# PARKS and RECREATION DEPARTMENT

## Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

Original Submission Date: 2015

Finalize Date: 9/10/2015

| 2014-2015 KPM # | 2014-2015 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. |
| 8 | COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission. |

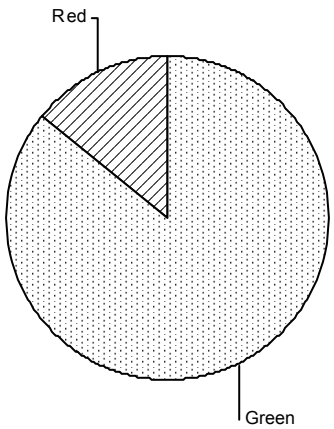
| New Delete | Proposed Key Performance Measures (KPM's) for Biennium 2015-2017 |
| --- | --- |
| | **Title:**<br><br>**Rationale:** |

| PARKS and RECREATION DEPARTMENT | I. EXECUTIVE SUMMARY |
|---|---|

**Agency Mission:** To provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

| | | | |
|---|---|---|---|
| **Contact:** | Tom Hughes | **Contact Phone:** | 503-986-0780 |
| **Alternate:** | Tanya Crane | **Alternate Phone:** | 503-986-0694 |

## Performance Summary




| | |
|---|---|
| Green | 85.7% |
| Red | 14.3% |
| Total: | 100.0% |

| Green | Yellow | Red | Exception |
|---|---|---|---|
| = Target to -5% | = Target -6% to -15% | = Target > -15% | Can not calculate status (zero entered for either Actual or |

## 1. SCOPE OF REPORT

The majority of measures presented in this report relate specifically to the Department's role in outdoor recreation, natural resource, and heritage conservation in the state. Measure #6 assesses Customer Satisfaction. Key Performance Measure #7, Commission Best Practices, was first assessed in Fall 2007 and results reported in the FY 2008 report.

## 2. THE OREGON CONTEXT

The Oregon Parks and Recreation Department is a leading provider of outdoor recreation, natural resource and heritage conservation in the state. These services are provided directly by the Department as well as through cooperative efforts with city, county and other local providers through grant programs and development of the Statewide Comprehensive Outdoor Recreation Plan (SCORP). The SCORP is the planning tool by which all Oregon recreation providers (state, federal, local, and private) catalogue and rank their recreation needs and affirm their respective roles. SCORP constitutes Oregon's basic five-year plan for outdoor recreation. The department has a direct link to Oregon Benchmark #91 which sets a goal of 35 acres of state owned parks per 1,000 Oregonians.

## 3. PERFORMANCE SUMMARY

All of the seven performance measures covered in this report are at or above target, or not significantly deviating from targeted levels.

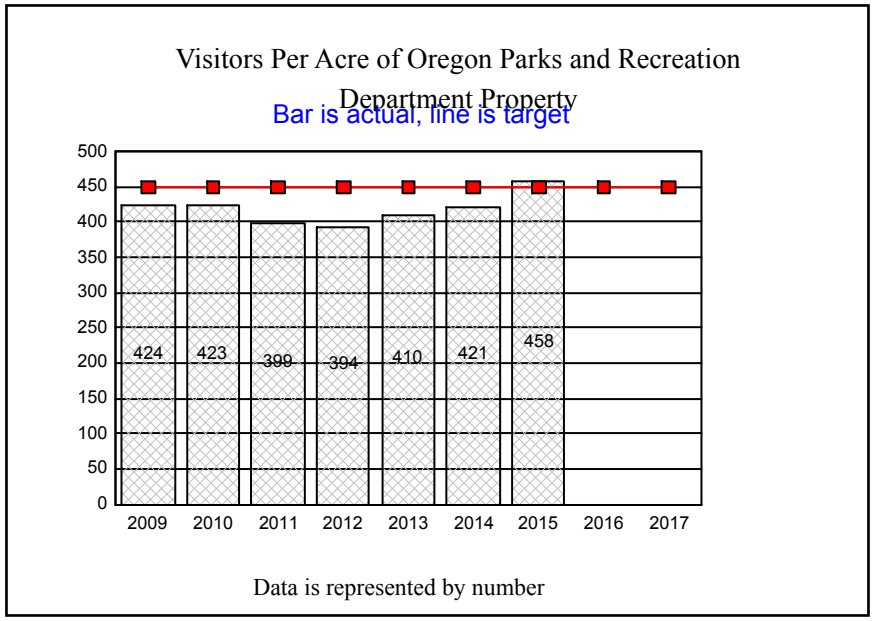
## 4. CHALLENGES

Demographic Trends: A rapidly increasing population, rapidly increasing diversity (both cultural and age) within the population, an increasing obesity rate associated with lack of healthful activity and changes in recreational interests will need to be addressed to ensure continued access to recreational opportunities for all Oregonians in the future. Competing demands for recreation and conservation: Increasing demands for outdoor recreation must be balanced in view of the need to acquire and conserve delicate ecosystems and habitats. Heritage Programs: The Department will need to strengthen existing programs and evaluate the addition of new programs to protect the state's historic properties. Higher energy prices: While energy prices over FY 2015 trended lower, higher future costs of electricity, natural gas, propane, and fuel will demand an ever greater share of agency resources. Increased fuel prices could impact park visitation, resulting in lower revenues.

## 5. RESOURCES AND EFFICIENCY

The Department's 2013-15 Legislatively Adopted Budget is $209,413,100.

| KPM #1 | PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property. | 2009 |
|---|---|---|
| Goal | To maintain a high degree of utilization of Department properties, while monitoring an optimal balance between recreation opportunities and natural resource protection. | |
| Oregon Context | Centennial Horizon, Principles 1 and 2. Also, Healthy Sustainable Surroundings - Oregon Benchmarks 89 and 91. | |
| Data Source | Day use and overnight visitation is tracked in the department's Financial Management System. This data, and the park acreage as reported annually to the National Association of State Park Directors, are used to calculate visitors per acre. All data is based on a Fiscal Year. | |
| Owner | Scott Nebeker, Park Development Administrator, 503-986-0756 | |




## 1. OUR STRATEGY

Continue providing well-maintained Department properties and high quality visitor services, while assessing opportunities for acquiring more acreage.

## 2. ABOUT THE TARGETS

Performance on this measure should be considered in conjunction with trends in total visitation. Good performance would equate with visitation remaining high or increasing, but the ratio remaining constant or decreasing. A lower ratio represents a better visitor experience, overall. A low or declining ratio could indicate decreased attendance or increased land protection. A high or increasing ratio is indicative of either increased attendance or no change in acres of land protected or both. In the latter, the visitor experience would likely be in decline. The target is based on historical data and is considered a ceiling. A value in excess of the target would indicate that the visitor experience and natural resource protection are sub-optimal.

## 3. HOW WE ARE DOING

FY 2015 results are 458 visitors per acre which is a 8.8% increase from 421 visitors per acre in FY 2014, and is above target. The main contributing factors to this increase are improved weather and park development resulting in increased usage. 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 2015 was 50.2 million, a 10% increase from FY 2014.

## 4. HOW WE COMPARE

According to the results of the most recent (FY 2014) National Association of State Park Directors survey, Oregon ranked 1st in the country in number of visitors per acre. The national median was 77 visitors per acre.

## 5. 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.

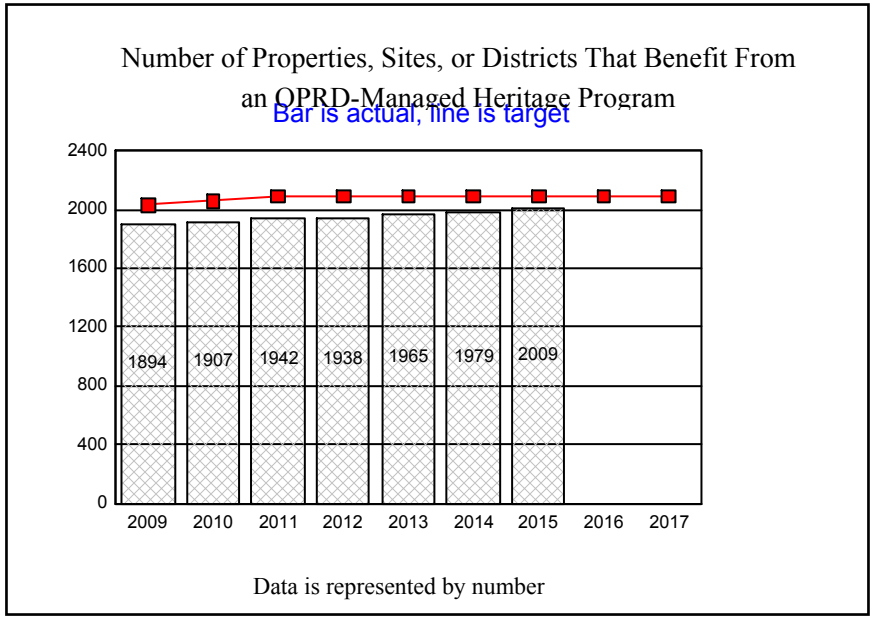
## 6. WHAT NEEDS TO BE DONE

The Department will continue to maintain high visitation to a moderately increasing land base with adequate attention to natural resource protection.

**7. ABOUT THE DATA**

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.

| KPM #2 | HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program. | 2009 |
|---|---|---|
| Goal | To encourage broad participation in Heritage programs, including all geographical areas of the state and an appropriate mix of residential, commercial, public, and non-profit owned buildings and sites. | |
| Oregon Context | Centennial Horizon, Principle 1. No link to a specific Oregon Benchmark. | |
| Data Source | Heritage Programs Division data, as verified by the National Register of Historic Places Office in Washington, D.C. | |
| Owner | Chrissy Curran, Deputy State Historic Preservation Officer, 503-986-0684. | |




## 1. OUR STRATEGY

To encourage broad participation in Heritage programs, including all geographical areas of the state and an appropriate mix of residential, commercial, public,

and non-profit owned buildings and sites.

**2. ABOUT THE TARGETS**

Our targets seek to expand the overall number of historic properties that benefit from OPRD heritage programs and to use annual results as an indicator of progress from year to year.

**3. HOW WE ARE DOING**

Oregon continues to hold up well against neighboring states. Priorities for the Heritage Programs Division continue to focus on the integration of all our programs areas and the consistent delivery strategies and mechanisms we have developed across the state.

**4. HOW WE COMPARE**

Data from Oregon and neighboring states are as follows (total number of historic properties/# of properties designated last year): Oregon: 2,009/30 California: 2,663/41 Washington: 1,524/18 Idaho: 1,031/2 Nevada: 373/1

**5. FACTORS AFFECTING RESULTS**

The overall number and new designations are both up from last year; in fact, new nominations doubled in number from last year. This increase was likely due to a more robust incentive program within federal agencies that encourages the nomination of federal properties to the National Register, as well as the continued improvement in the economy.

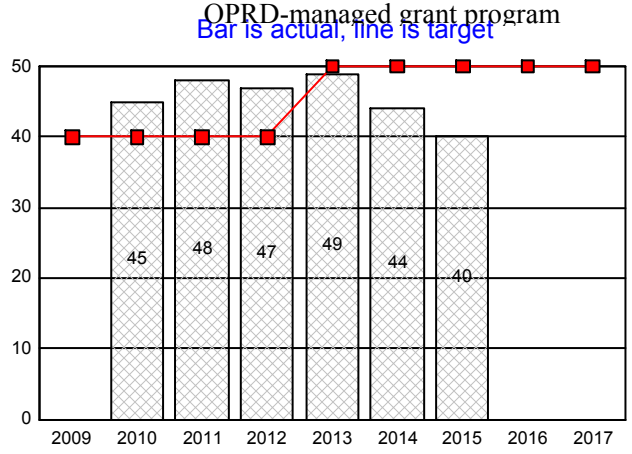
**6. WHAT NEEDS TO BE DONE**

The Heritage Division continues to focus on expanding and strengthening local government and federal agency partners whose activities account for much of the work reflected by this performance measure. In addition, new initiatives will be aimed at increasing the relevance of our programs to non-traditional customers and underrepresented populations.

**7. ABOUT THE DATA**

The data are considered a bell-wether indicator of both the overall health of Oregon's historic preservation efforts and of the most recent year's level of activity in new historic preservation work. There are many other "project counts" that enumerate specific aspects of the state's historic preservation work, but the targets are the best overall indicator.

| KPM #3 | Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program. | 2009 |
|---|---|---|
| **Goal** | Benefit Oregon communities through the Department's various grant programs while achieving wide geographic distribution of grant awards. | |
| **Oregon Context** | Centennial Horizon,Principles 1, 3, 4, 6, 7, and 8. Healthy Sustainable Surroundings - Benchmarks 89 and 91. | |
| **Data Source** | The denominator is the number of counties (36) and incorporated cities (242) in Oregon (total of 278). The numerator is an unduplicated count of those "communities" that received funding through an OPRD-managed grant program over a 2-year period. | |
| **Owner** | Larry Warren, Internal Services Administrator, 503-986-0772. | |




Data is represented by number

## 1. OUR STRATEGY

Increase the number of Oregon communities served through Department -managed grant programs while ensuring meaningful results.

**2. ABOUT THE TARGETS**

Targets were calculated using grant program data. A target level of 50% of communities during a 2-year period was chosen.

**3. HOW WE ARE DOING**

FY 2015 results include an unduplicated count of the number of communities that were awarded Department grants for FY 2014 and FY 2015. Results show that 40% of Oregon communities (110 of 278) have benefited from an OPRD-managed grant program over this time period. This year's percentage is lower than the 44% reported last year. The Department believes that most, if not all of this decrease is attributable to the fact that we transitioned to a new database this year which should improve accuracy and consistency.

**4. HOW WE COMPARE**

The Department is unaware of relevant public standards related to this performance measure.

**5. 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.

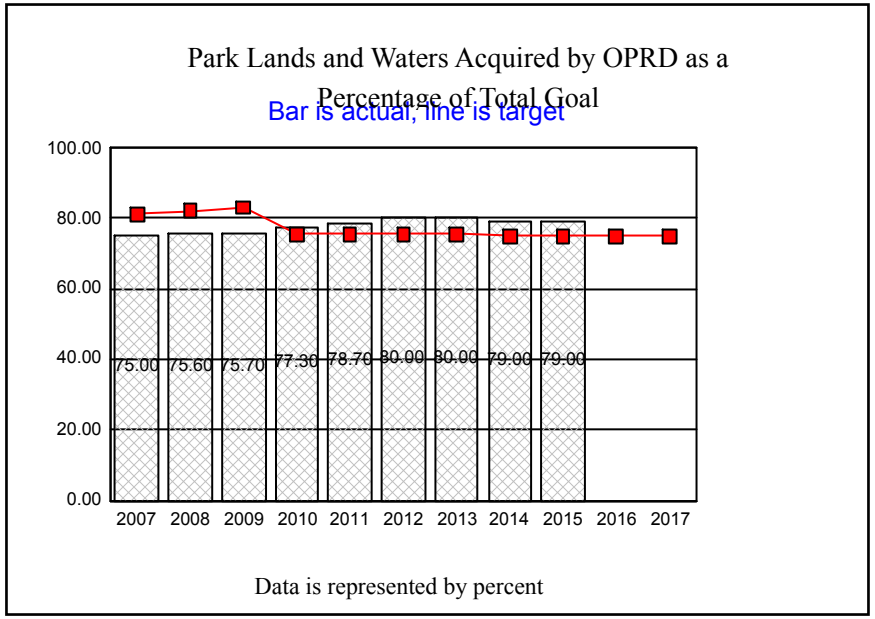
**6. WHAT NEEDS TO BE DONE**

Continue to educate local community administrators about the opportunities available to their communities and solicit grant applications from them for Department grants. Continue to refine and simplify the grant process.

**7. ABOUT THE DATA**

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.

| 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) | 2006 |
|---|---|---|
| **Goal** | Acquire properties that build upon the diversity and strength of our current system. | |
| **Oregon Context** | Oregon Benchmark #91; State Park Acreage: Acres of state-owned parks per 1,000 Oregonians. Centennial Horizon, Principles 1-3. | |
| **Data Source** | Agency data from real estate transactions and capacity needs identified in agency Investment Strategy Report. | |
| **Owner** | Scott Nebeker, Park Development Administrator, 503-986-0756. | |




## 1. OUR STRATEGY

Pursue acquisitions that build upon the diversity and strength of the agency's current system. Such acquisitions should provide progress toward relieving overcrowded recreation lands and accommodate new kinds of recreation opportunities demanded by citizens.

**2. ABOUT THE TARGETS**

Targets for this measure indicate the desire of moving towards a total goal of approximately 35 acres per 1,000 population.

**3. HOW WE ARE DOING**

FY 2015 results indicate that the agency was at 79% of the total goal, and above the target of 75%. This is the same result reported last year since Oregon's population and park acreage both increased at a 1% rate.

**4. HOW WE COMPARE**

According to a FY 2014 survey conducted by the National Association of State Parks Directors (NASPD), Oregon ranked 28th in the nation in state park acreage per 1,000 population. Oregon had 27 acres per 1,000 population, while the national median was 32 acres per 1,000 population.

**5. 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.

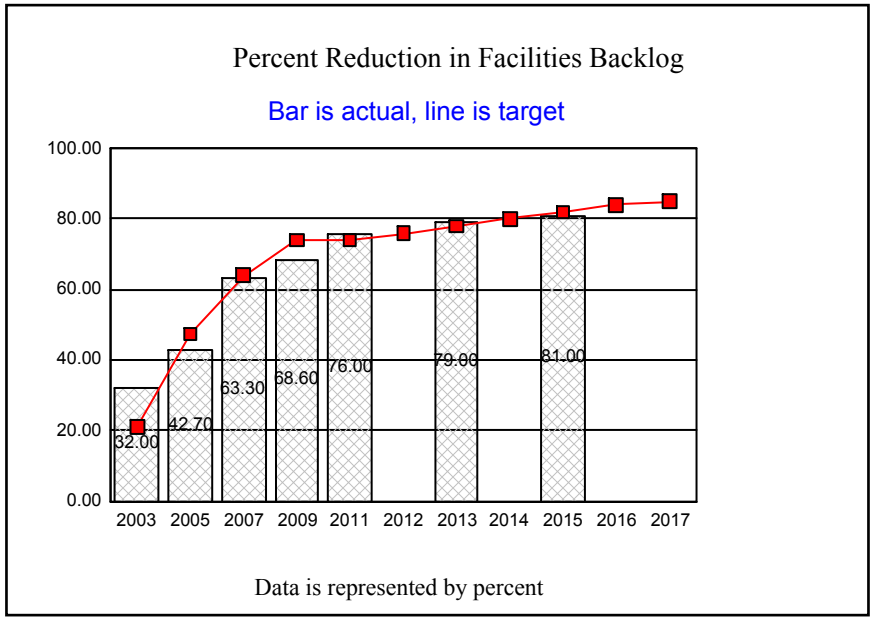
**6. WHAT NEEDS TO BE DONE**

Continue seeking acquisition opportunities that meet agency criteria and availability of funds.

**7. ABOUT THE DATA**

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.

| KPM #5 | FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999. | 1999 |
|---|---|---|
| **Goal** | Reduce backlog of needed maintenance projects and transition the facility investment program to a preventive maintenance program. | |
| **Oregon Context** | Centennial Horizon, Principles 1, 2, 3, and 6. No link to a specific Oregon Benchmark. | |
| **Data Source** | OPRIS (formerly the HUB), the Department's asset management system. | |
| **Owner** | Scott Nebeker, Park Development Administrator, 503-986-0756 | |




## 1. OUR STRATEGY

Through reduction of backlogged facility repairs, the Department can ensure a high-quality experience for visitors at the state parks. The Department strategy is to reduce the maintenance backlog by $5-7 million each biennium based on available funding, while continuing to address current deferred maintenance issues

that arise each biennium.

**2. ABOUT THE TARGETS**

Reduction targets are set biennially. The Department has been on target for backlog reduction. The FY 2015 actual figure of 81% is in line with the Department's biennial target of 2% reduction. Facilities maintenance backlog is reprioritized on an ongoing basis and takes into account new deferred maintenance projects.

**3. HOW WE ARE DOING**

FY 2015 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.

**4. HOW WE COMPARE**

The Department is unaware of relevant public standards related to this performance measure.

**5. 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.

**6. WHAT NEEDS TO BE DONE**

Continue commitment to systematically identify, prioritize, and schedule facility maintenance and enhancement projects that most effectively reduce the backlog of maintenance and repairs. Oregon Parks and Recreation Department will be shifting to an Asset Condition Index system to monitor and track Park Construction Priority progress in future biennia.

**7. ABOUT THE DATA**

While data is tracked continuously, it is reported biennially, with the next reporting of data to be done at the end of FY 2017.

| 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. | 2007 |
|---|---|---|
| **Goal** | Maintain the Department's high level of quality customer service. | |
| **Oregon Context** | Centennial Horizon, Principle 4. | |
| **Data Source** | Telephone survey of primary park customers. | |
| **Owner** | Chris Havel, Associate Director, Communications and Research Division, 503-986-0722. | |

## 1. OUR STRATEGY

A telephone survey of primary park customers was initiated in June, 2006. The automated survey runs continuously.

## 2. ABOUT THE TARGETS

This measure is required of all agencies by the Department of Administrative Services. Of the 43+ million customers served by the Oregon Parks and Recreation Department, the vast majority contact staff in connection with campground and day-use park services. Accordingly, customer satisfaction measures focus primarily on park customers, though results from other customer satisfaction surveys gathered in other units are also used when available. Satisfaction levels should be increased to, or maintained at, an acceptably high level.

**3. HOW WE ARE DOING**

The department consistently meets or exceeds targets for this measure. As with any survey, there is a margin of error estimated at approximately 2%. Results that are within 2% of the target could reasonably be viewed as on target.

**4. HOW WE COMPARE**

If data becomes available, the Department will compare our results with those of like customer service measurements from other states or entities.

**5. FACTORS AFFECTING RESULTS**

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

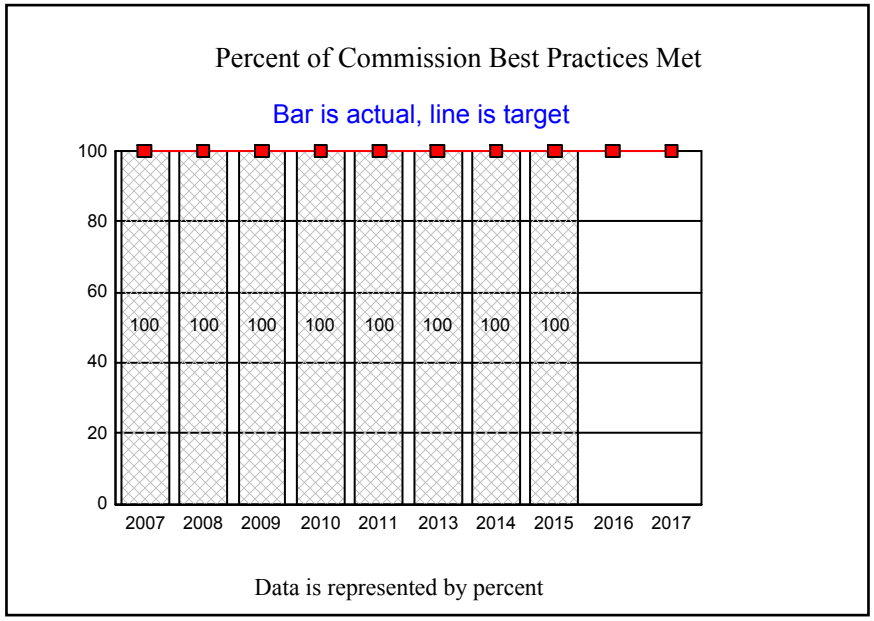
**6. WHAT NEEDS TO BE DONE**

The Department will continue to strive to provide excellent customer service.

**7. ABOUT THE DATA**

For the preceding 12 months, customer satisfaction data was collected through a random phone survey of the department's state park reservation customers.

| KPM #8 | COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission. | 2007 |
|---|---|---|
| **Goal** | Evaluate the adherence of the Commission to best practices met by the State Parks and Recreation Commission. | |
| **Oregon Context** | Centennial Horizon, Principles 5 and 7. Also required by budget note in DAS 2005-07 LAB. | |
| **Data Source** | Self- and neutral third party evaluation. | |
| **Owner** | Lisa Sumption, Director, 503-986-0660 | |




## 1. OUR STRATEGY

Annual self-evaluation by members of the Oregon State Parks and Recreation Commission.

**2. ABOUT THE TARGETS**

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.

**3. HOW WE ARE DOING**

The first data was available in November, 2007. The most recent data applies to FY 2015.

**4. HOW WE COMPARE**

If comparable data becomes available, the Department will compare our results with like customer service measurements from other commissions and councils.

**5. FACTORS AFFECTING RESULTS**

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

**6. WHAT NEEDS TO BE DONE**

Since this is a self-evaluation by the Commission, and results are at 100%, nothing specific needs to be done by the Department at this time.

**7. ABOUT THE DATA**

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.

| PARKS and RECREATION DEPARTMENT | III. USING PERFORMANCE DATA |
|---|---|

**Agency Mission:** To provide and protect outstanding natural, scenic, cultural, historic and recreational sites for the enjoyment and education of present and future generations.

| | |
|---|---|
| **Contact:** Tom Hughes | **Contact Phone:** 503-986-0780 |
| **Alternate:** Tanya Crane | **Alternate Phone:** 503-986-0694 |

**The following questions indicate how performance measures and data are used for management and accountability purposes.**

| | |
|---|---|
| **1. INCLUSIVITY** | *** Staff :** Discussions with management-level and other staff to formulate and track performance measure data.<br><br>*** Elected Officials:** Formal and informal discussions with the Governor and members of the Legislature.<br><br>*** Stakeholders:** Annual performance measures report to the Commission.<br><br>*** Citizens:** Monitoring and responding to input from the public relating to agency performance measures. Citizen input at Commission meetings. The Annual Performance Measures Report is posted on the agency website. |
| **2 MANAGING FOR RESULTS** | After Commission and legislative approval, the performance measures are shared at staff meetings, discussed with managers, and divided into more precise and job-specific measures. Ultimately, they form the basis for decisions that affect day-to-day operations. Also, performance measures guide individual staff performance expectations. |
| **3 STAFF TRAINING** | None |
| **4 COMMUNICATING RESULTS** | *** Staff :** Staff meetings and newsletters.<br><br>*** Elected Officials:** Formal and informal discussions with the Governor and members of the Legislature.<br><br>*** Stakeholders:** Performance measures are reported to the Commission annually.<br><br>*** Citizens:** OPRD maintains its performance measures and Annual Performance Measures Report on the agency website for citizen review. Results are also communicated through Lottery commercials, signs, public/civic organizations, state and local fairs, and staff and volunteers who have contact with over 40 million park visitors each year. |