural resource reports, site records, outside agency permit applications and mitigation or programmatic agreement documents. All review materials are assigned to a new case number or manually matched to an existing SHPO case number. Case and contact data is entered and the submitted review materials are manually linked to the case through the 106 database. The case is then assigned to review staff member(s). After review of the case all new or updated archaeology cultural resource site records and survey reports are manually mapped to a separate archaeology resource inventory GIS based database. Survey reports are entered into another separate bibliographic database. Archaeology reports and site records are then digitized and linked, providing access to qualified archaeologists through the Oregon Archaeological Records Remote Access (OARRA) system. Important built-environment site records are entered into another historic sites database which provides access to the record by cultural resource professionals and members of the public.

Over the last year the Review and Compliance program formally received 2,167 new case submittals and 884 additional submittals on existing cases. Of these 3,051 submittals approximately 65% were received from federal agencies and 35% from state or local agencies, or the private sector. Roughly 800 external contacts were involved in the submission process. In reply, the SHPO generated 3,157 professional responses, added 1,713 new or significantly updated cultural resource records to the state inventory and issued 153 archaeology permits.

Recordation of a review and compliance case is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 19 program area federal regulations and/or state statutes

Survey and Inventory Program, Current Practices and Applicable Regulations

The Survey and Inventory Program is a stand-alone program as well as a sub-routine of other programs such as National Register, Review and Compliance and Certified Local Governments grants. Mandated by the National Historic Preservation Act (NHPA) of 1966, and Amendments, built environment surveys are carried out and supported by the SHPO, as well as by historic preservation professionals on contract to other federal or state agencies, local governments, and businesses. A survey is the process of gathering and recording information about an individual or a group of cultural resources. These surveys are submitted to the SHPO either by hard copy via customer mail preference or electronically to a FTP site. Once reviewed and digitally recorded by the Division, resources are listed in the statewide inventory maintained by the SHPO and on city or county inventories maintained by local jurisdictions. The Oregon survey program is designed to identify potential historic resources through Reconnaissance and Intensive Level Surveys, culminating ideally in the nomination of individual properties and historic districts to the National Register of Historic Places.

Each year, the SHPO staff physically performs 3-5 surveys in local communities and assists approximately 10-15 local governments and communities in their survey efforts. The results of the surveys and individual resource records are added to the State Inventory of Historic Sites. In 2017, 4,916 resources were added to the state inventory through the Survey and Inventory Program.

Current business practices include individual staff email tracking, desktop solutions, back end database submittals, quality control checks, data entry into the Historic Sites Database and manual mapping in the GIS component of the database.

Recordation of an individual survey and inventory case is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 2 program area federal regulations and/or state statutes

National Register Program, Current Practices and Applicable Regulations

This program assists property owners, governments, and interested citizens in identifying and listing Oregon's historic properties in the National Register of Historic Places through a nomination process. Created by the National Historic Preservation Act of 1966, the National Register is the nation's official list of buildings, structures, districts, sites and objects significant in American history, architecture, archaeology, and culture, and is maintained by the National Park Service (NPS) in Washington D.C.

Staff work for this program involves assisting the external nominating party through the entire listing process from the draft document to the final. Prior to formal submittal to the NPS, all nominations are reviewed and evaluated by the SHPO staff and presented to the governor-appointed State Advisory Committee on Historic Preservation for consideration. The SHPO submits an average of 25 nominations annually to the NPS for final review and approval of formal listing in the National Register of Historic Places.

Current business practices include individual staff email tracking, desktop solutions, and data entry into the Historic Sites database to track staff and stakeholder actions.

Recordation of a National Register nomination is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 5 program area federal regulations and/or state statutes

Federal and State Tax Program, Current Practices and Applicable Regulations
The SHPO administers two tax benefit programs available to owners of property listed in the National Register. These tax programs are the Federal Historic Tax Credit program (often referred to as the "Fed Tax Program") and the Special Assessment of Historic Properties program (known as "Special Assessment").

The Fed Tax program is a tax credit program formally administered by the National Park Service (NPS) and is available to qualified commercial historic property owners. The role of the SHPO in the Fed Tax program is to pre-qualify, participate in site visits, work on rehabilitation plans with and write a recommendation for all potential participants prior to the formal application submittal to NPS. The program currently has 33 in-progress participants and in the last year assisted 12 participants with submittals to NPS.

The Oregon Special Assessment tax benefit program offers a "Special Assessment" on the assessed value of a historic property for ten years. The SHPO role in administration of the program involves screening, qualifying, developing preservation plans and obtaining multiple progress reports from the participating property owners. The SHPO also notifies county assessors, local historic review boards and county clerks of the opportunity to review new applicants, deed notices and the annual status of all applicants involved in the program. The Special Assessment program currently has 458 active participants while adding approximately 25 new properties to the program each year. In addition, approximately 100 progress reports are requested, received and reviewed annually to ensure compliance with the program requirements.

Currently, both tax programs are heavily burdened by hard copy processes. Basic contact and progress information is added to the Historic Sites Database which identifies the property as a participant in a tax program(s). However, limited technical tools are available to support the administration of the programs. The programs are currently administered via email and regular mail, manually created database queries culminating in desktop solutions of excel spreadsheets and word document template mail merges which request regulatory and state statute required information.

Recordation of the tax benefit process is maintained in combination of electronic and hard copy files with the official record being a consolidation of both into a hard copy file.

See Appendix D for 6 program area federal regulations and/or state statutes

Certified Local Government Program, Current Practices and Applicable Regulations
This program is a federal program (National Park Service) that is administered by the SHPO. Local governments must meet and maintain certain qualifications to be "certified". By participating in the Certified Local Government (CLG) program, local governments are able to receive SHPO and NPS assistance, to network with other CLG's, to become more skilled and effective at promoting historic

preservation and are eligible to receive matching grants from the SHPO which are passed through from the HPF grant awarded annually to the SHPO by the NPS.

The Oregon SHPO currently administers the program with 53 active CLG's. In addition to providing trainings, support and technical assistance to the 53 active CLG's, the SHPO also prequalifies, assists in the application process and creates a formal review recommendation to NPS on all new CLG's prior to the formal application to NPS. Once certified, the local government is formally reviewed every four years by the SHPO to ensure that requirements are met to remain certified.

Current processing for the CLG includes receipt of CLG submittals to staff email or regular email. There is a program individual database into which staff enters contact and certification information. Desktop solutions to administer the program are used for correspondence and tracking of staff actions.

Recordation of the certified local government process is maintained in a combination of electronic and hard copy data files with the official record being a consolidation of both into a hard copy file.

See Appendix D for 11 program area federal regulations and/or state statutes

Heritage Grants Program, Current Practices and Applicable Regulations
The Heritage Grants program administers eight grant opportunity programs, each with their own application, review and disbursement processes. Those funding opportunities include Heritage grants, Museum grants, Historic Cemetery grants, Preserving Oregon grants, Diamonds in the Rough grants, Veterans and War Memorials grants, Certified Local Government grants and the recently enacted Oregon Main Street Revitalization Grant.

Last year, the Heritage Division awarded through these programs a total of $3,278,085 to 126 applicants. All awarded grants are reviewed for grant fulfillment and required documentation of work product.

Currently, processing of applications and review of grant fulfillments are entered in two different information systems. The OPRD OPRIS system offers external users an on-line portal for submitting applications, progress reports, and reimbursement requests. The submitted information is then manually entered by staff into a second database maintained separately with the Heritage Division. This second entry is required in the business practice to fill the needs the OPRD OPRIS system does not satisfy the administration and management of grants by the Heritage Division.

Recordation of Heritage Grants is maintained in combination of electronic and hard copy files.

See Appendix D for 11 program area federal regulations and/or state statutes

Oregon Main Street Program, Current Practices and Applicable Regulations
Oregon Main Street provides assistance, training, and technical services to communities who want to strengthen, preserve, and revitalize their historic downtown commercial districts. Oregon Main Street works with communities to develop comprehensive, incremental revitalization strategies based on a community's unique assets, character, and heritage. Services are based on the successful Main Street Approach® developed by the National Trust for Historic Preservation Main Street Center and include training and technical assistance. The goal is to build high quality, livable, and sustainable communities that will grow Oregon's economy while maintaining a sense of place.

In addition to providing training and technical assistance to accomplish those goals, administration of the four-tier network includes review and approval of all tier applications, obtaining quarterly and annual reports from participating Main Street communities, review of the reports and finally cumulative annual reporting to the National Trust for Historic Preservation Main Street Center. There are currently 85 enrolled Main Street communities. Of those 85 Main Street communities, 27 are enrolled in the top two tiers. In addition to the increase of services provided to these top two tiers, the SHPO closely reviews participation by the 27 communities and receives quarterly reports from each which must be reviewed and compiled into data for the National Main Street Center.

Current processing was recently improved. Historically the program was managed by a series of excel spreadsheets. Recently a database tool was created by the Heritage Division database specialist to aid in the administration and tracking of Main Street communities. Information about the community is entered by staff and their participation tracked. Quarterly report responses are received from participants and entered into the database by staff. Quarterly reports required by the National Main Street Center are generated by the database. All other administration tasks are performed through desk top solutions.

Recordation of the Main Street program is maintained by an official record of electronic files.

No program area federal regulations and state statutes

All Star Community Program, Current Practices and Applicable Regulations
The Oregon Heritage All-Star Community program is a way to recognize communities that make the most of their heritage resources. Oregon Heritage created a list of heritage related criteria by which the program can be measured. A "Heritage All-Star Community" meets 15 of the 20 criteria. All-Star communities receive special designation benefits, including signage and technical services.

In addition to providing training and technical assistance to these All-Star Communities, administration of the program includes review and pre-approval of all applications, application presentation to the Oregon Heritage Commission (OHC), and a formal review of the All Star Community every four years to ensure designation criteria continues to be met followed by a report to the OHC.

Current business practices include individual staff email tracking, desktop solutions and data entry into a database of basic certification information.

Recordation of an All Star Community is maintained in combination of electronic and hard copy files with the official record a combination of both.

See Appendix D for 1 program area federal regulation and/or state statute

MentorCorps Program, Current Practices and Applicable Regulations
Oregon Heritage MentorCorps is a statewide network of volunteers and partner organizations trained in collections care, emergency management, and heritage nonprofit operations. Mentors work directly with Oregon museums, libraries, and archives to improve the care of cultural collections, prepare for emergencies, and help with organization capacity building. Mentors provide free consulting, mentoring and training on these topics in ways that meet the needs of over 1,000 cultural heritage organizations in Oregon. They can identify solutions, find resources, and train volunteers and staff. They can visit in

person or provide assistance electronically or telephonically to organizations in their region of the state. All nonprofit and government archives, libraries and museums can access this free service.

The Heritage Division is responsible for the recruitment, qualifying and training of the volunteer mentors. Partner organizations and stakeholders request mentor assistance by email and completion of an information gathering form. The program administrator then matches a mentor volunteer with the organization and monitors the progress of the relationship through completion. Last year with a network of 22 mentor volunteers, including seven regional partner organizations, over 50 organizations were served via phone consultations, site visits, project planning, and trainings.

Program administration relies entirely on employee email, desktop solutions and spreadsheets.

Recordation of MentorCorps is maintained by an official record of combined hard copy and electronic files.

No program area federal regulations and state statutes

Oregon Heritage Commission, Current Practices and Applicable Regulations
The Oregon Heritage Commission is designated the primary agency for coordination of heritage activities and works with over 1,000 public and private organizations that express an interest in the heritage of Oregon. The Commission's work includes carrying out the Oregon Heritage Plan, coordinating the Heritage Conference/Summit, designating Heritage Traditions and Statewide Celebrations, tracking the health of collecting organizations, providing technical assistance, and encouraging tourism related to heritage resources.

Since 1995 the Commission has designated 20 Heritage Traditions, funded numerous collections focused workshops, and coordinated statewide surveys to gather data about heritage tourism, digital collections, and the health of heritage organizations. In 2018 alone, the Heritage Conference brought together 275 attendees from across the state to learn from one another and collaborate on heritage projects.

The Commission consists of 18 leaders from across the state who represent a variety of heritage fields. Nine commissioners are voting members appointed by the Governor and nine are advisory members. The Commission meets quarterly and is a partner of the Oregon Cultural Trust.

Program administration relies on employee email, desktop solutions and spreadsheets.

Recordation of the Heritage Commission is maintained by an official record of combined hard copy and electronic files.

See Appendix D for 1 program area federal regulation and/or state statute

Current Trends

The Heritage Division has experienced an increase in case load and stakeholder interactions in recent years. For instance, the Review and Compliance program case load is currently trending at a 4% increase in submittals received over last year and archaeology permits issued is trending at a 10% increase over last year. The Heritage Division believes the growth in case load is attributable to an increase in the population of Oregon, economic development, and federal and state policy changes.

The U.S. Census reported Oregon's population at just over 3.4 million in 2000. Oregon's population grew to an estimated 4.1 million residents in 2017 according to Portland State University's Population Research Center. Growth brings benefits and, in some cases, jarring change. Infrastructure development, demand for housing, and other factors put pressure on cultural resources. These growth demands will certainly play a role in increasing the case load experienced by the Heritage Division in consultations regarding project impacts on cultural resources. These growth demands will also increase interactions by local communities and the preservation community with the Heritage Division. Participants in public outreach meetings and through an online survey hosted by the Heritage Division identified threatened resources as diverse as tribal sites statewide, the Oregon Trail in the northeast, Central Oregon's irrigation canals, Astoria's historic waterfront, southern Oregon's Chinese sites, and Portland's neighborhoods. Participants also raised the special challenges of preserving historic landscapes, cemeteries, ships, planes, and railroad locomotives and rolling stock, among other unique resources.

Another current impact to the increase in case load is the administration of the Oregon Legislature's unprecedented support of the Oregon Main Street Network with the $7.5 million of lottery-bond funded grants for building rehabilitation and economic development through 2021. This increased the number of grants awarded and managed in the 2017-2018 grant cycle by 21% compared to the previous cycle.

A likely federal policy change that will impact and increase the future case load of the Heritage Division is enactment of a proposed bill as described in the Legislative Outline for Rebuilding Infrastructure in America from the White House. This bill, asks the Congress to enact a bill that will stimulate at least $1.5 trillion in new investment over the next ten years, and shorten the process for approving projects to two years or less. The SHPO would be impacted due to involvement in the consultation process. Federal agencies are mandated by federal regulations to federally required consultation with the SHPO in the determination of effect on cultural resources by proposed projects. In addition, infrastructure projects will have a probable shorter response time required of the SHPO which impacts the demands on business practices.

A likely policy change at the state level that will impact the case load and business practices of the Heritage Division is the sunset of the Special Assessment program in 2020. Advocates of the program are currently meeting and discussing changes or revisions to the program for re-authorization. The program has remained active since 1975 with revisions in 1983, 1995 and 2009. If the program is re-authorized with revisions the Heritage Division could potentially be responsible for administering of a third version of the program with a different set of requirements, while continuing to maintain administration of the existing two versions of the program until current and active participants complete benefit periods as far out as 2030.

The Heritage Division currently staffs 17 full time employees and one temporary part time employee. These staffing numbers do not include the Director of OPRD, Lisa Sumption, who is the appointed State Historic Preservation Officer. All the extremely dedicated staff within the Division work hard to perform their duties beyond their work load capacity. Unfortunately, even with this dedication, some deadlines are not met, customer service at the highest level is not provided and response time to customers and stakeholders is delayed. Current program business practices are restricted by outdated technology and segregated program information silos. Although improvements to business practices are an active goal in all programs, these improvements alone cannot relieve the burden on business practices that are a result of outdated processes and technology.

The implementation of the envisioned location based Heritage Hub will consolidate programs, resources and stakeholder interactions. The Heritage Hub offers a solution to management of increased caseloads, provision of higher levels of customer service, reaching higher staff productivity, enhancing and automating business practices and improving stakeholder interactions both now and sustainably into the future.

Problem or Opportunity Definition

Maximizing support of the goals of OPRD and the Heritage Division outlined in the Purpose and Background Section requires excellent customer service and stakeholder collaboration with regard to cultural resources. Every program the Heritage Division administers supports agency goals. The Heritage Division is often called upon as a primary facilitator of those goals whether it be through controversial projects, governor initiatives, resource identification processes, local community projects, state policy and legislative advising. The purpose of preservation and our state's many heritage programs is not to prevent change. Instead, preservation is a tool that manages change by naming those physical pieces of the past that are critical to our story. It is a tool to ensure that these important places serve their communities equitably, productively, sustainably, and economically into the future.

To achieve this requires effective agency level communications with stakeholders and customers and the ability to track the activities of the various Division programs as they relate to a specific cultural resource or group of cultural resources. To effectively act on these requirements the OPRD Heritage Division needs to solve the following problems.

Stakeholder and customer data is fragmented and poor in quality. Programs record customer data in distinct and separate information silos but these customers can interact with several programs simultaneously. No data validation occurs and when updates occur in a single program they do not cross over to other programs. Both problems lead to errors in data entry and, multiple and differing data records for the same customer thus creating an inability to address needs with a holistic approach.

Relationships are single threaded. Currently many program activities and communications with customers and stakeholders are handled by individual employees. Because of the individual customer-support nature in some of the Division business processes, customer service and communication can be significantly delayed if the individual is not available.

Resource data is fragmented. Program staff record resource data into distinct and separate information silos and the same resource or group of resources can interact with different programs simultaneously. This problem leads to inefficient customer service when staff is responding to inquiries about a particular resource. A single Division staff member cannot provide complete answers without transferring the customer to different program leads or delaying a response until all program leads have been consulted about a particular resource or group of resources. Customers become frustrated with the process and the delay experienced when requesting basic information about a cultural resource.

Inefficient use of staff time entering basic data. All data that is tracked by the Division must be entered by staff. Portions of the same data must be re-entered by single or multiple staff members into a different information silo within a single program area. For instance, staff members from the largest work group and work output program of Review and Compliance can be tasked with data entry in up to

six different information silos with much of the data being repetitive. In addition, similar data across programs, including even basic information such as resource location, owner, project name, and contact information, must be entered into each distinct program information silo the resource touches. This problem results in an inefficient use of staff time that creates delays in response times. The SHPO compliance business has clear and definitive response times set forth in federal regulations and state statutes. Responses are often provided on or beyond the due date set forth in these requirements. A large contributing factor to these late responses is a result of the inefficient use of professional staff time to simply process the work load and maintain the cultural resource inventory in the different information silos prior to a review response.

Inefficient use of staff time using desktop solutions to manage programs – currently there are several programs that rely heavily on desktop solutions such as manually created Microsoft Access database queries, Excel spreadsheets, Word templates and fillable pdf forms to receive and track information, request statute required progress reports, request additional information when needed, provide formal responses to submitters and local government review parties and to communicate with statute driven appointed commissions and committees involved in the review process.

Customer submittals are received in various formats. Submittals to the Heritage Division are received in various formats and often lack important pieces of information needed for staff to make informed responses and complete reviews. The Division receives submittals from a broad spectrum of customers that range from cultural resource professionals to federal, state or local agency employees to private citizens. Although standardized forms and guidelines are available through the agency website these items are often not used or followed. Submittals are received through regular mail, email and a FTP site and arrive in various shapes and sizes. Cover letters, email bodies, use of outdated or current Division forms, GIS shape files, varying styles of resource reports, partner agency forms combined with a small percentage of handwritten submittals and hand drawn maps are received. Lack of standardization and data control on the information received results in large amounts of staff time dedicated to obtaining more information from the customer to complete the submittal or manipulating the data to fit Division business processes.

Maintenance and entry of state inventory cultural resource records is backlogged. Currently both the built-environment resource and archaeology resource inventories have legacy records to enter. The SHPO is mandated as the keeper of these state inventories but due to the inefficiencies of staff time outlined above timely maintenance and upkeep of these inventories to keep them 100% current has not been achieved. Business practice improvements have allowed more timely entry of records over the last few years. However, legacy data received prior to implementation of these improvements still remains and the staff time required to perform data quality checks and entry is unavailable.

Public information requests are manually created and costly to comply with. Combining data across programs proves difficult because of the various customer and resource record formats. This coupled with different business practices of record retention across programs, results in an inefficient use of staff time to perform the labor intensive manual retrieval and compilation of the information needed to respond to a public information FOIA request. Due to the financial and emotional climate that often surrounds controversial projects that involve the Heritage Division public information requests are not uncommon. Over the last 18 months the Heritage Division has responded to at least ten separate such requests. These requests focused on large projects involving many stakeholders. In addition, these requests crossed over programs within the Division and involved multiple resources resulting in great demands on staff time.

Together, these problems cumulatively create threats to the agency. Incomplete fragmented data has resulted in projects being "lost" between programs. For example, state law requires properties to be listed in the National Register of Historic Places within 2 years of enrolling in the state tax program. An applicant recently missed this deadline due to miscommunication with staff. The result was an administrative hearing that consumed staff resources, and almost resulted in legal action against the agency. In our Review and Compliance Program the work volume is such that not all cases can be responded to within the statutory 30 day timeline. Additionally, the Division struggles to meet the demand from our federal and state partners for agreement documents that would streamline the cultural property review process. The result is that in some cases projects are not reviewed, threatening cultural resources, or the projects are delayed resulting in additional economic costs to both the private and public sector. Across programs, slow, inadequate or incomplete responses can affect the credibility of the agency, limiting or impacting other, larger efforts by Oregon State Parks.

Opportunities available through technology today offer avenues to significantly improve business processes and the service provided to customers, stakeholders and cultural resources. Taking advantage of these opportunities will equip the Heritage Division with the tools required to effectively and sustainably support agency and Division goals through the identification and protection of cultural resources for the citizens of Oregon. These opportunities also provide tools to improve preservation education and development projects in local communities which contribute to and invigorate economic growth, which is an initiative from the Office of the Governor. The opportunities available to the OPRD Heritage Division include:

1. **Creating a master record for Heritage contacts.** Establishing a master record will centralize and standardize the contact record of stakeholders and customers. Data will be consistent across programs and data quality will be significantly improved. Creation of new records and updates to existing records will only need to occur once. Linking those records to particular programs and projects will provide management and staff the much needed holistic view of interactions with stakeholders and customers in order to better serve them and collaborate with them on preservation issues.

2. **Creating a master record for individual and groups of cultural resources.** Establishing a master record will centralize and standardize resource records and the information related to that resource. The master record will provide consistency across programs and data quality will be significantly improved. Linking those resource records to particular programs and projects will significantly improve the efficiency of service provided to customers by Heritage Division staff about a resource. The linking of the records to programs and projects will also provide Heritage staff and stakeholders the much-needed tool for viewing the effects on a resource over time and to use that readily accessible information to make more informed recommendations when reviewing possible impacts on the resource by proposed projects.

3. **Creating a customer portal submittal process for all programs.** Establishing a web portal for submittals across all programs will both standardize and implement data requirements on the information needed by staff to make informed decisions and complete reviews. Standardization and control of required data will also eliminate the need for staff to manually re-enter the information received into the system. Increased efficiency of informed responses and completed reviews will benefit both internal staff and external

customers and stakeholders. Internal staff will experience an increase in available time allowing time to focus on preservation outreach and education, community development projects, entry of legacy resource records and to provide attention to policy and service areas in need of improvement. External customers and stakeholders will experience a higher level of customer service and a quicker response time.

4. **Creating enhanced business processes.** Establishing and implementing automated and coded workflows will aid in the standardization and formalization of all workflows in the Division. Automated business processes could include internal and external user dashboards detailing the status of a project or submittal, automatic reminders of grant review or progress report requirements, updates to contact information by the customer, advanced submission, and review and approval processes. Again, as outlined in Opportunity 3, improvements in staff efficiency will allow more time to focus on program areas where improvements are needed and customers will experience a higher level of service.

5. **Creating visibility and transparency to stakeholders and customers.** Establishing a customer self-service and submittal portal will allow the customer to see the status of projects, cases, consultations, reviews, grant awards, communications and interactions in real time. This visibility supports state and agency initiatives of accountability and transparency to the citizens of Oregon and in particular to Heritage customers and stakeholders in the preservation community.

6. **Creating an automated process to retrieve, compile and respond to public information requests.** Establishing an integrated email application within the platform and the enhanced automated business practices outlined in Opportunity 4 will allow significantly increased efficiency in response to public information requests. Additionally the enhanced visibility and transparency outlined in Opportunity 5 should aid in the reduction of public information requests.

7. **Leveraging the system through data exchanges with other federal and state agencies.** Establishing data exchanges between external federal and state customers will increase efficiencies experienced in those external agencies. Implementation of automated data exchanges between high volume agency customers such as the Bureau of Land Management, the US Forest Service, ODOT and ODOE would decrease staff time required in those agencies in the federally mandated consultation process with the SHPO. Potentially, project and cultural resource information would only have to be entered into the customers own agency tracking and information systems and exchanged as a submittal for consultation to the Heritage Division through a data transfer. This eliminates the requirement of partner agencies to re-enter like information to meet submittal requirements to the Heritage Division.

The goal of the Heritage Hub project is to reduce problems and maximize opportunities. Achieving this goal significantly supports the primary mission of OPRD by providing and protecting cultural resources, the goals set forth by the Heritage Division in the Oregon Historic Preservation Plan and initiatives from the Office of the Governor such as economic development in local communities and transparency to the citizens of Oregon.

The current business practices of the Heritage Division does not include fee collection for any of the program services provided, with the exception of the state tax benefit program known as Special Assessment. This current state of business practice results in non-financial returns on investment in the Heritage Hub. Value added ROIs, discussed previously as opportunities, require further analysis and establishment of performance measures is necessary. Benchmark discussions with other state historic preservation offices have stimulated dialogue within the Division regarding the current "no-fee" practice and that ROI strategies, such as a Heritage Hub subscription fee to professional consulting firms, should at least be considered. A shift to any fee based business practice would be an impactful change for the Division, customers and, stakeholders, with the probability of controversial outcomes. Continued research into this type of ROI strategy is vital as the Division progresses through more detailed planning as required in the Stage Gate process.

Alternatives Analysis

Constraints

The analysis is based on the following constraints

- OPRD does not have the staff resources or expertise to build or implement a solution under the current staffing levels
- The solution must be based on the latest Internet and browser technologies meeting the OSCIO browser standard to ensure security and system longevity
- Any ongoing subscription/licensing/maintenance involved with the solution must be covered as part of the agency's operating budget
- Development and implementation costs will be within the allocated funding for the project
- OPRD currently hosts the GIS components of processing archeological records, heritage locations, and grant systems components. The new Heritage Hub portal must be able to either communicate with agency portfolio of applications for field and management use of geospatial data, or populate a repository maintained at the agency for the same purpose.

Assumptions

The following assumptions are made as part of the analysis

- The solution will be compatible with the state standard of ESRI software for managing geospatial data.
- The solution vendor will work with OPRD IT staff to build API's as web service calls to facilitate data sharing between applications.
- The solution vendor will be open to building interfaces to work with external clients and support data exchanges in a secure manner
- The solution will be LDAP enabled, and will include a security model that facilitates management by local security authority.
- The solution will comply with Oregon's Enterprise Security Office standards.
- The solution will comply with Oregon's Cloud Management Policy addressing risks, security, backups, data ownership and performance.
- The solution vendor will be available during the project timeframe

- OPRD staff will be available during the project timeframe
- A contracted OPRD project manager will be available during the project timeframe
- Contract issues will be resolved by OPRD Procurement and Contracts division and DOJ
- Heritage Division staff will be able to learn the new system with training
- Heritage Division business practices will remain relatively unchanged during the project timeframe

Selection Criteria and Alternatives Ranking

The following base criteria will be used to measure and select the appropriate alternative for the cultural resource management system solution.

- Functionality – the selected options must allow for the system to be used as a platform for data collection, data reporting, business process automation, email correspondence collection, GIS data, electronic data exchanges with other agencies and an online help menu.
- Technology – the selected option will accommodate the current skillset of Heritage Division and OPRD IT staff, include a GIS component that accommodates all skill levels represented by Division customers and track with statewide technology efforts.
- Cost – the selected option must be financially feasible and fit within funding constraints
- Support – the selected option must provide support in the implementation of the platform, existing business practice migration and opportunities for internal and external training on use of the platform
- Implementation – the selected option must be available during the 2019-21 biennium to allow for completion during the 2021-23 biennium
- Experience – the selected option vendor will have experience in the successful implementation or be in progress of implementing a system similar to the Heritage Hub for a federal or state agency that performs cultural resource management as part their duties.
- Heritage Division Staffing – the impact of the selected option on Division staffing will be limited to the identification of an agency project manager, project team members and subject matter experts.
- OPRD Staffing – the impact of the selected option on OPRD IT staffing will be limited to the identification of project team members and subject matter experts who build API's as web service calls to facilitate data sharing between agency applications

Solution Requirements

The solution must meet the business, data, application, and technical requirements of the OPRD Heritage Division. Those high level criteria include

Business

- Provide individual program administration functionality
- Support automated business practices
- Provide customer and stakeholder management
- Provide individual case management functionality

Data

- All data sets are accessible by the Agency
- Data security meets ESO data classification standards
- Provide reporting functionality for HPF reporting requirements, customer and stakeholder details and interactions, individual resource records or group of records interactions across Division programs, public information requests and Division program and staff management.
- Ability to add custom fields
- Provide simple field data validation

Application

- Meets with the general direction of the OSCIO vision
- Interacts and integrates with Microsoft Office products
- Meets the state standard for ESRI software
- Will be LDAP enabled
- Available training and support from the vendor

Technical

- The application has a GIS component and focuses on a service oriented architecture
- The application can interact with other lines of business applications
- The platform security meets ESO policies and guidelines

Alternatives Identification and Analysis

Although the initial alternative to any project is to maintain the status quo issues for the OPRD Heritage Division as outlined in the Problem and Opportunities section necessitate action and implementation of a new solution. That being said, solution options include:

1. Maintain Status Quo - make little or no changes to existing business practices and technologies
2. Build In-House – use agency resources to design, code and implement a new solution
3. Purchase and Configure – purchase a preexisting commercial off the shelf system and configure to meet Heritage Division needs
4. Custom Build Through Contractors – use external contractors to design, code and implement a new solution

<u>Maintain Status Quo – Not a preferred solution</u>

As outlined in the Background section, Heritage Division programs are administered through individual staff member desk top solutions, several individual program database silos and a myriad of electronic and hard copy file retention practices. As discussed in the Problems and Opportunity section, this lack of shared information surrounding the programs administered by the Division leads to the following;

- Fragmented program, cultural resource and stakeholder information
- A lower quality of customer service provided than desired;
- Inefficient use of staff time through redundant entry of data;
- Poor data quality.

The current data and technology processes limit the Heritage Division from very little to no continued improvement in business practices that will generate the outcome needed to support customers, stakeholders or cultural resources. The impact of maintaining the status quo would be the continuance of less than expected customer service, limited visibility and transparency, poor maintenance of cultural resource inventories and the inefficient use of staff time.

Build In House – Not a preferred solution

In 2016 the Heritage Division spent several months mapping both current business practices and envisioned Heritage Hub business practices. This 80-page document was presented to the OPRD IT Division for review and discussion of the likelihood that the cultural resource management system could be built in house. The consensus after review and discussion was that the existing OPRD IT Division did not have the required staffing resources and expertise, nor the guarantee of dedicated staff time required over a two-three year period to see the solution through to implementation. Support of an External Custom Build alternative was recommended.

Purchase and Configure – Possible solution pending final analysis

There is no existing off the shelf system that the supports that Preservation and Cultural Resource Industry specifically. Benchmark discussions with other SHPOs throughout the country indicate that solution needs are not yet being met by an off the shelf product requiring limited configuration to meet solution requirements experienced by SHPOs. However, further investigation into this alternative has been initiated by the OPRD Heritage Division through a Request for Information (RFI) published in April 2018. The Heritage Division received seven responses to the RFI and further analysis of those responses is required.

Custom Build Through Contractors – Possible solution pending final analysis

Benchmark discussions with other SHPOs indicate this as the alternative most preferred in the industry. New York has successfully implemented a system very similar to the envisioned Heritage Hub. Idaho has completed a needs assessment and will be acquiring funds to build a similar system. Other states including Nevada, Wyoming, Virginia and Washington have implemented a web-based, public portal site that provides access to cultural resource data. Further investigation into this alternative has been initiated by the OPRD Heritage Division through a Request for Information (RFI) released in April 2018 and further analysis is required. One of the responses received was from the vendor responsible for implementation of the New York system and discussed leveraging source codes, system architecture and design concepts. These are important factors that will be considered when completing the final analysis of this alternative.

Cost Considerations and Scheduling

Cost allocations for the project to be considered have been broken into five categories. These five categories align with the OSCIO Stage Gate Process coupled with an additional category of Continued Maintenance for consideration. These costs would be experienced in the 2019-21 biennium and the 2021-23 biennium with an estimated project completion date of 12/31/22.

Project Origination and Initiation- Schedule Complete

This cost considers expenditures for mapping current business practices, creation of a high level project scoping document, creation of an RFP and creation of a high-level business case for submittal to OSCIO. These expenditures have already been absorbed by the Heritage Division through currently budgeted staffing costs resulting in an estimated $0 future expenditure.

Detailed Business Case and Planning Documents – Schedule July 2019 through December 2019
This cost reflects estimated expenditures for creation of more detailed business and functional requirements that can support a formal Request for Proposal (RFP) and other planning documents describing the project's scope, schedule, necessary budget, and resources needed to within +/- 50% of the project vision. This estimated cost includes procurement of a Project Manager (PM), staff time required to support the PM and, if needed, procurement of a third party vendor specializing in the field of IT business analysis.

Detailed Project Planning – Schedule January 2020 through June 2020
This cost reflects estimated expenditures for development of substantial details about the specific implementation approach that will be used to execute the project including the release and evaluation of an RFP and revision of planning documents to represent scope, schedule, budget and resource needs at a level of +/-10% of the project's vision. This estimated cost includes a PM and staff time required to support the PM.

Implementation – Schedule July 2020 through December 2021
This cost reflects estimated expenditures for delivery of the functionality of the project requirements, quarterly reports to OSCIO, quality assurance activities, transition planning, training and close out documentation. This estimated cost includes vendor procurement, hardware and software licensing purchases, a PM, staff time required to support the PM, training activities and , if required, procurement of an independent quality management service

Continued Maintenance and Subscriptions – Schedule January 2022 through Life of Heritage Hub
This cost reflects the annual estimated expenditures for sustainability of the completed project. This estimated cost includes an annual vendor support contract, software maintenance contracts and annual subscription costs.

The table below itemizes the above categories with an estimated cost in relationship to the estimated project biennium schedule. This table is based on the implementation of the preliminary preferred solution alternative of a custom build by an external contractor. These figures are estimates based on early discussions with the OPRD HR Division, preliminary discussions with Darrell Landrum, the Strategic Technology Officer assigned to OPRD by the OSCIO, benchmark discussions within the industry and responses to the RFP released in April 2018. The Annual Maintenance and Subscriptions estimated cost would continue as an ongoing cost to OPRD.

Expenditure Category	2019-21	2021-23	Total 2019-23	Ongoing Annual
(1)Project Orientation & Initiation	$0	$0	$0	
(2) Detailed Business Case & Plan Documents	$150,000	$0	$150,000	
(3) Detailed Project Planning	$100,000	0	$100,000	
(4) Project Implementation	$632,500	$632,500	$1,265,000	
(5) Annual Maintenance & Subscriptions	$45,100	$45,100	$90,200	$45,100
Total Estimated Expenditure	$927,600	$677,600	$1,605,200	$45,100

Outside Funding Opportunities

Offsetting expenses of the Heritage Hub with outside funding sources has been explored over the last few years during the Orientation and Initiation phase of the project. Preliminary stakeholder discussions included funding opportunities with federal agencies and grant opportunities including those awarded by Oregon tribes.

Because of the extensive planning required prior to implementation of a project this size, coupled with the necessary Stage Gate process, those discussions have not moved past an exploratory stage. As the OPRD Heritage Division moves toward implementation the detailed planning process will include research and development of outside funding opportunities, including benchmark research of other SHPOs employing user subscription fees to offset costs.

Benefits

The major benefits to the Heritage Division arising from the implementation of the Heritage Hub center on non-financial benefits. As described more fully in the Problems and Opportunity section a summary of benefits are;

- Business practice automation
- Standardized and validated data collection
- Consolidation of stakeholder interactions
- Consolidation of cultural resource information across Division programs
- Improved customer service and stakeholder interactions
- Improved response times
- Effective use of staff time

Risks

Managing risk is an important part of implementing change. Some Identified high level risks that will require mitigation planning for successful implantation of the Heritage Hub platform are;

- Funding resources – stable funding sources could change due to policy change, economic downturn or natural disaster
- Staffing resources – internal OPRD staff, in both the Heritage and IT divisions will be called upon to support a PM as a project sponsor, dedicated project team members and subject matter experts. The two-three year project time frame increases risk in areas of turnover, position vacancies, hiring freezes, recruitment of qualified replacement and policy changes.
- Stakeholder engagement – support of a new platform may not be important to all stakeholders. Early and frequent communication with stakeholders and a robust engagement plan will be important to a successful implementation of the platform
- Migration of existing data – current cultural resource, customer, stakeholder and case data is found in different formats and information silos. Identifying and validating hidden and legacy data across Division programs may cause delays in integration.
- User adoption – moving to a new platform may be difficult or not resonate well with some users as change can appear challenging, inexplicable and problematic. Early and frequent

communication with stakeholders and a robust training plan will be paramount to increasing the probability of a smooth and successful adoption across all platform users.

Conclusions and Recommendations

Conclusions

The work completed by the Heritage Division throughout the origination and initiation phase of the Heritage Hub project revealed significant issues with the level of service the Heritage Division is able to provide to customers, stakeholders and Oregon citizens. Because the administration of each division program and the data managed is fragmented in nature business transparency and access to a holistic view of program services is hindered. Dependence on individual knowledge and record keeping limits the ability to deliver customer service at a higher level and in a timelier manner. The inefficient use of staff time to enter similar data across programs and different applications restricts valuable staff time that could be focused on programs and policy where change and improvement is needed.

The Heritage Hub project supports Governor Brown's vision of "Moving Oregon Forward". As stated on the governor's priorities web page, to achieve this vision state government will be open, accessible and accountable; reflect the diverse experiences and communities of all Oregonians; and deliver services effectively and efficiently. The Heritage Hub project aims to do exactly that by specifically providing more transparency, providing more effective and efficient delivery of services and by establishing business automation freeing valuable staff resources to focus on program and policy areas to better reflect the diversity of all Oregonians in the protection of cultural resources.

The Heritage Hub project supports the primary mission of OPRD by specifically raising the level of customer service and data management in the protection of cultural and historic resources for the enjoyment and education of present and future generations.

Recommendations

The OPRD Heritage Division recommends approval to continue in the Stage Gate process with the goal of project completion in the 2021-23 biennium. The Heritage Hub platform will provide the needed technology to implement improved business practices that will bring the opportunities discussed in this business case to fruition.

The immediate next steps to move forward in the Stage Gate process are included in the table above as Expenditure Categories 2 and 3. Those immediate next steps are:

- Complete the review and analysis of solution alternatives
- Formally identify the preferred solution and the metrics used to make the selection
- Continue the review, approval and acquisition of funds for the project
- Continue benchmark discussions with State Historic Preservation Offices
- Develop the scope of work for a Project Manager and select the resource
- Determine if an internal LD position is required to mitigate the work load of a designated internal staff member who works closely with and performs project management duties in concert with a Project Manager and select the resource

- Complete further evaluation of project risks and plan mitigation efforts
- Complete a Version 2 business case that more robustly discusses and uses metrics to support the alternative analysis section specifically in the categories of selection criteria, costs, outside funding opportunities, risks and benefits
- Continue investigation into possible fee driven ROIs
- Develop non-financial ROIs and create performance measures
- Complete detailed planning documents and timeline to aid in creation of an RFP
- Create an RFP

Consequences of Failure to Act

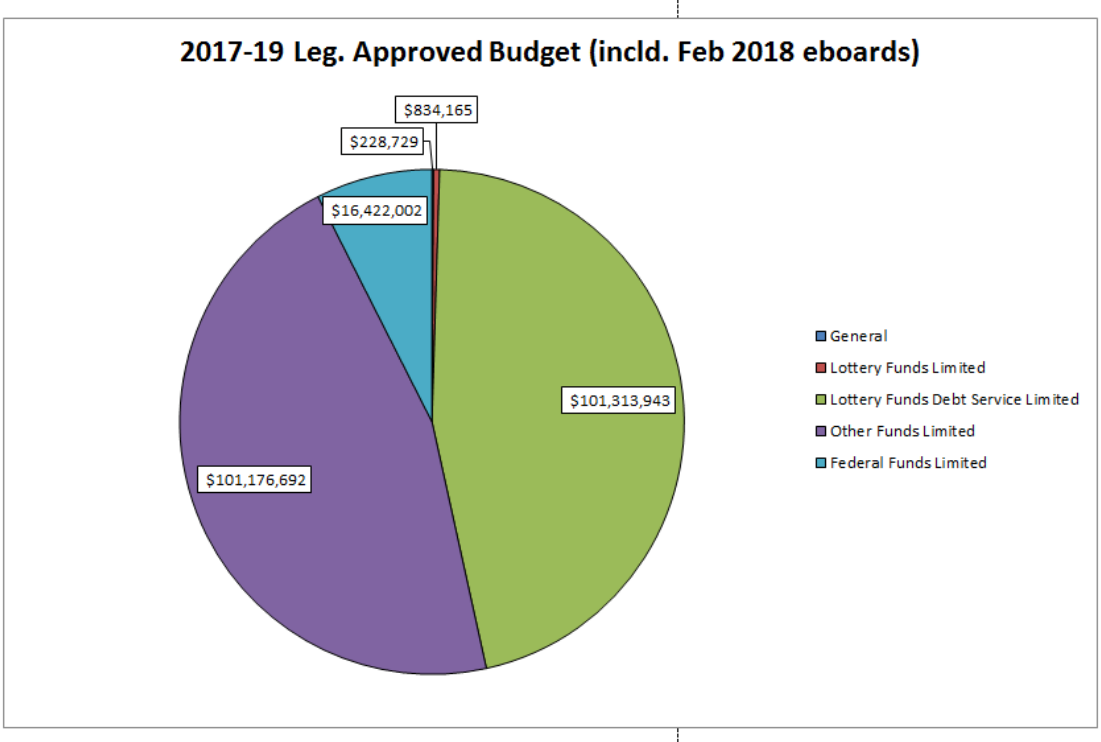
Without the Heritage Hub platform, the OPRD Heritage Division will continue to encounter the issues outlined in the Problems and Opportunities section. In consideration of the continued population and economic growth of the state, the workload is only expected to increase over the next several years. The programs of the Heritage Division already struggle to maintain a high level of customer service to the citizens of Oregon while ensuring consistent, efficient administration of our programs within the applicable statutes and rules. The results of inaction are clear, and predictable. Failure to meet statutory deadlines and requirements will lead to the loss of cultural resources and public faith. Response times will continue to be delayed, the level of customer service provided will not improve and the inefficient use of staff time laden with repetitive data entry, paper processes and program administration through desktop solutions and information silos will continue. The level of transparency and access to information on cultural resources will not be enhanced and most importantly, business automation that would result in an increase of valuable staff time to focus on program and policy areas that need improvements would not occur. These conditions substantially raise the risk to the agency.

This situation is not attributable to an attitude of indifference by the Division, agency or state towards improvement in the affected areas but rather it is attributable to the fact that the limit of achievable improvements using the technological tools available to the OPRD Heritage Division has been reached.

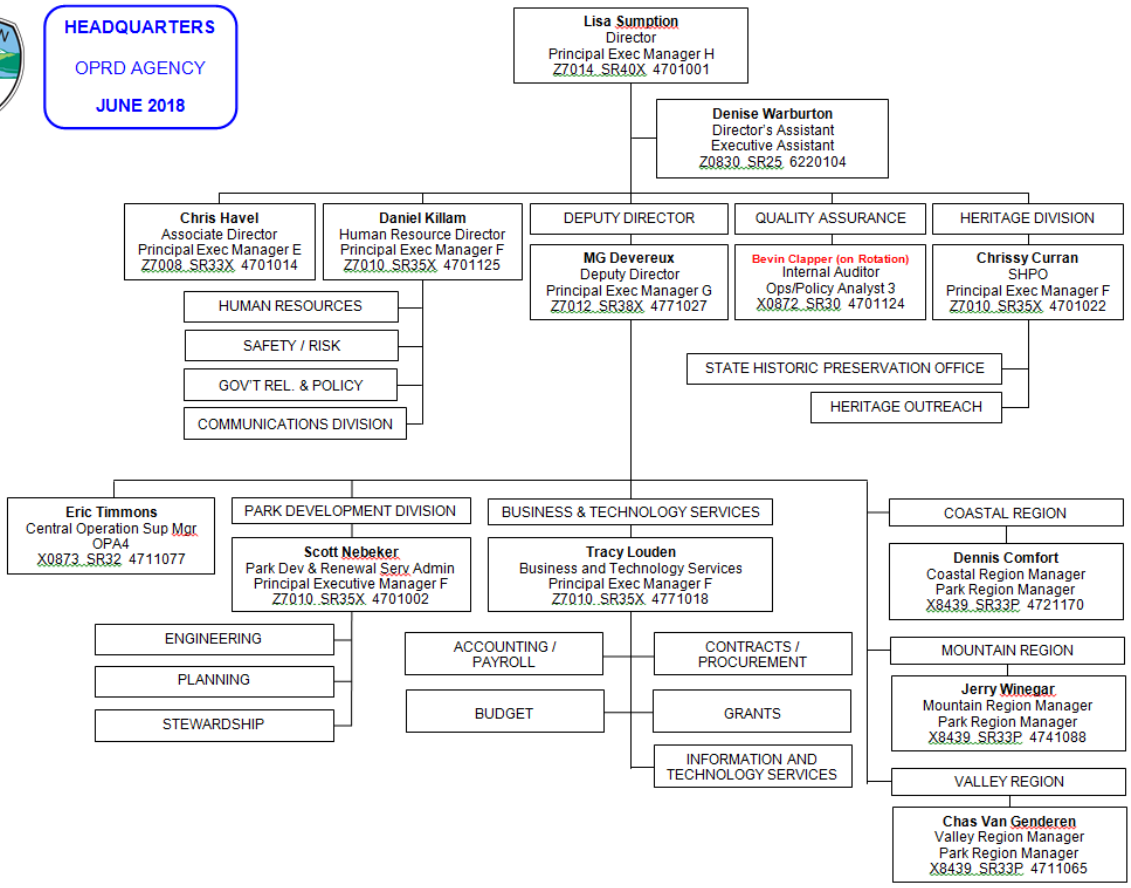
Appendix A – Agency Funding

	2017-19 Leg. Approved Budget (incld. Feb 2018 eboards)	
General	$	228,729
Lottery Funds Limited	$	834,165
Lottery Funds Debt Service Limited	$	101,313,943
Other Funds Limited	$	101,176,692
Federal Funds Limited	$	16,422,002
Total	**$**	**219,975,531**

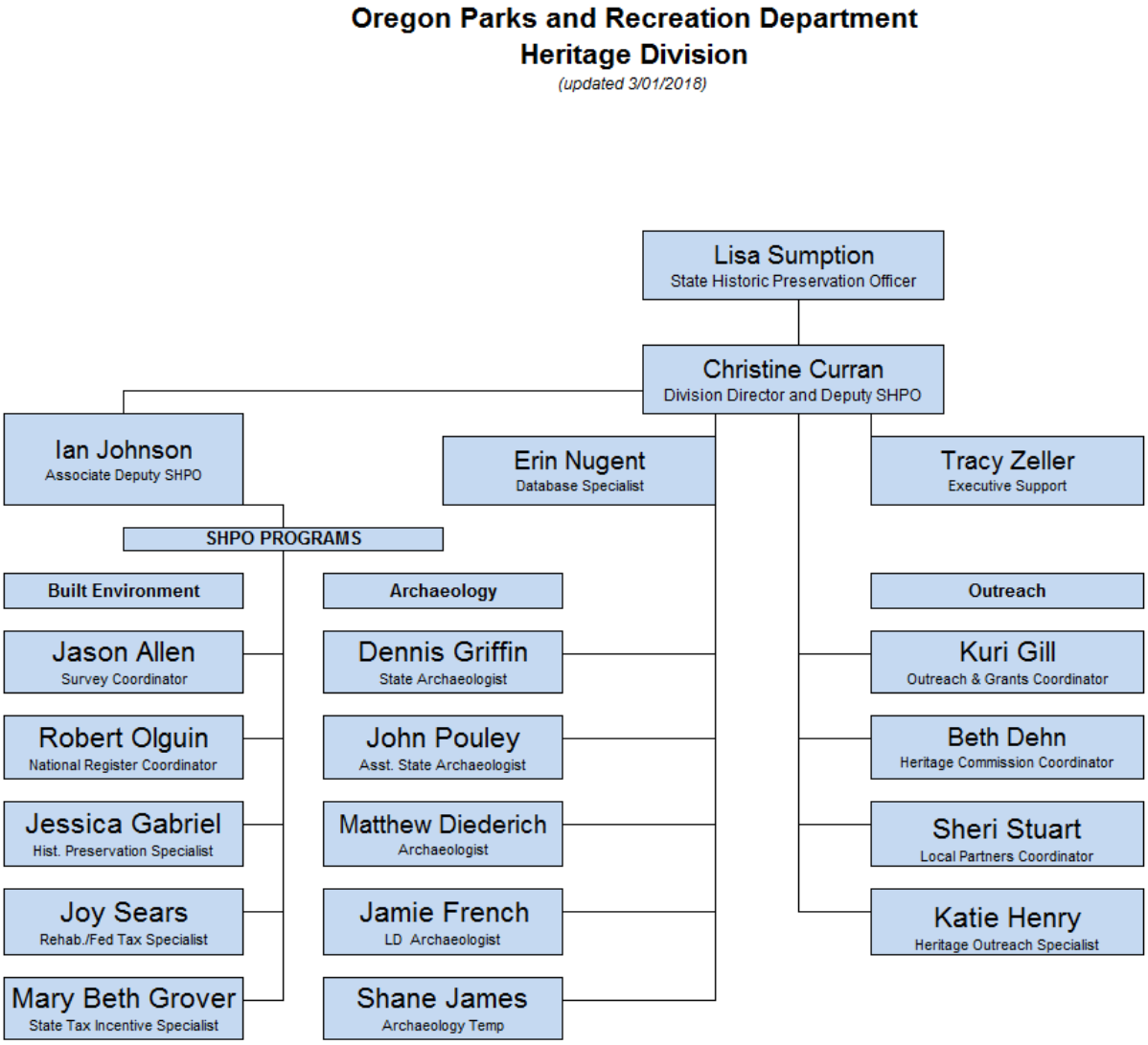
prepared by E. Hinman, Fiscal Analyst (6-25-2018)



Appendix B – Agency Organizational Chart



Appendix C – Heritage Division Organization Chart



Appendix D – Heritage Programs Applicable Federal Regulations and/or State Statutes

Review and Compliance Program 19 Applicable Regulations
Archaeological Objects and Sites (ORS 358.905-358.961)
Scenic Waterways (ORS 390.805-390.925)
Conservation Easement (ORS 271.715-271.795)
Indian Graves and Protected Objects (ORS 97.740-97.760)
Permit and Conditions for Excavation or Removal of Archaeological or Historical Materials (ORS 390.235)
Administrative Rules for Archaeological Permits for Public and Private Lands (OAR 736-051-0000 through 0090)
Native American Graves Protection and Repatriation Act, 25 U.S.C. 3001 et seq. [Nov. 16, 1990] PDF
43 CFR 10
Antiquities Act of 1906
National Historic Preservation Act of 1966, as amended through 2000
Section 106 of the National Historic Preservation Act (NHPA) of 1966, as amended through 2000
National Environmental Policy Act of 1969
Protection and Enhancement of the Cultural Environment of 1971 (Ex. O. 11593)
Archeological and Historical Preservation Act of 1974 (AHPA)
American Indian Religious Freedom Act of 1978
Indian Sacred Sites (Executive Order No. 13007)
Archaeological Resource Protection Act of 1979
36 CFR Part 800 - Protection of Historic Properties

Survey and Inventory Program 2 Applicable Regulations
National Historic Preservation Act (NHPA) of 1996
Goal 5, Statewide Comprehensive Land Use

National Register Program 5 Applicable Regulations
36 CFR 65 National Historic Landmark Program; Historic Sites Act of 1935
Historic Sites Act of 1935; Historic American Building Survey
ORS 358.653, Conservation Program
ORS 197.7725, Owner Opt Out Law
Goal 5, Statewide Comprehensive Land Use

Federal and State Tax Program 6 Applicable Regulations
Federal Investment Historic Tax Credit - National Historic Preservation Act (NHPA)
IRS Regulations for Federal Investment Historic Tax Credit
36 CFR Part 800 - Protection of Historic Properties
Covenants and Easements - Public Benefit Conveyance Statute
Special Assessment of Historic Properties ORS 358.475 - 358.565
Parks and Recreation Dept. Division 50 Historic Preservation Office OAR 736-050-001 to 140

Certified Local Government Program 3 Applicable Regulations
National Historic Preservation Act (NHPA) of 1996
Parks and Recreation Dept. Division 50 Historic Preservation Office OAR 736-050-001 to 140
CLG Grants

Heritage Grants Program 11 Applicable Regulations

National Historic Preservation Act of 1966, as amended through 2000
HPF Grant Manual
CLG Grants
ORS Chapter 358
- Oregon Heritage Commission - 358.570-358.600
  - Oregon Heritage All-Star Communities
  - Oregon Heritage Excellence Awards
  - Oregon Heritage Tradition
  - State Heritage Area
  - Statewide Celebrations
  - Grants (Heritage, Preserving Oregon, Diamonds, Scholarship, Museum) - 358.570-358.600

ORS Chapter 359 Oregon Heritage Commission and SHPO participation on the Oregon Cultural Trust 359.400-444
ORS Chapter 97
- Oregon Commission on Historic Cemeteries - 97.772-97.784
- Cemetery grants

ORS Chapter 692 ORS Chapter 692 Oregon Commission on Historic Cemeteries
ORS Chapter 376 Oregon Commission on Historic Cemeteries – 376.197
ORS Chapter 166 Oregon Commission on Historic Cemeteries – 166.076-166.087
ORS Chapter 308A Oregon Commission on Historic Cemeteries – 308A.125
OPRD Administrative Rules
- Division 17 Veterans and War Memorials grants
- Division 50 Preserving Oregon
- Division 52 OHC – historic properties
- Division 53 Oregon Heritage and Oregon Museum Grant, Statewide Celebrations
- Division 54 Historic Cemetery Grants

All Star Community Program 1 Applicable Regulation

ORS Chapter 358 Oregon Heritage Commission - 358.570-358.600

Oregon Heritage Commission 1 Applicable Regulation

ORS Chapter 358 Oregon Heritage Commission - 358.570-358.600

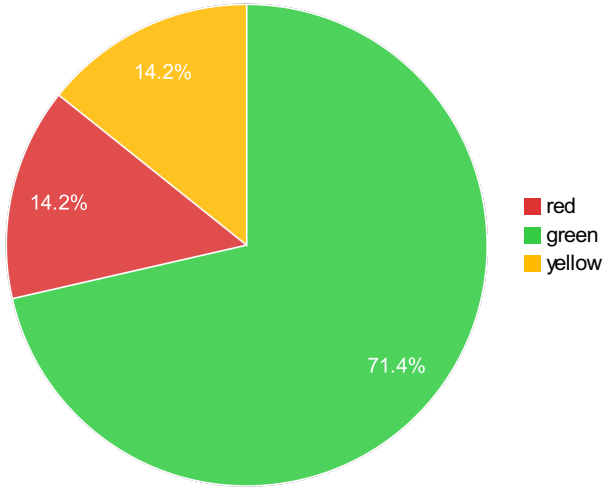
Parks and Recreation Department

Annual Performance Progress Report

Reporting Year 2017

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

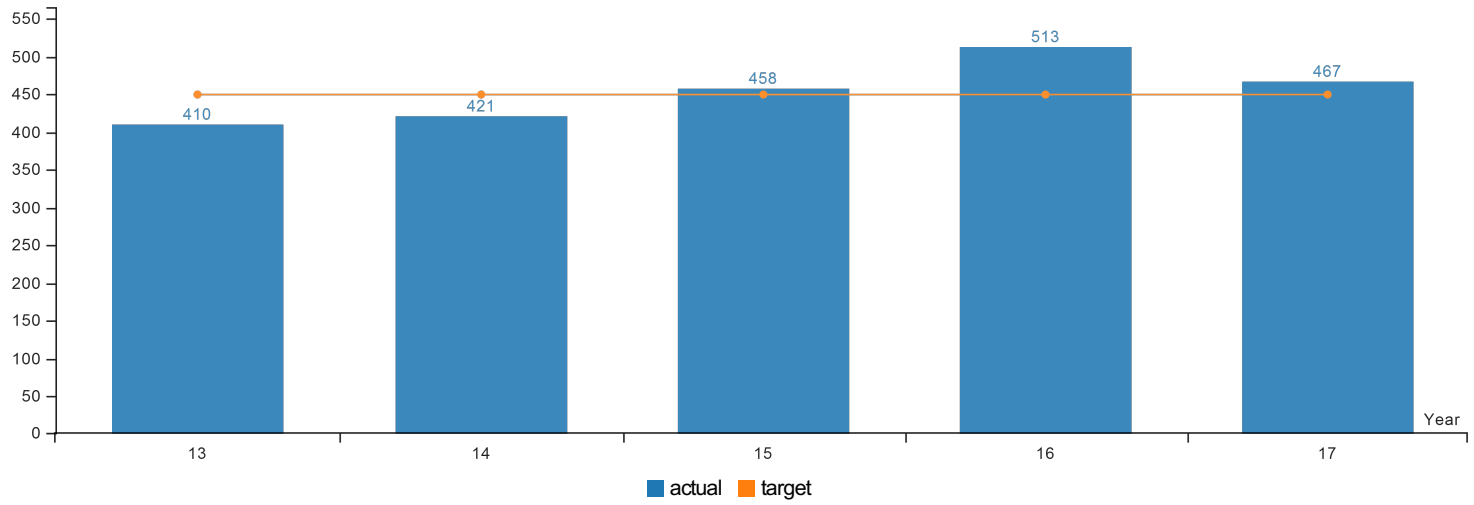
KPM #	Approved Key Performance Measures (KPMs)
1	PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.
2	HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
3	Grant Programs - Percent of Oregon communities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



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

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

** Upward Trend = negative result*



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

How Are We Doing

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

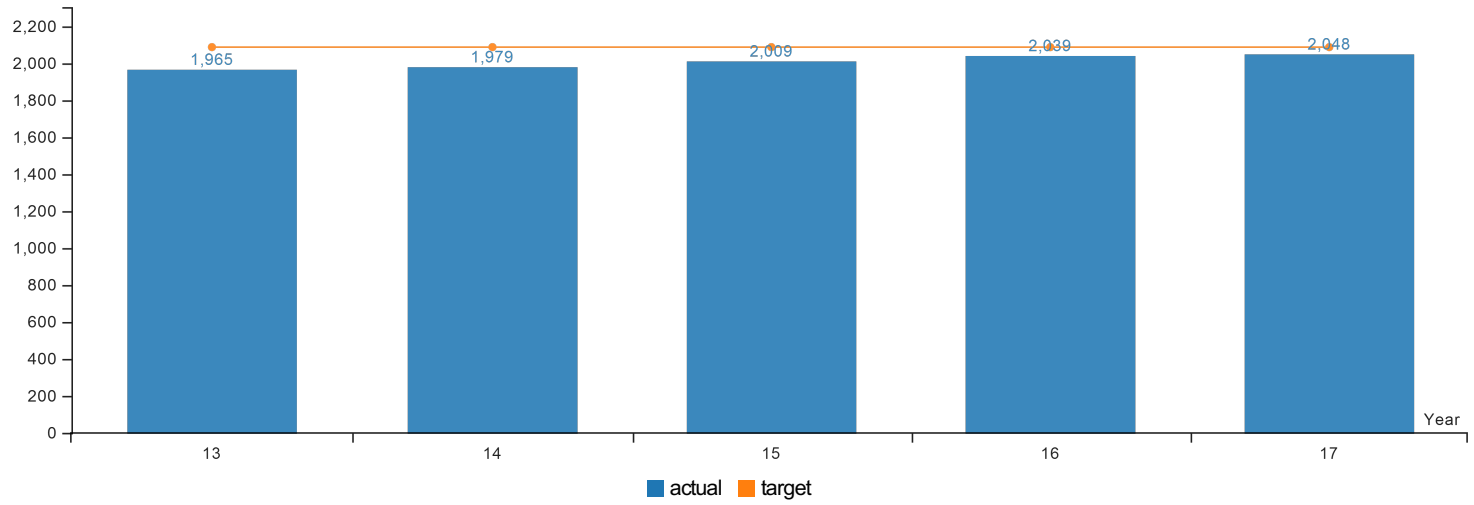
Factors Affecting Results

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

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

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

** Upward Trend = positive result*



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

How Are We Doing

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

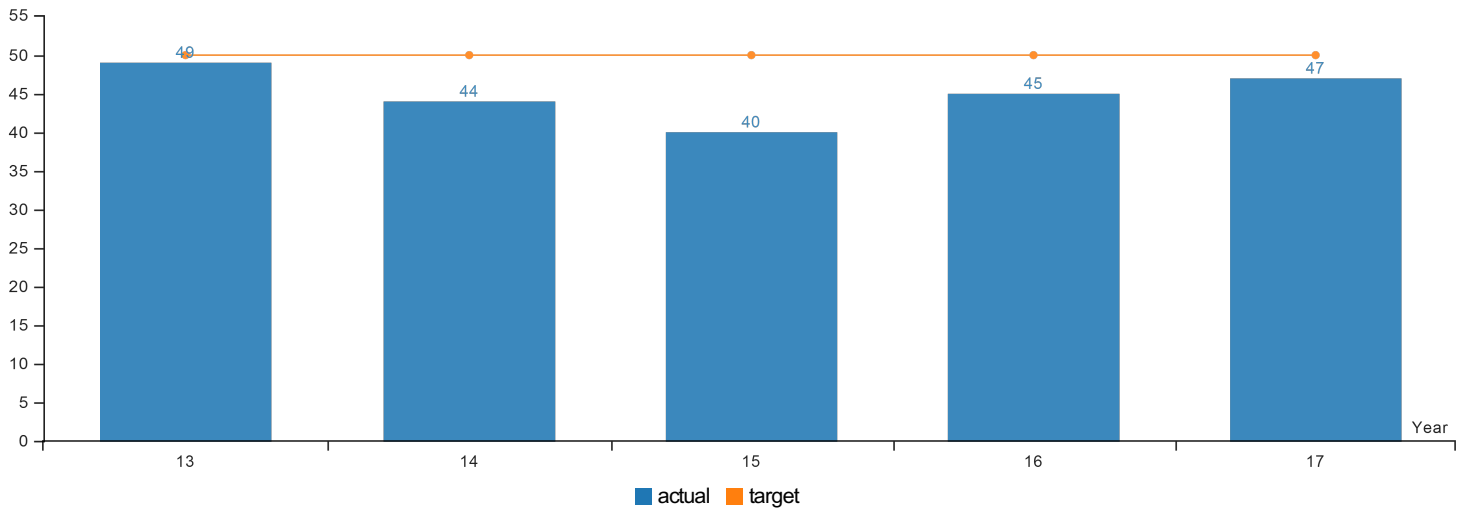
Factors Affecting Results

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

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

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

** Upward Trend = positive result*



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

How Are We Doing

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

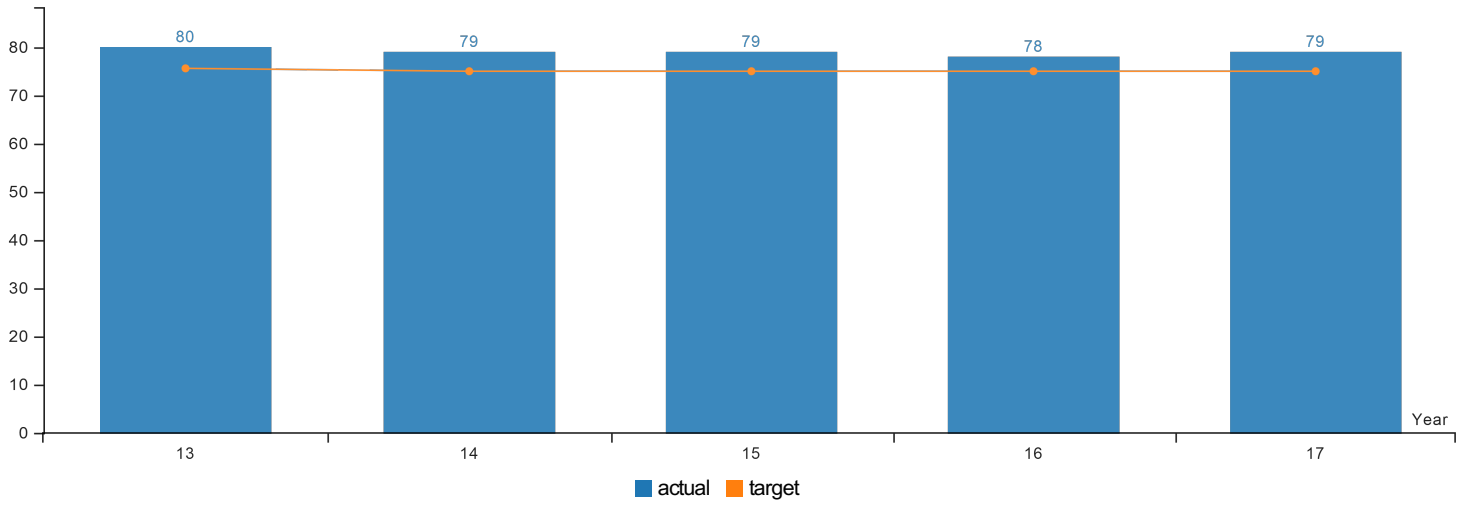
Grant projects typically take more than one fiscal year to complete, especially under grant programs that have only one round of grant awards per biennium. Therefore the "benefit" to grantee communities is not just a single year. Counting two fiscal years of grants - the most recently completed year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

Factors Affecting Results

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

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

** Upward Trend = positive result*



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

How Are We Doing

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

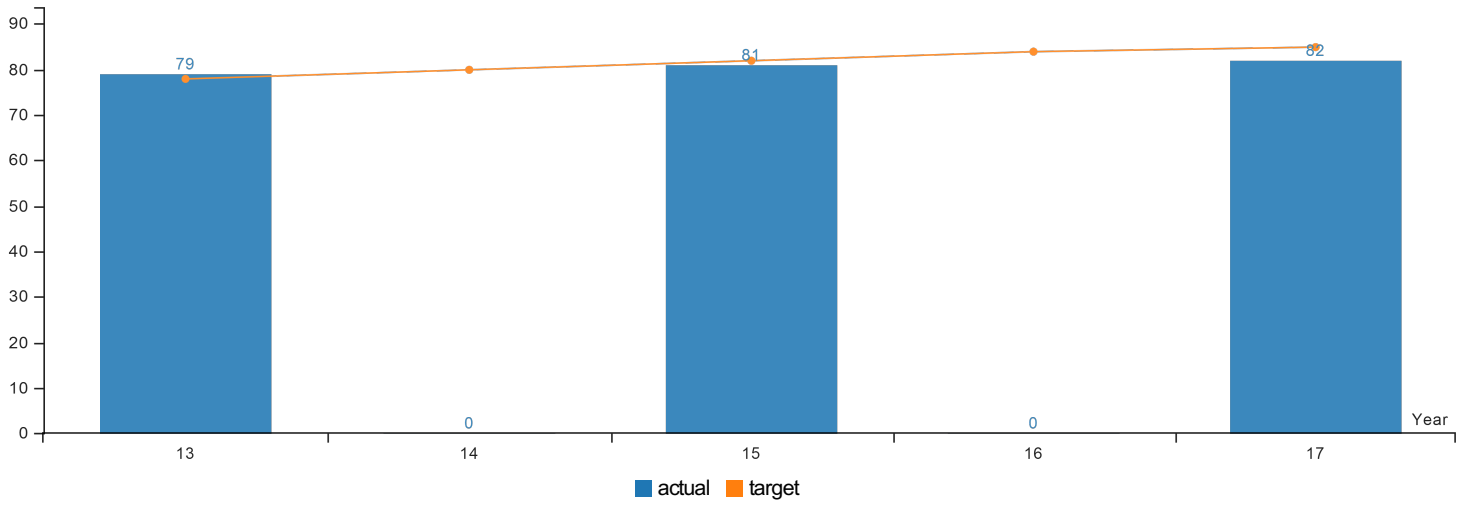
FY 2017 results indicate that the agency was at 79% of the total goal, and above the target of 75%. Results increased slightly from last year since park acreage was acquired faster than the rate that Oregon's population increased.

Factors Affecting Results

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

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

** Upward Trend = positive result*



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

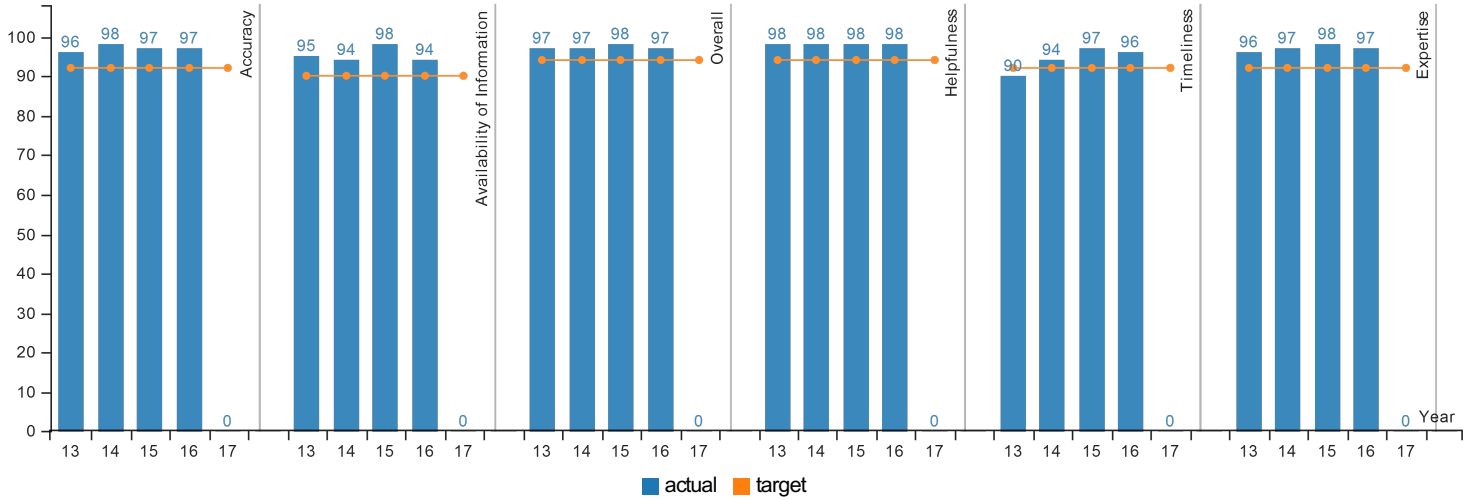
How Are We Doing

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

Factors Affecting Results

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

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



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

How Are We Doing

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

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

FY 2016 Survey Results

Timeliness 96%

Accuracy 97%

Helpfulness 98%

Knowledge 97%

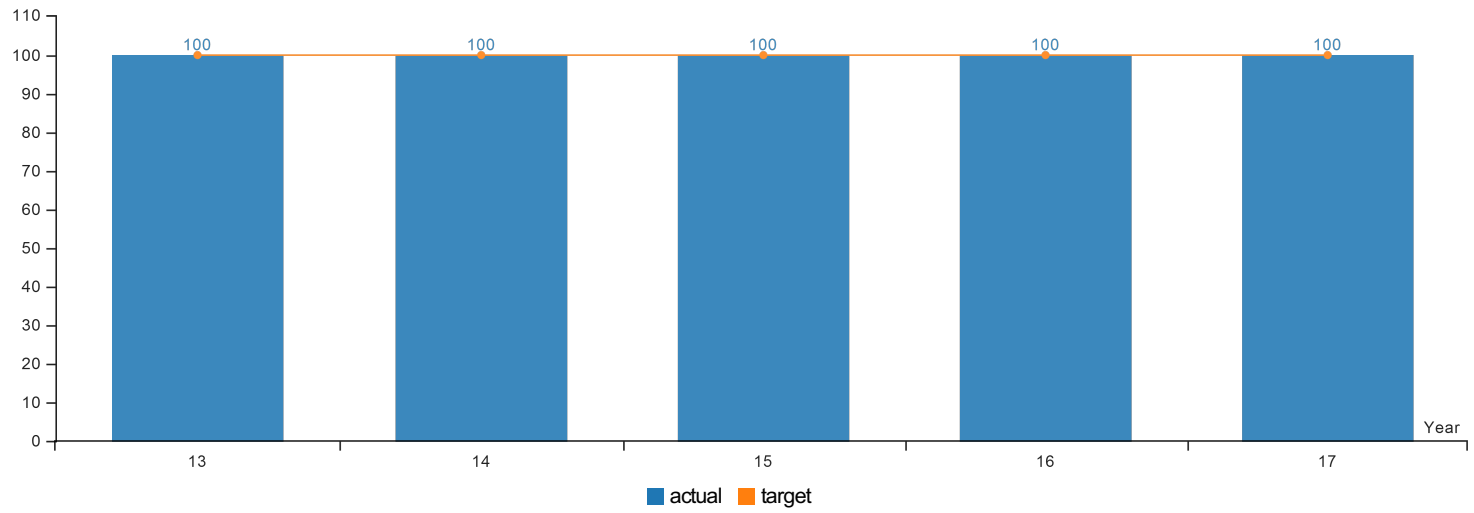
Availability 94%

Overall 97%

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

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

** Upward Trend = positive result*



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

How Are We Doing

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

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

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

Factors Affecting Results

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

Agency Management Report

KPMs for Reporting Year 2017

Published: 9/28/2017 8:26:38 AM

Parks and Recreation Department

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

Detailed Report:

KPM	Metrics	Actual	Target	Status	Management Comments
1. PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.		467	450	Green	
2. HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.		2,048	2,087	Green	
3. Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program.		47%	50%	Yellow	
4. PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)		79%	75%	Green	
5. FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.		82%	85%	Green	
6. CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	Accuracy	No Data	92%	Red	
	Availability of Information	No Data	90%	Red	
	Overall	No Data	94%	Red	
	Helpfulness	No Data	94%	Red	
	Timeliness	No Data	92%	Red	
	Expertise	No Data	92%	Red	
7. COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission.		100%	100%	Green	

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.