

## Oregon Parks and Recreation Commission

June 25, 2014

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Agenda Item: 4c

Information

Topic: Oregon State Parks Foundation membership drive

Presented by: Chris Havel

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Acting through an agreement approved by the commission in April 2014, the Oregon Parks and Recreation Department signed an “Intent to Fundraise” with the Oregon State Parks Foundation. The project represents a general donation initiative to produce a regular stream of funds not dedicated to a specific project. The Foundation intends to solicit new members gradually through an email campaign relying on addresses provided by the department from its central state park reservation system. General email newsletters this summer will be followed by a membership solicitation in autumn.

In addition to email addresses, the department will provide the Foundation with 12-month state park passes to include as a premium for new members. The value of the pass will ultimately be recouped through membership revenue, though the Foundation will not transfer these funds to the department until the project is self-sustaining. The Foundation projects reaching 10,000 sustaining members within 10 years, grossing \$375,000 in unrestricted donations to state park projects. The value of the passes delivered to the Foundation will be deducted from the donations, and this one project may not produce a dramatic amount of donation revenue. The project would create capacity within the Foundation to engage in other fundraising efforts, and the sum total of all fundraising under the life of the master agreement is intended to produce overwhelming benefits for the state park system.

**Prior Action by Commission:** Approval of agreement with Oregon State Parks Foundation, Item 4.d., April 2014.

**Action Requested:** None

**Prepared by:** Chris Havel

# Oregon Parks and Recreation Commission

June 25, 2014

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Agenda Item: 4e

Information

Topic: Regional Recreation Coalition

Presented by: MG Devereux

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## Background

In late 2013 representatives of the Oregon Parks and Recreation Department (OPRD), the Oregon Parks Association (OPA), and the Association of Oregon Counties (AOC) came together to discuss the budget note in the 2013-15 OPRD budget. This note was placed at the end of the session to address the failure of SB 331, related to the manner in which recreational vehicle fees were split between OPRD and county park and recreation providers. The discussion facilitated by Oregon Solutions resulted in a Declaration of Cooperation (DOC) signed by all a parties. The DOC outlined a process for legislation to advance in the 2014 legislative session to alter the RV fee split to provide more revenue to counties, articulated the commitment by OPA/AOC to advance a larger transportation package in the 2015 legislative session to increase the revenue generated from the RV fees, and a commitment to develop regional recreation coalitions to help identify and address common issues between OPRD and county park systems. OPRD had significant responsibility for two of the three commitments in the DOC. During the 2013 session agency representatives were very visible in the support of SB 1514, which implemented the change in the RV fee split identified in the DOC. The second responsibility was to take to lead in developing the framework for the regional recreation coalitions. While the change in agency leadership has slowed the process, the framework for these coalitions is now in final draft format and being prepared for implementation.

## Framework

The goal of the coalitions is to bring park providers together to discuss common issues and develop strategies for tackling the shared problems of constrained resources, increasing operation costs, and the areas where shared services delivery could increase service to the public. The frame work for these coalitions has been developed to gather sub-regions of the state to initiate the discussion of how collectively OPRD and local partners can work together. A current draft of the framework is included with this brief. The framework represents not only the perspective of OPRD staff, but also key input from OPA, and ORPA (Oregon Parks and Recreation Association). The first series of regional meetings will also help refine future discussions and other potential partners or projects that should be included for discussion.

The coalition meetings are currently being set up for June, July, and August. During the ORPA annual conference in September, OPRD and representatives of OPA will discuss the concept and future work products during a conference session. OPRD staff will also be reporting back to the Commission with progress made on collaborative efforts that develop from these discussions.

**Prior Action by Commission:** None

**Action Requested:** None

**Attachments:** Draft Framework

**Prepared by:** MG Devereux



# Regional Recreational Solutions Project

Date: May, 2014

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- DRAFT Stage 3 -

**Project Goal** - Develop a framework for creation and implementation of regional recreation coalition discussions.

**Background** - OPRD maintains a large number of external relationships with partners and stakeholders. These relationships are through individuals and associations. During the 76<sup>th</sup> legislative session OPRD and the Oregon Parks Association (OPA) began a discussion about a significant funding issue. The discussion highlighted the need to have a more in-depth set of conversations about recreation, resource constraints, and the future needs of parks and recreation in Oregon.

**Declaration of Cooperation** - This need was formalized in a Declaration of Cooperation (DOC) signed by OPRD, OPA, and the Association of Oregon Counties (AOC) in late 2013. In the DOC, OPRD committed to developing a network of regional recreation coalitions to help connect these common issues in various parts of the state.

1. Filling gaps in services between OPRD, county parks, and other jurisdictions;
2. More efficient ways to deliver parks and recreation services; and
3. To market and expand recreational opportunities to users.

## Project objectives:

**Objective 1: Define desired outcomes that are mutually beneficial to OPRD, county, and local park and recreation providers and the larger needs of the recreation community**

Due to the early stage of the project the goals of the counties, park and recreation providers, and the needs of the recreation community may not be fully defined at this time. An initial push will be made to obtain goals from key stakeholders. These goals along with OPRD identified goals will be presented to OPA and AOC in a joint meeting to be held in late May or early June 2014. The goals will be refined as the process moves forward and more partners are identified.

## Desired Outcomes

- 1) **Operational Efficiencies** – Coordination of services, staff, or equipment as to develop efficiencies and lower operational costs.
  - a. Shared Expertise – Opportunities where an agency provides some sort of expert knowledge in trade for another recreational provider’s expertise on a different subject. An example would be; paving work for design work.
  - b. Shared Resources – Opportunities for two or more recreational providers to share resources in a way that benefits all parties involved. Examples; Shared marketing opportunities or development of a specialized workgroups consisting of interagency staff with the goal of mutual project targeting such as restoration work.

- c. Combined Purchases - Seeking of opportunities to combine purchases as to leverage bulk pricing or purchasing power. Example; aligning OCE purchases as to lower the cost of materials resulting in cost savings being passed on to both agencies.
  - d. Property Management Efficiencies – Identify properties where exchanges or shared management would be mutually beneficial to both recreational providers.
  - e. Shared Law Enforcement – Combining of resources as to lower the cost of law enforcement services.
  - f. Shared Training –Sharing of agency training resources or coordination of outside training as to decrease costs and overlap of services.
  - g. Sharing of Specialized Equipment – Limited exchanges of specialized equipment on short term bases. Example; loaning a large chipper in exchange for the use of a lift truck.
  - h. Volunteers Coordination – Coordination of volunteer recruitment, training, or projects.
- 2) **Problem Solving** – A venue where existing and emerging issues that affect recreational providers or the public they serve can be discussed and strategies to address them can be developed.
- 3) **Recreational Enhancements** – These are opportunities where one or more provider uses their resources to enhance existing recreational services or create new ones. Resources can be in monetary form or involve services and supplies. Example; combining resources to develop a regional trail system.

**Objective 2: Define service regions that can be managed by regional staff but provide functionality**

**Outside Participants** – While the focus in the past has been on OPRD and County Park systems, it would be beneficial to expand the coalitions to include other larger recreational providers. By doing this we will strengthen our ability to develop operational efficiencies, broaden our perspectives, and bring more resources to the table.

Possible participants may include:

- Larger City Parks Systems
- Oregon Department of Forestry (ODF)
- Portland General Electric (PGE)
- United States Forest Service (USFS)
- Oregon State Marine Board (OSMB)

**Already Established Coalitions** –Several recreational coalitions already exist in the state. It is not a goal of this project to hamper their efforts or to influence existing coalitions, however it may be possible to learn from them and help in the building of the Regional Recreational Solutions Coalition (RRSC). In some cases it may be possible to incorporate an existing coalition as being part of the RRSC but only when it is of their choosing.

Examples of Existing Coalitions (not all listed):

- Intertwine Alliance - Portland Metro
- Mid-Willamette Cascades Partnership
- Rogue Valley Parks and Rec. Coalition
- More to be added

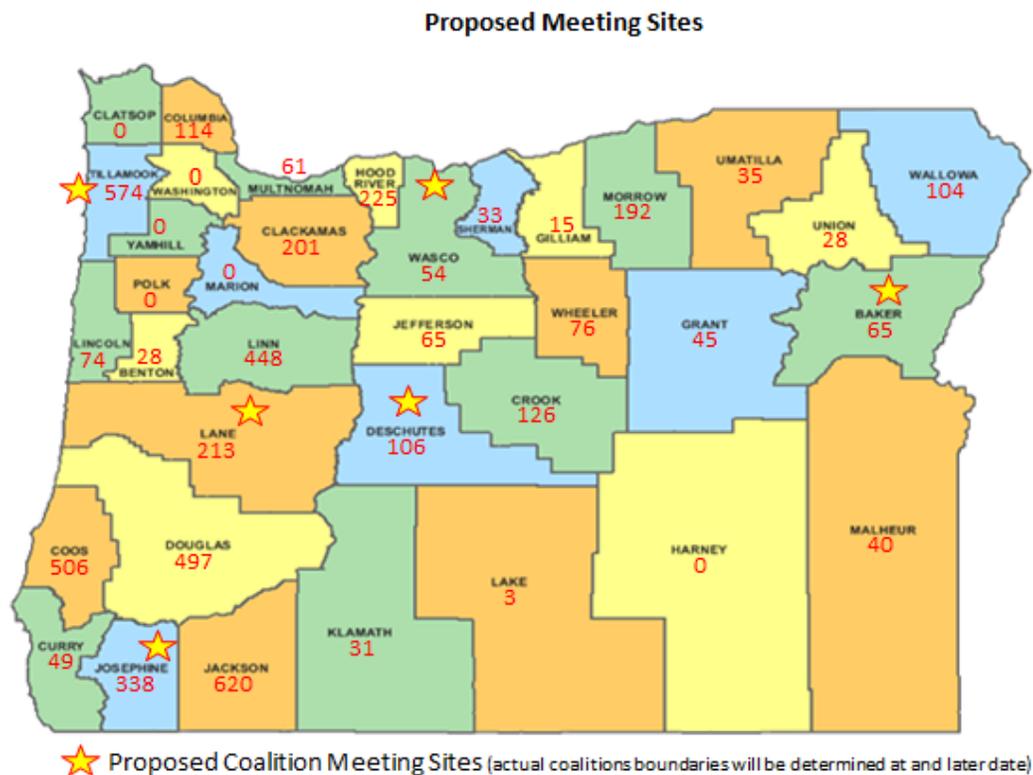
**Coalitions by Region** – OPRD has a goal to keep the regions at a manageable level as to not overwhelm field staff and to allow for increased communication to a broader audience. During the initial development of the coalition’s OPRD is recommending that six (6) coalitions be formed:

- Northwest – Tillamook
- Mid-Valley – Lowell
- Central – Bend
- Eastern – Baker City
- Southwest – Grants Pass
- North Central – The Dalles

**Regional Coalition Boundaries** – The actual partition lines for the coalitions have not been drawn as they will depend on provider participation, the region they want to participate in, and in some cases the convenience of the meeting locations. The recognized boundaries will be drawn once a better understanding of the participants is known. It may be necessary to adjust the boundaries at a later date as functional coalitions are formed and gaps are identified.

**Meeting Frequency** – A maximum of two meetings will be held annually.

**Meeting Locations** - The proposed meetings sites are based on geographic location, recreational resources, population centers, county RV sites, state parks, and meeting space availability. The number and location of meeting sites may need adjusted once the partition lines for the coalitions have been drawn.



**Objective 3: Develop an outreach plan to solicit participation in the coalitions**

**Initial Outreach** – Due to the delayed start of the project, OPRD will we reach out to a few already identified stakeholders as to solicit their input and to provide a project update.

Additional stakeholders may be contacted as a result of internal project meetings and discussions with the initial stakeholders. The goal of these contacts will focus on introductions, project updates, soliciting of their goals for the coalitions, and preliminary discussions on the coalition structure.

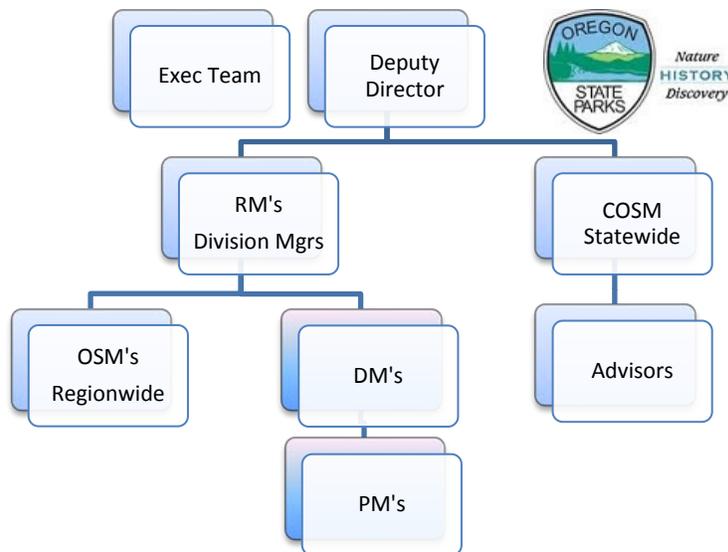
**Coalition Development** – A broader outreach of possible participants will be launched once the project has been further defined and the initial contacts are made. The outreach may come in several forms, formal written invitations, in person invites, by telephone or by e-mail.

**Participant Demographics** – In order for the project to become successful it is important that there be cross culture of participants that represent both the field and other levels of management. This is vital as field manager’s deal with the day to day issues directly and any solutions will need upper management support to become successful.

**Objective 4: Work with OPA to develop a process to identify and advance larger issues of statewide concerns.**

**Statewide Coordination** – One of the key goals of the project will be to identify larger statewide issues and develop ways to advance the issues as to mitigate, solve, or reduce impacts. OPRD will work with OPA to identify the issues and to present them to the coalitions in a way that is productive and manageable.

### OPRD Project Team Structure



**OPRD Roles and Responsibilities** - There are two phases to this project; the initial development stage and the ongoing coalition meetings. During the initial development stage the upper portion of the org chart above will be relied upon heavily as to develop the coalitions, create meeting structure, and to set the foundation for future coalition meetings. As the project migrates to the meeting phase, the regions Operational Support Manager’s in conjunction with the District and Park Managers roles will become more active. Project lead will continue to be managed by the Central Operations Support Manager as will the decision authority of the Region and Division Managers.

**OPRD Staff:**

Role	Title	Name	Contact Number
Project Sponsor	Deputy Director	MG Devereux	(503) 986-0735
Project Lead	Central OPS Support Mgr.	Eric Timmons	(503) 390-0639 x225
Mountain Region Lead	Region Manager	Jerry Winegar	(541) 388-6316
Mountain Region Coordination	OPS Support Manager	Curtis Smith	(541) 388-6008
North Central Representative	District Manager	Chris Parkins	(541) 923-7551 x27
South Central Representative	District Manager	Ross Kihs	(541) 388-6015
Eastern Representative	District Manager	Jim Hutton	(541) 562-5427
Valleys Region Lead	Region Manager.	Dennis Comfort	(503) 872-5288
Valleys Region Coordination	OPS Support Manager	Steve Janiszewski	(503) 390-0639 x222
Portland Metro Representative	District Manager	Kevin Price	(503) 695-2261 x222
Willamette Representative	District Manager	Dennis Wiley	(503) 390-0639 x221
Coastal Region Lead	Region Manager	John Allen	(541) 563-8502
Coastal Region Coordination	OPS Support Manager	Vacant	
North Coast Representative	District Manager	Mike Stein	(503) 861-3170 x23
Central Coast Representative	District Manager	Claude Crocker	(541) 563-8503
South Coast Representative	District Manager	Larry Becker	(541) 888-9268 x222

**Non-OPRD Members:** (more to be added as project develops)

Representing	Title	Name	Email
Jackson County Parks/OPA	Parks Program Manager	Steve Lambert	<a href="mailto:lambersm@jacksoncounty.org">lambersm@jacksoncounty.org</a> (541) 774-6303
Linn County Parks/OPA	Director	Brian Carroll	<a href="mailto:bcarroll@co.linn.or.us">bcarroll@co.linn.or.us</a> (541) 924-6916 x2950
Baker County Parks/OPA	Director	Karen Spencer	<a href="mailto:kspencer@bakercounty.org">kspencer@bakercounty.org</a> (541) 523-8342
Lane County Parks	Park Manager	Mike Russell	<a href="mailto:Mike.Russell@co.lane.or.us">Mike.Russell@co.lane.or.us</a> (541)682-2000
Portland General Electric (not confirmed)	??	Tony Dental	
US Forest Service (USFS) (not confirmed)	??	Charles Frayer	

**Timeframe** – The timeframe shown is for the initial phase of the project and includes both the development of the program and the first round of meetings.

**May 1, 2014 – August 30, 2014**

