

## Oregon Parks and Recreation Commission

February 21, 2019

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Agenda Item: 3a Action  
Topic: Submission of Updated Delegated Authority and Acceptance  
Presented by: Katie Gauthier, Legislative & Policy Coordinator

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### **Background:**

The Oregon Parks and Recreation Commission (OPRC) has the authority to delegate certain tasks and responsibilities to the Director. As per ORS 390.117(5):

#### ***ORS 390.117 Commission Officers Meeting, Functions, Delegation of Authority***

*(5) Except for the commission's power to adopt rules, the commission may delegate to the State Parks and Recreation Director the exercise or discharge in the commission's name of any power, duty or function, of whatever character, vested in or imposed by law upon the commission, with the exception of the powers, duties and functions described in ORS 390.121 (Powers of commission)(1). The official act of the director acting in the commission's name and by the commission's authority shall be considered an official act of the commission.*

In 2017, the Commission reviewed the authorities retained by the Commission and those delegated to the Director resulting in approved the authority table currently used by the agency. Recent structural changes within the agency have created a need for minor changes in the document including position titles and team names. Staff are not recommending any substantive changes to the authorities approved in 2017, but minor updates to reflect current organizational structure and position titles.

**Prior Action by Commission:** Commission approved the Delegated Authority Table in November 2017.

**Action Requested:** Action to accept the updated table

**Prepared by:** Katie Gauthier

### **Attachments:**

Attachment A: clean copy of delegated authority table

Attachment B: marked version of delegated authority table

**Authority Delegated to Director and Director's Sub-Delegated Authority**

**Approved by Commission, February 2019**

<b>Proposed Delegation to Director</b>	<b>Report to Commission (Y/N)</b>	<b>Director's Sub Delegated (Commission Approval Not Required)</b>
1. Prepare minutes and maintain records of the Parks and Recreation Commission.	N	Director's Office Executive Assistant
2. Establish and maintain procedures for certification of documents under direct control of the Department.	N	Director's Group Member or Staff Specifically Delegated
3. Pursuant to ORS 390.124, carry out the following duties in the preparation of rules and regulations to be adopted by the Parks and Recreation Commission:	N	Director's Group Member or Staff Specifically Delegated
a) Prepare the proposed rule.	N	
b) Publish notices on the proposed rule.	N	
c) Conduct hearings on the proposed rule as required.	N	
d) Prepare a written summary of statements given, exhibits and other data received or observed, together with a recommendation for action, and presentation to the Commission for approval.	N	
e) Submit a copy of adopted rule to the Legislative Counsel.	N	
f) File rules adopted by the Commission and rules for park master plans once county approval has been granted.	N	
4. Financial Matters and Obligation of Funds up to \$500,000. Execution of agreements, approval for payments, contracts, Intergovernmental Agreements (IGA's) and similar.	See Below	

a) Execute leases, rental agreements, and contracts for buildings or spaces for Department use	N	Director's Group Member or Region Manager
b) Leases and land-use agreements on state park property.	N	Director's Group Member or Region Manager
c) Contracts subject to the Contracting Code (ORS 279a, 279b, and 279c) and Intergovernmental Cooperation subject to ORS 190 except for Agreements with American Indian Tribes. Includes Proposal Requests and Contract Change Orders.	Y, only contracts processed through Cont. and Proc.	PEM-F and higher managers - Up to \$500,000 and over \$500,000 with Commission Approval; Region Managers and PEM-E and higher managers - Up to \$200,000; Operations Support Managers, District Managers, and PEM-D managers - Up to \$50,000; Park Managers, PEM-B, and PEM-C managers - Up to \$10,000; Park Ranger Supervisors and PEM-A managers - Up to \$5,000. For external partnerships and contracts, dollar value for limit determination is OPRD financial commitment only.
d) Approval of invoices and payments against an executed contract.	N	Staff as assigned by the responsible manager when: 1) the invoice or payment is within budget and limitation available and 2) the invoice or payment is within the scope of the original contract. Manager to review Position Description to confirm assignment is appropriate.
e) Approval of invoices and payments not part of an agreement or contract.	N	Subject to same delegation and financial limits as 4C.
f) Other agreements and financial commitments	N	It is generally understood that agreements and financial commitments not specifically identified by section 4C will follow the delegated authority and financial approval limits listed by 4C.
g) Agreements with American Indian Tribes	N	Director and Deputy Director, review by Region Managers, Deputy SHPO/Heritage Division Manager, Heritage PEM-E Manager, and Stewardship Manager
h) Park, District, or Region specific agreements, Memorandums of Understanding that are non-monetary.	N	Region Manager. Region Manager can delegate to District Manager or Park Manager after initial review if agreement is recurring.

i) Park Specific Agreements that are land use related such as special use permits, building permits, utility company agreements, county permit applications, land use compatibility statements, (subject to consultation with property unit staff).	N	Region Manager. Region Manager can delegate to District Manager or Park Manager after initial review if agreement is recurring. An HQ PEM-E manager or higher may sign if it is within their division area.
j) Friends Groups and Co-Operative Association agreements	N	Deputy Director or Region Manager. Region Manager can delegate to District Manager or Park Manager after initial review if agreement is recurring.
k) Standard grant agreements and amendments for Local Government Grant Program (LGGP), All-Terrain Vehicle (ATV), County Opportunity Grants (COG), Land and Water Conservation Fund (LWCF) Grants, and Recreational Trail Program (RTP) grants, after approval by Commission.	Y	Primary: Deputy Director of Administration. Secondary: Grants Program Manager. Commission approves staff recommendations on grants.
l) State Historic Preservation Office (SHPO) Documents including, but not limited to, project notifications and reports, sub-grant agreements, Tax Act documents, National Register documents, Certified Local Government certifications, and Section 106 agreement documents.	N	Director, Deputy SHPO/Heritage Division Manager, Heritage PEM-E Manager.
m) OPRD as grantee for grant programs administered by OPRD.	N	Any Region Manager or member of Director's Group other than Deputy Director of Administration.
n) Reimbursement of Grant Expenses	N	Primary: Grants Program Manager. Secondary: Deputy Director of Administration
5. Negotiate and authorize settlement for all cases in or pending litigation or in mediation involving the Dept. after consultation with and recommendation of Legal Counsel, and in consultation with Commission Chair for litigation.	N	Authorize Settlement - Director, Deputy Director only. Negotiate Settlement - Director, Deputy Director or as delegated.

6. Sign all contracts or other documents relating to State Parks and Recreation Dept. activities that are approved by the State Parks and Recreation Commission or by the Chair or Vice Chair of the commission and report to the Commission.	Y	Subject to same delegation and financial limits as 4C.
7. Determine that an emergency exists and approve expenditures for repairs and remediation of damages to property and facilities under the jurisdiction of the State Parks and Recreation Dept. when such are needed to make the property safe or to restore operations without calling for competitive bids. Actions taken under this authority will be reported to the Commission.	Y	Director, Deputy Director
8. Take steps necessary to obtain reimbursement or collection for damages to state park property. Authorize the abandonment of damage claims.	N	Director, Deputy Director, Region Managers
9. Approve the sale, lease, exchange, other use, or disposal of property that is determined to be no longer required by the State Parks and Recreation Dept. and execute the necessary documents to complete the transaction. This does not apply to any real property rights. This does not apply to any property in excess of \$500,000 in value.	N	Director, Deputy Director
10. Approve the sale of publications or other printed materials or items where a charge has been established to recover costs of preparation and distribution.	N	Communications Manager
11. Approve the sale of timber as a by- product of management activities where proceeds or value are less than \$500,000.	Y	Deputy Director, Park Development Administrator, Stewardship Manager

12. Conduct negotiations to acquire real property for the Department and approve the payment for real estate options of \$10,000 or less.	N	Negotiations: Property staff. Payment: Park Development Administrator, Deputy Director
13. Approve scenic waterway notices, which meet the requirements of ORS 390.805 to ORS 390.925 and rules and regulations adopted pursuant thereto.	Y	Stewardship Manager, Park Development Administrator, Deputy Director. Authority for denials is retained by Commission.
14. Authorize the abandonment of miscellaneous uncollectible accounts.	N	Deputy Director of Administration
15. Administer and submit to the Land Conservation and Development Commission proposals or plans to alter the Department's Willamette River Greenway plan or any segment thereof as approved by the Commission.	N	Director, Deputy Director
16. Accept, expend, use, and acknowledge moneys and property from any public or private source made available to the Dept. in the form of grants, gifts, bequests, devices or endowments, except that gifts of over \$10,000 in value will be presented to the Commission for approval and acknowledgement.	N	Park Manager, Up to \$2,000. District Managers and Operations Support Managers, Up to \$5,000. Director's Group Members, Up to \$10,000.
17. Issue or deny permits for use of the ocean shore under ORS 390.750, 390.705 and 390.725.	Y	Approvals - Stewardship Manager and Coastal Region Manager. Denials - Director or Deputy Director
18. Pursuant to ORS 358.617, complete all rulemaking activities necessary to change, adopt, and file rules related to responsibilities of the State Historic Preservation Officer.	N	Director and Deputy SHPO/Heritage Division Manager
19. Sub-delegate to subordinate staff authorities that have been granted to the Director consistent with their responsibilities	N	Director only can sub-delegate
20. Prepare and sign personnel documents and serve as Appointing Authority	N	HR Director, Director, Deputy Director
21. Sign legal documents not covered elsewhere.	N	Director, Deputy Director

22. Sign Archaeological Permits	N	Deputy SHPO/Heritage Division Manager, Heritage PEM-E Manager, and other Director's Group Members.
23. Approving officer for SPOTS Card Program	N	Primary: Deputy Director of Administration. Secondary: Procurement and Contracts Manager.
24. Execute and Sign All-Terrain Vehicle (ATV) or Day Use Parking Permit Agent Agreements.	N	Primary: Procurement and Contracts Manager. Secondary: Deputy Director of Administration.
25. Execute and sign Heritage Maritime grant agreements and documents.	N	Deputy SHPO/Heritage Division Manager, Heritage PEM-E Manager, and other Director's Group Members.
26. Section 6 Natural Heritage Grants	N	Annual Program Renewal: Director. Grant agreements with sub grantees: Stewardship Manager. Other grant actions such as extensions, scope changes, submission of reports, etc.: in accordance with the current Signature Authorization Form for this program.
27. Waive fees and costs for marketing and promotional purposes	N	Director's Group Member or staff specifically assigned.
28. Signature of documents associated with property acquisition and/or disposal previously approved by the Commission.	N	PEM-F and higher or staff specifically assigned.
<b>Notes:</b>		
1. It is generally understood that positions listed for delegation authority are primary. Positions that rank higher than a position organizationally have secondary delegated authority.		
2. As of January 2019, the Director's Group consists of the Director, Deputy Director of Operations, Deputy SHPO/Heritage Division Manager, Deputy Director of Administration, Associate Director		
3. Authority to sign does not remove the responsibility of the signer to exercise due diligence and care in determining the appropriateness and readiness of a document for signature.		

**Authority Delegated to Director and Director's Sub-Delegated Authority**

Approved by Commission, ~~November 15, 2017~~ February 2019

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b) Publish notices on the proposed rule.	N	
c) Conduct hearings on the proposed rule as required.	N	
d) Prepare a written summary of statements given, exhibits and other data received or observed, together with a recommendation for action, and presentation to the Commission for approval.	N	
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<b>Notes:</b>		
1. It is generally understood that positions listed for delegation authority are primary. Positions that rank higher than a position organizationally have secondary delegated authority.		
2. As of <del>June 2017</del> <u>January 2019</u> , the <del>Executive Team</del> <u>Director's Group</u> consists of the Director, Deputy Director, Deputy SHPO/Heritage Division Manager, <del>Communications and Research Division Manager, Human Resource Director, Business and Technology Solutions (BTS) Administrator, Park Development Administrator, Valleys Region Manger, Coastal Region Manager, and Mountain Region Manager.</del> <u>Deputy Director of Administration, Associate Director</u>		
3. Authority to sign does not remove the responsibility of the signer to exercise due diligence and care in determining the appropriateness and readiness of a document for signature.		

## Oregon Parks and Recreation Commission

February 21, 2019

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Agenda Item: 3b Information  
Topic: Agency program goals for 2019  
Presented by: Chris Havel

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Oregon Parks and Recreation Department managers gather as a group several times a year, capped off by a year-end gathering that looks back at past year accomplishments and lays out general goals for the coming year. The meeting is part training, part workshop, and part group therapy session.

Beyond goal-setting, the management team discussed the current state of agency inclusion efforts, internal communications, agency culture, on-boarding practices, the state park system centennial in 2022, and a project to seek certification by the Commission for Accreditation of Park and Recreation Agencies as a way to methodically review major agency policies and practices. Director Lisa Sumption led the group through *four key messages*:

- **Dedicated parks and heritage staff** have been the hallmark of this agency since its inception.
- Our attention is normally focused almost entirely on well-practiced delivery of traditional services. **We must continue to deliver well on the frontline** day-in, day-out.
- We also have an additional priority: pave the way for a successful future by **consciously adapting** to an evolving state.
- Changing social needs and expectations, development pressures on heritage resources, and a park system maintenance backlog coupled to growing use, are all surmountable challenges **if we commit to a rigorous review of our existing practices** and show a willingness to improve and innovate.

### *Top goals for the year:*

Goal 1: Qualify to earn recognition by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) by improving agency practices, service delivery, and planning. *Why:* CAPRA accreditation involves a structured, comprehensive review of policies and practices and it's a good way to evaluate ourselves and make targeted improvements.

Goal 2: Prepare to host the National Association of State Park Directors in 2021. *Why:* We need to do a better job telling our own success story to Oregonians, and a nationally-important event is an excellent opportunity to accomplish this goal. The event also provides a chance to learn from other national leaders. And brag a bit.

Goal 3: Be ready to celebrate the park system centennial in 2022. *Why:* Reaching 100 years of state parks allows us to celebrate what Oregon has done and inspire us to reach greater heights in the next century. Beyond mere events and merchandise, we will use the centennial to challenge ourselves to improve, prompt community conversations about parks, and sow the seeds for even greater social and financial support.

Draft unit-level goals are attached.

**Prior Action by Commission:** None.

**Action Requested:** None.

**Prepared by:** Chris Havel

**Attachments:**

Attachment A: Unit goals

# Oregon Parks and Recreation Commission

February 21, 2019

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Agenda Item: 3b Attachment Information  
Topic: Agency program goals for 2019  
Presented by: Chris Havel

## 2018 All-Manager Meeting summary

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December 4-6, Lebanon OR

### Goals

1. Overall
  2. Operations
  3. Office of Outdoor Recreation
  4. Heritage
  5. Central Business Services
- 

### 1. Overall goals (Lisa Sumption)

*Key messages:*

- **Dedicated parks and heritage staff** have been the hallmark of this agency since its inception.
- Our attention is normally focused almost entirely on well-practiced delivery of traditional services. **We must continue to deliver well on the frontline** day-in, day-out.
- We also have an additional priority: pave the way for a successful future by **consciously adapting** to an evolving state.
- Changing social needs and expectations, development pressures on heritage resources, and a park system maintenance backlog coupled to growing use, are all surmountable challenges **if we commit to a rigorous review of our existing practices** and show a willingness to improve and innovate.

*Goal 1:* Qualify to earn recognition by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) by improving agency practices, service delivery, and planning.

*Why:* CAPRA accreditation involves a structured, comprehensive review of policies and practices and it's a good way to evaluate ourselves and make targeted improvements.

*Goal 2:* Prepare to host the National Association of State Park Directors in 2021.

*Why:* We need to do a better job telling our own success story to Oregonians, and a nationally-important event is an excellent opportunity to accomplish this goal. The event also provides a chance to learn from other national leaders. And brag a bit.



*Goal 3:* Be ready to celebrate the park system centennial in 2022.

*Why:* Reaching 100 years of state parks allows us to celebrate what Oregon has done and inspire us to reach greater heights in the next century. Beyond mere events and merchandise, we will use the centennial to challenge ourselves to improve, prompt community conversations about parks, and sow the seeds for even greater social and financial support.

## **2. Operations goals (MG Devereux)**

*Key message:* Deliver quality public outdoor recreation services. Dutifully and aggressively maintain and improve facilities and programs. Succeed by putting in conscious effort every day.

*Goal 1:* Complete ADA assessment and improve visitor experiences.

*Goal 2:* Develop and implement new customer service standards.

*Goal 3:* Align work and training opportunities to help with succession challenges.

*Goal 4:* Prioritize safety in facility maintenance and customer interactions.

*Goal 5:* Finish and execute a concession strategy that creates greater opportunities for recreational experiences without compromising park resources.

## **3. Office of Outdoor Recreation goals (Cailin O'Brien-Feeney)**

*Key message:* Elevate outdoor recreation for Oregon communities in every corner of the state by coordinating strategies, policies, and investments among public, nonprofit, and commercial partners. OPRD is more than steward of the state park system ... it is Oregon's lead outdoor recreation advocate.

*Goal 1:* Establish advisory group and broader collaboration network.

*Goal 2:* Develop prioritized hotlist of top policy or statutory barriers to outdoor recreation success.

*Goal 3:* Consider need and mechanism for outdoor donation fund.

*Goal 4:* Begin policy collaboration across agencies, elected officials and other stakeholders.

*Goal 5:* Cooperate with Travel Oregon on economic contribution study measuring jobs, spending and tax revenue generated by outdoor recreation down to the county level.

*Goal 6:* Survey existing state programs – including business support and workforce development – that serve outdoor businesses and propose improvements.

*Goal 7:* Advance efforts highlighting the health benefits of outdoor recreation and related policy.

#### 4. Heritage goals (Chrissy Curran)

*Key message:* Work with both state parks and external partners to tell authentic, inclusive stories that enrich the experience of being in Oregon.

*Goal 1:* Leverage partnerships to the fullest to pool knowledge, experience, and assets to support proactive preservation planning that results in the appreciation, protection, and use of cultural resources.

*Goal 2:* Expand opportunities for coordinated collaboration within the heritage community to promote the appreciations, protection, and use of heritage resources through proactive initiatives and well-targeted response strategies.

*Goal 3:* Build public support by promoting the broad appreciation and appropriate protection and use of heritage resources in collaboration with our partner organizations.

*Goal 4:* Support professional-level education and training opportunities across the heritage community.

*Goal 5:* Develop and launch a publicly available GIS- and web-based portal that unifies data from all Oregon Heritage programs and allows for digital document submission and project management.

*Goal 6:* 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 landmarks registers.

*Goal 7:* Increase the number of projects for historic property restoration and rehabilitation and archaeological site preservation and stabilization.

*Goal 8:* Strengthen and expand funding, grants, and financial incentive programs and their use for cultural and heritage resources.

*Goal 9:* 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.

*Goal 10:* 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.

*Goal 11:* Help state parks tell authentic, inclusive stories in their parks, and work as part of the parks administrative history team to prepare for centennial in 2022.

#### 5. Central Business Services goals (Daniel Killam)

*Key message:* Aggressively pursue every opportunity to improve and expand common, agency-wide services. Continue to build relationships with frontline staff and program managers in other units. Deliver superior community services. Cultivate **public** awareness of, and support for, agency mission. Cultivate **agency** awareness of, and support for, public needs.

##### *Budget*

Goal 1: Deliver 2019-21 Budget (now thru November 2019).

Goal 2: Close Out 2017-19 (now thru August-ish).

Goal 3: Refine and deliver day-use visitor counts.

#### *Communications*

Goal 4: Brand management. Finish and launch brand guide, affiliate (park) brands, social media policy. Explore business models for licensing agreements.

Goal 5: Marketing. Continue strategy for park stores, merchandising. Develop marketing and partnership plan. Preliminary work for NASPD hosting and 2022 centennial. Move to digital content and outreach, away from printed publications.

Goal 6: Reboot interpretive strategic planning.

Goal 7: Prepare for Sharepoint and other web changes, reservation contract.

#### *Financial Services*

Goal 8: Policies and Procedures and Training. Align policies with CAPRA (see page 11) and the Uniform Guidance for Federal requirements.

#### *Government Relations (see page 16)*

Goal 9: Develop ADA Transition Plan.

Goal 10: Work the legislative session.

Goal 11: Update policies, especially a volunteer policy, and find replacement for Dynamic Policy system.

#### *Grants*

Goal 12: Improve ATV permit and Land and Water Conservation Fund inspection processes.

Goal 13: Improve grants overall by updating OPRIS-driven grants system, incorporating SCORP into grant criteria, and improving accessibility guidance.

Goal 14: Respond to *Governing Bodies* audit with manual and training.

#### *Information Services*

Goal 15: Implement reliable equipment replacement schedule.

Goal 16: Implement consistent, reliable, timely staff on-boarding and off-boarding.

Goal 17: Improve helpdesk to provide transparency for customers, self-serve options, and automate common requests.

Goal 18: Move all staff to a current software platform (Windows 10, Office 2016 or later, etc.).

Goal 19: Improve network connectivity.

## *Procurement*

Goal 20: Implement new Contract Training Law and develop tools for monitoring compliance. Create Procurement policy and procedure to provide clarity to the Contract Training law requirements.

Goal 21: Automate the agent day-use parking and ATV permit sales processes.

Goal 22: Develop streamlined process for intermediate procurements of goods, and work with Park Development to create standard processes for Public Improvement procurements.

Goal 23: Expand price agreement tools.

Goal 24: Update surplus property procedures.