



**2019-21
Governor's
Budget**

Oregon Parks
and Recreation
Department

January 2019



**Silver Falls
Established 1933**



Intro: purpose, budget, trends

State Parks: system and development

Heritage/community: expert help and grants

Future: facing challenges with leadership





OUTDOOR RECREATION



HERITAGE





INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

4

BACKGROUND

BUDGET

TRENDS



**Sarah Helmick
State Recreation Site
Donated 1922**



INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

5

BACKGROUND

BUDGET

TRENDS



**Busch Building
Oregon City
Heritage grant recipient**



INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

6

BACKGROUND

BUDGET

TRENDS

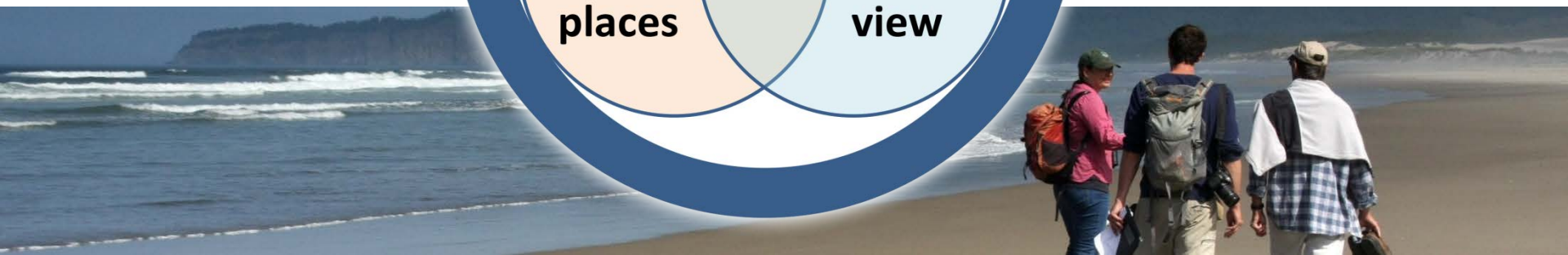


Banks-Vernonia State Trail



Mission

Provide and protect outstanding natural and historic sites for people to enjoy now and in coming generations.





Transfer examples

- Send ATV funds to Forestry and State Police, and Other and Lottery Funds to Forestry for Tillamook Forestry Center.
- Receive funds from Marine Board for boat facilities, from Cultural Trust for preservation projects, and from ODOT for parks that double as rest areas.

Shared roles and responsibilities

- Salmonberry Trail
- Ocean Shore
- Scenic Waterways
- Scenic Bikeways
- Willamette Falls



Performance measures

1: Visitors per acre. Target: 450. Actual: 467.

2: Heritage program benefits. Target: 2,087. Actual: 2,048.

3: % of communities benefiting from grants. Target: 50%. Actual: 47%.

4: Property acquisition index. Target: 75%. Actual: 79%.

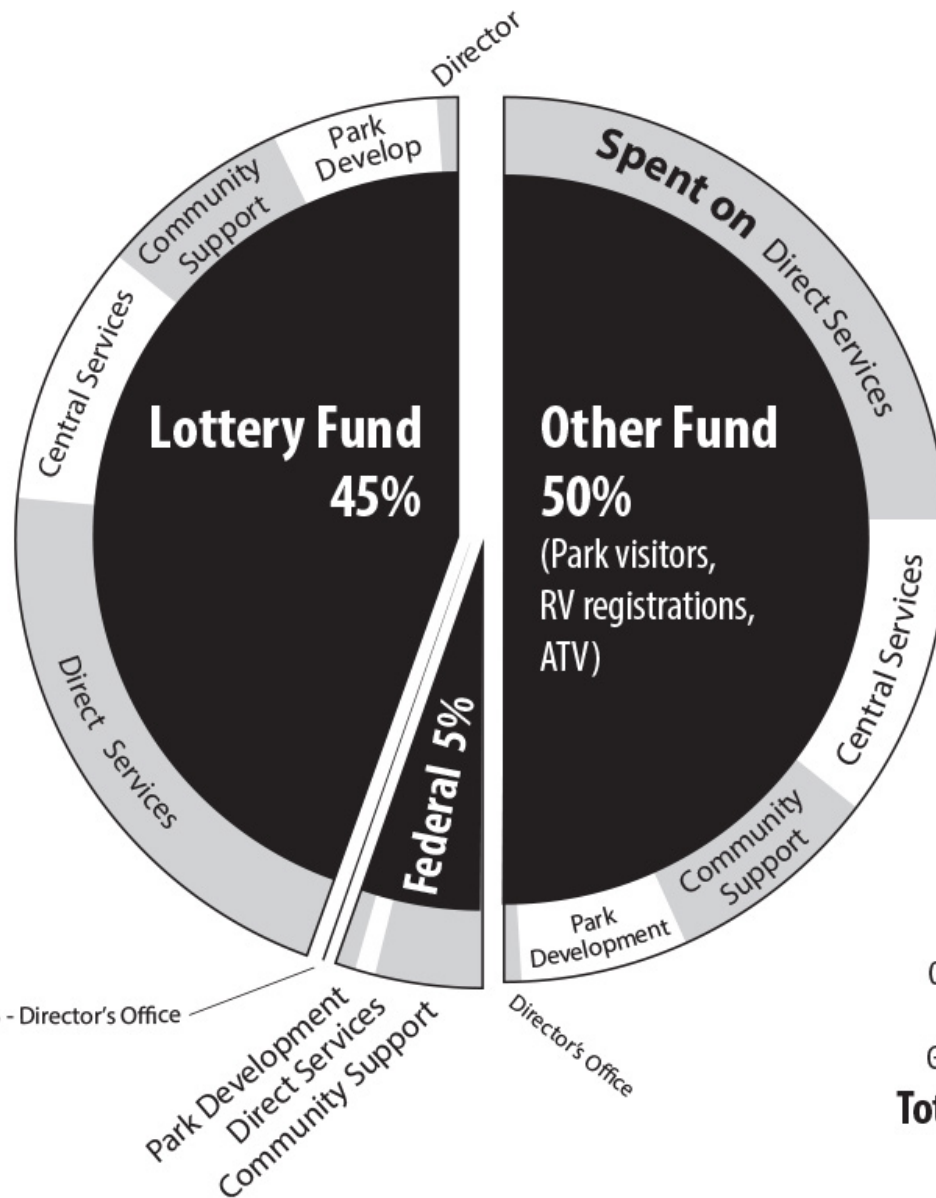
5: Maintenance backlog. Target: 85%. Actual: 82%.

6: Customer satisfaction. Target: 90-94%. Actual: Data gap.

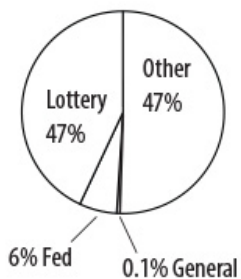
7: Commission practices. Target: 100%. Actual: 100%.



2019-21 Projected Revenues



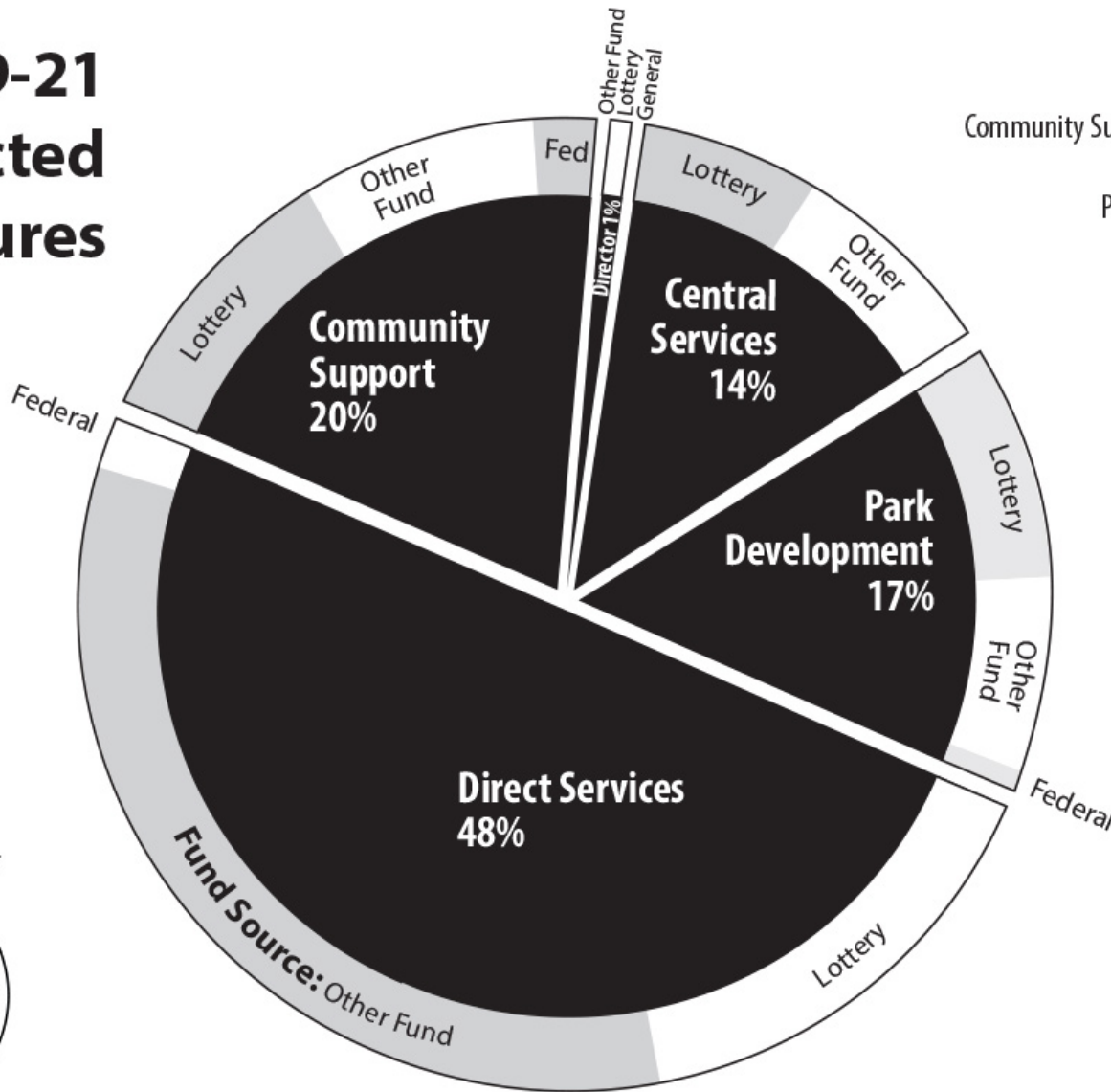
2017-19



Lottery: \$140.4M
 Other Fund: \$158.0M
 Federal: \$16.7M
 General Fund \$0.27M
Total: \$315.37M
 Positions: 871
 FTE: 603.43

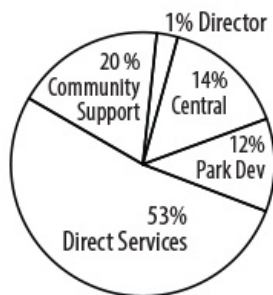


2019-21 Projected Expenditures



Direct Services: \$123.7M
 Community Support and Grants: \$52.1M
 Central Services: \$37.9M
 Park Development: \$43.4M
 Director's Office: \$2.7M
Total: \$259.8M
 Positions: 871
 FTE: 603.43

2017-19





INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

12

BACKGROUND

BUDGET

TRENDS





INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

BACKGROUND

BUDGET

TRENDS





Create Value

Provide great experiences and use park system **centennial in 2022** to engage community.

Control costs

Improve efficiency and look for parts of the system to scale back. Bring practices **up to industry standards** (or better).

Protect and Improve Revenue

Avoid unfunded additions beyond mission. **Brainstorm long-term revenue** with Oregon private and public sector leaders.



Direct service: the state park system, ocean shores, scenic waterways.

Development: acquisition, improvement, repairs.





INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

17

DIRECT SERVICE

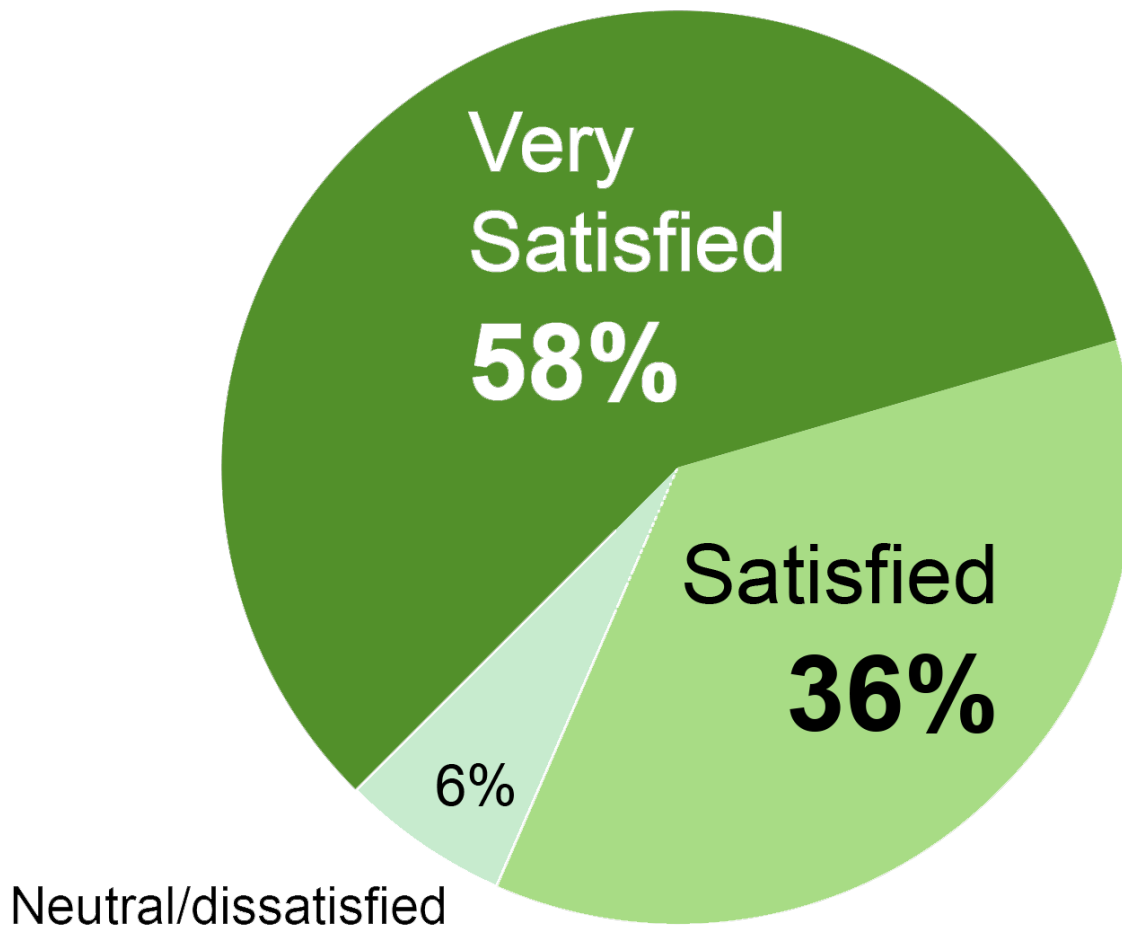
DEVELOPMENT



Tryon Creek State Park
Established 1971



2017 State Park Visitor Satisfaction





INTRO

STATE PARKS

HERITAGE/COMMUNITY

FUTURE

19

DIRECT SERVICE

DEVELOPMENT



Milo McIver State Park
Established 1966



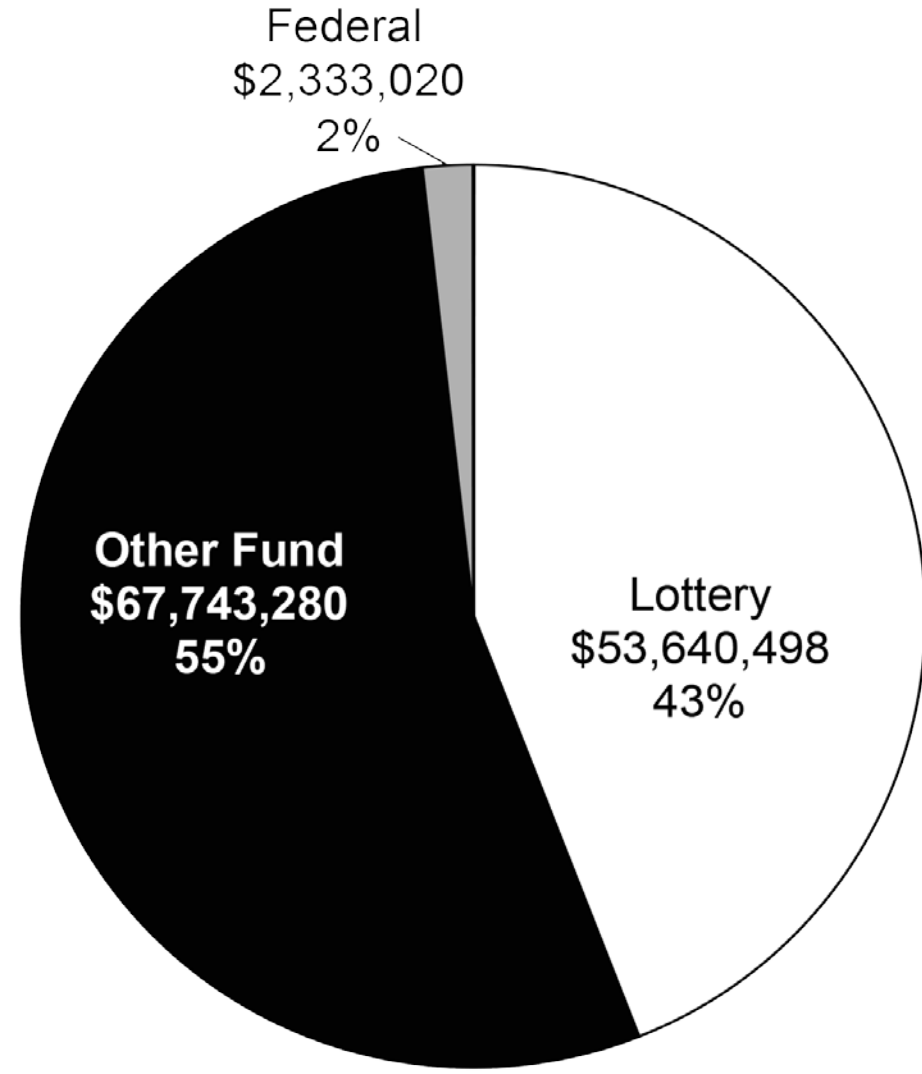
Flexible fees

- 2017 bill trusted agency with flexibility to vary rates up as well as down to provide service.
- Already discount ~\$1.6 million a biennium. Experimented with other discounts in 2018.
- Flexible range allows high-value sites to earn a fair return.
- Range adopted in rule in 2018 pending legislative adoption in budget.

Site type	Old point	New range
RV	\$30	\$26-40
Tent	\$19	\$17-22
Cabin	\$42	\$42-62



Direct Services 19-21 Budget



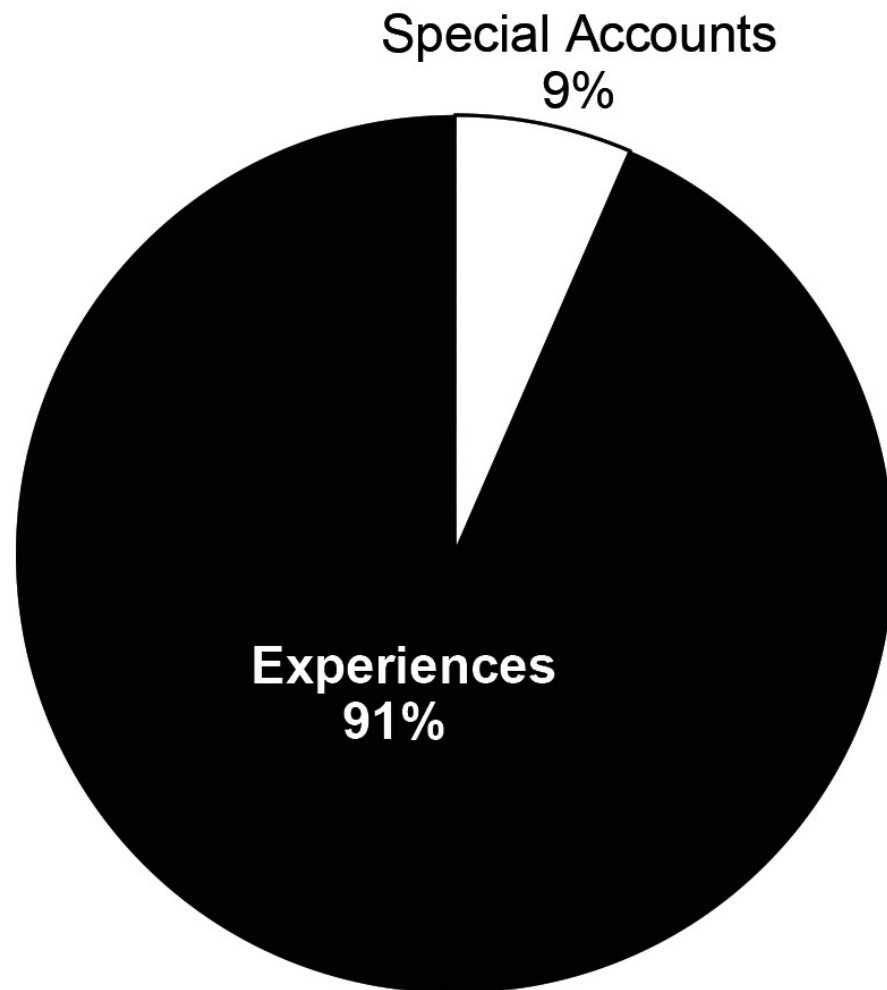


Within Direct Services ...

Total: \$123.7M / 48% of Agency

Positions: 746

FTE: 479.86

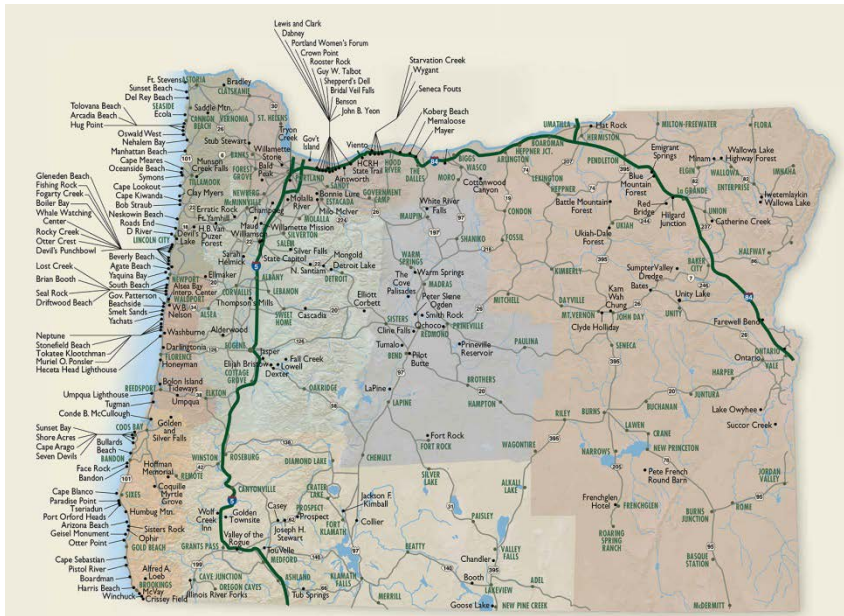




Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	1,046,843	1,176,673	338	2,223,854
021: Phase-in	62,021	65,119		127,140
022: Phase-out Pgm & One-time Costs	(349,409)	(1,248,226)		(1,597,635)
031: Standard Inflation	443,040	793,099	77,532	1,313,671
032: Above Standard Inflation	150,307	157,826		308,133
Direct Services Policy Packages				
091: Statewide adjustment DAS changes	(46,647)	(48,981)		(95,628)
092: Technical adjustments	201,717	1,211,806	118,000	1,531,523
102: Grant obligations from past biennium	158,423	475,271		633,694
103: Agency shared costs for State Capitol park		400,000		400,000
104: Improve and Develop Parks	48,780	51,220		100,000
105: Improve Visitor Experience 1 position, .88 FTE	98,548	103,478		202,026
110: Support multiagency Salmonberry Trail 1 pos, 1 FTE		500,000		500,000
111: Invest in parks and heritage staff 1 position, .88 FTE	112,591	118,222		230,813



Management ratio: driven by Direct Services



- 11:1 is a good **starting point** for discussion.
- The state park system has operations in **every corner** of the state.
- Your park system is among the **busiest front-line driven operations** of its kind in the nation.
- More than **50 million** visits served annually with extensive use of volunteers and youth crews.
- **Managers lead crews** and set high standards to deliver service.
- Currently at **10:1** ratio.
- Propose to set **8:1** as standard.



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HERITAGE/COMMUNITY

FUTURE

25

DIRECT SERVICE

DEVELOPMENT

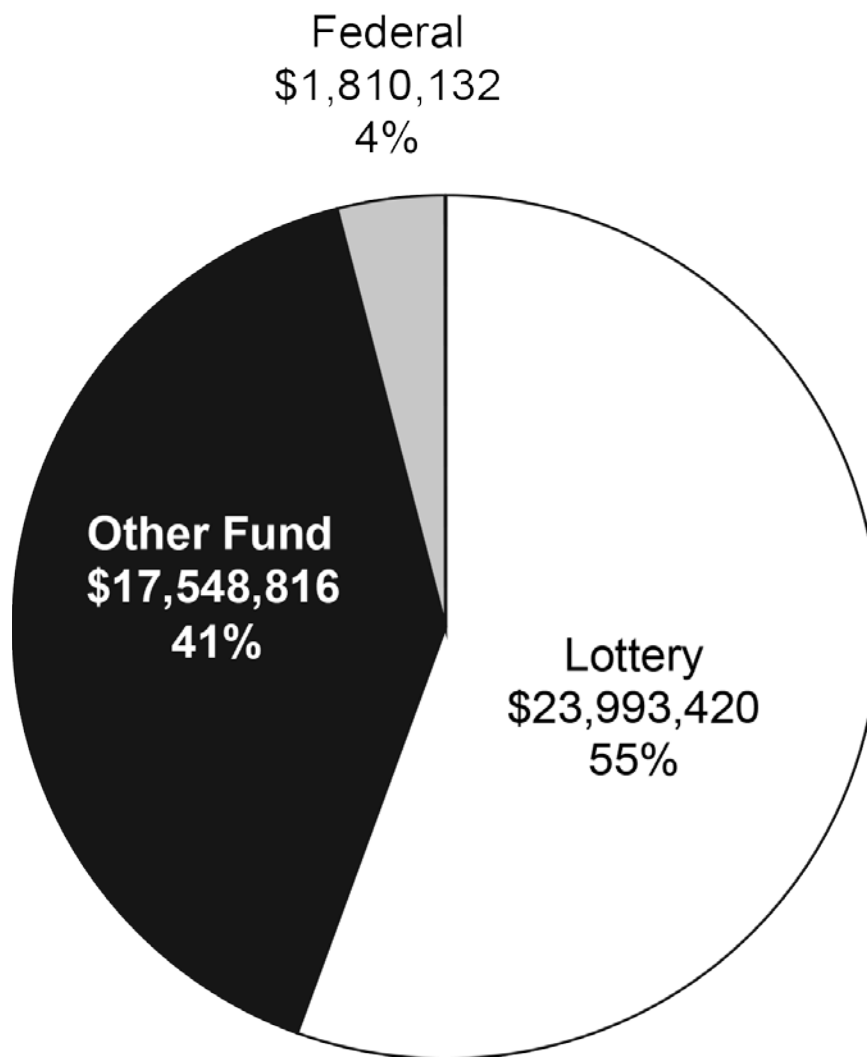
Sitka Sedge
State Natural Area



Sitka Sedge
Established 2018



Park Development 19-21



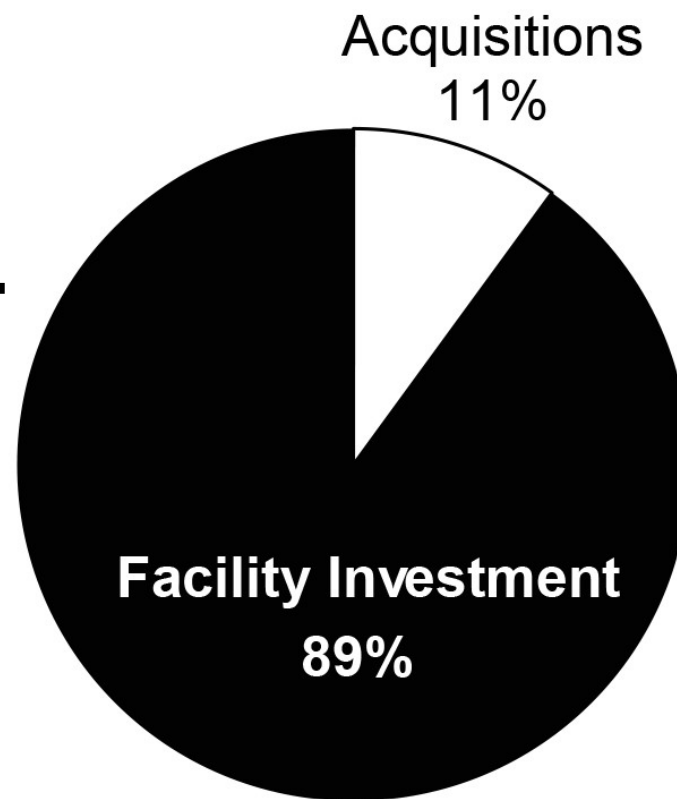


Within Park Development ...

Total: \$43.4M / 17% of Agency

Positions: 9

FTE: 9





Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	65,328	42,908		108,236
031: Standard Inflation	650,166	104,730	67,558	822,454
<hr/>				
104: Improve and Develop Parks	3,000,000		3,000,000	3,000,000
105: Improve Visitor Experience	1,500,000	2,000,000		3,500,000
106: Prep for state park system centennial in 2022	7,000,000			7,000,000
107: Invest in signature state trails		2,250,000		2,250,000
109: Targeted strategic park acquisitions	3,000,000			3,000,000



RECREATION



HERITAGE





Diamond in the Rough Grant - Stayton
Before



After



Oregon Historic Preservation Plan
2018-2023

Oregon State Historic Preservation Office



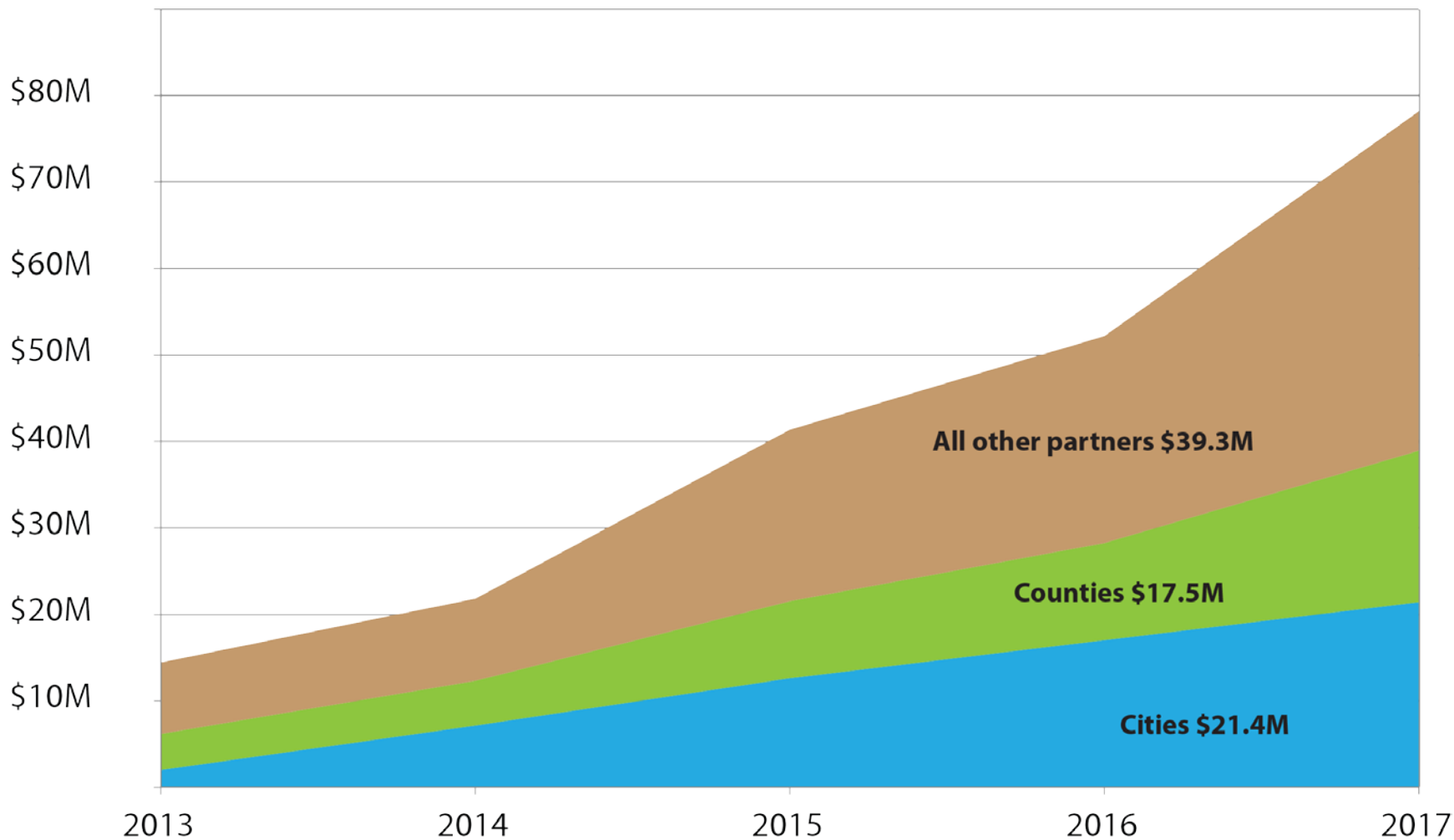
Special tax Assessment Cottage Grove



Recreation and heritage grants

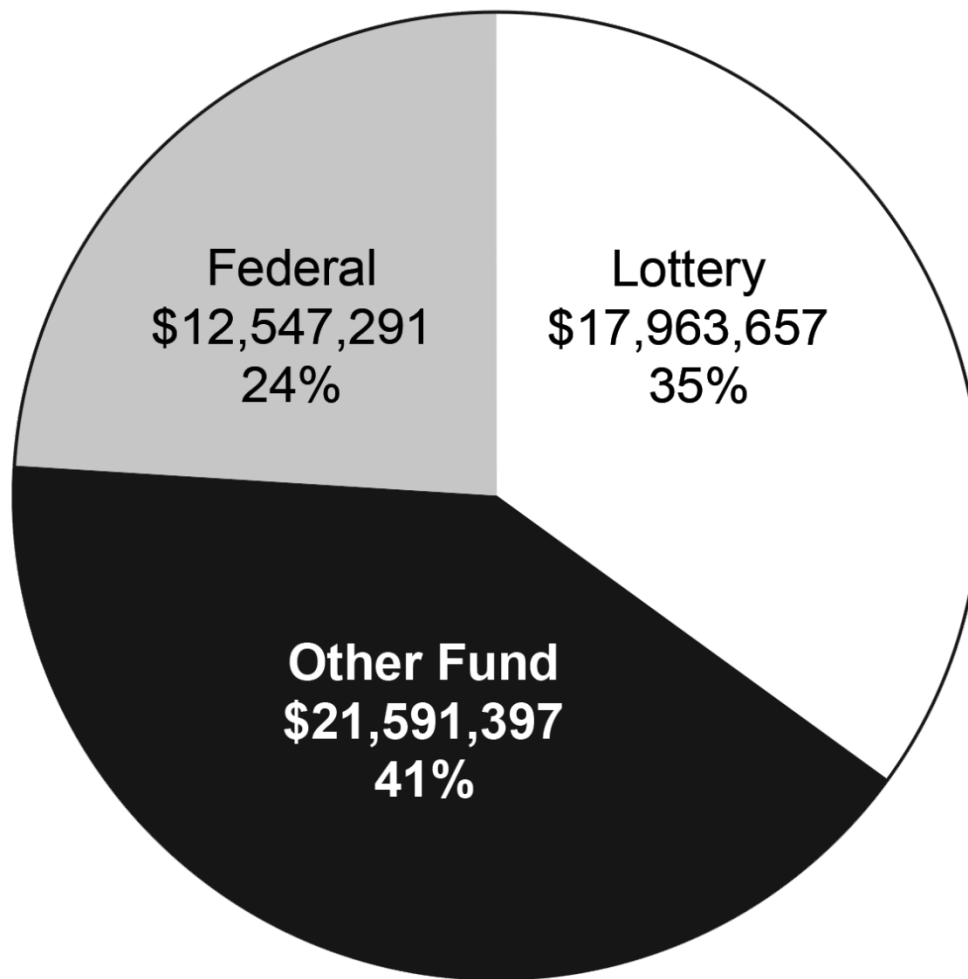
Cumulative awards 2013-2017

Total: \$78.2M





Community Support 19-21 Budget



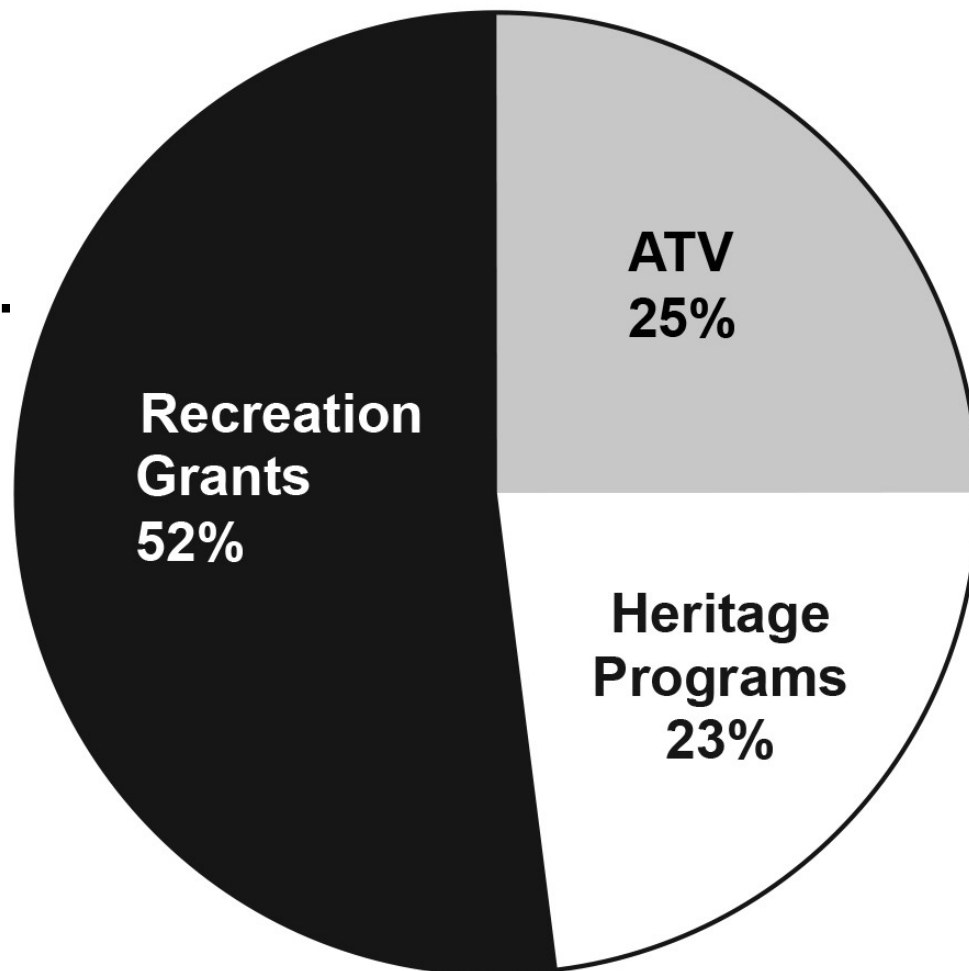


Within Community Support ...

Total: \$52.1M / 20% of Agency

Positions: 29

FTE: 29





Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	97,837	68,086	2,422	168,345
022: Phase-out Pgm & One-time Costs	(20,000)	(7,715,836)	(6,526,505)	(14,262,341)
031: Standard Inflation	453,999	400,913	192,180	1,047,092
032: Above Standard Inflation	1,048,076			1,048,076

Direct Services Policy Packages

090: Analyst Adjustments	197,777			197,777
101: Operational Cost Increases		3,000,000		3,000,000
102: Grant Obligations from Past Biennium		5,796,868	6,269,990	12,066,858
106: Prep for State Park System Centennial in 2022	490,000			490,000
111: Invest in Parks and Heritage Staff	9,607		7,503	17,110



Central services

Budgeting

IT

Accounting

HR

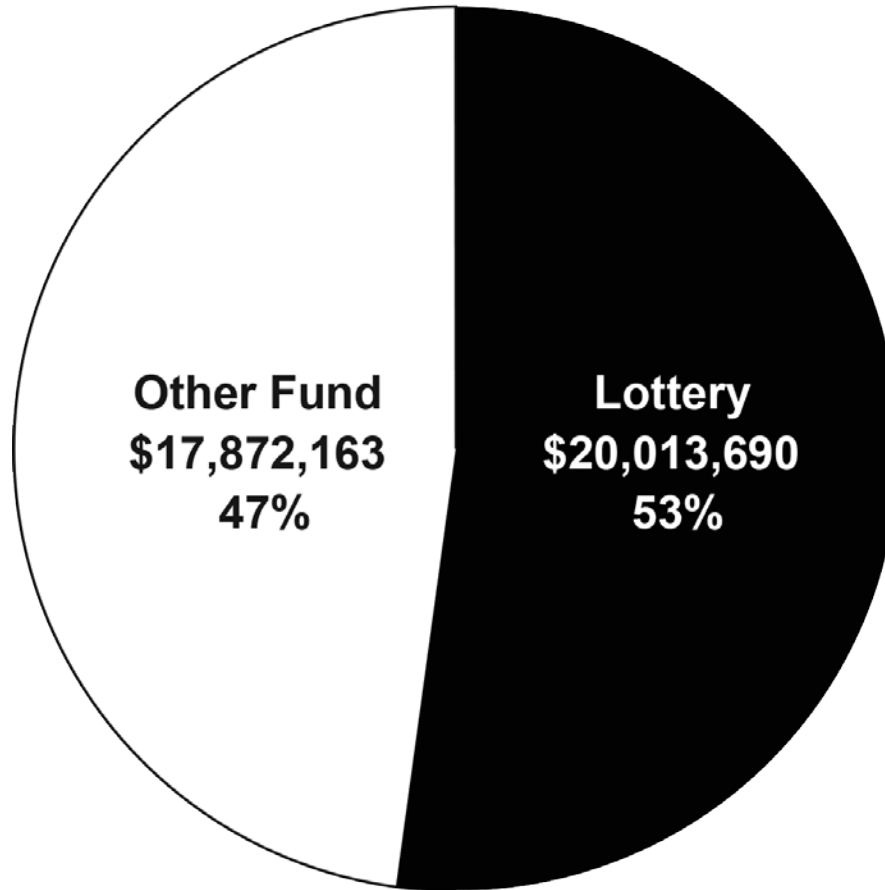
Payroll

Contracting

External Relations



Central Services 19-21 Budget



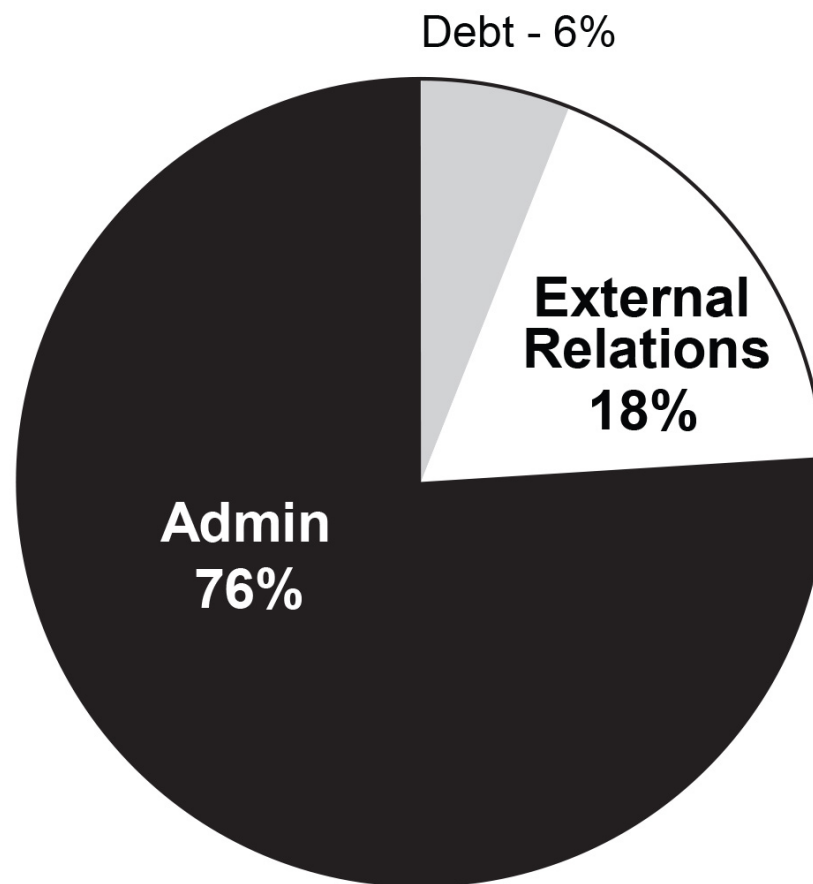


Within Central Services ...

Total: \$37.9M / 14% of Agency

Positions: 82

FTE: 80.57



**Essential Packages**

	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	252,336	258,931		511,267
031: Standard Inflation	1,085,877	1,140,190		2,226,067
032: Above Standard Inflation	130,136	136,645		266,781

Central Services Policy Packages

091: Statewide Adjustment DAS Chgs	(426,990)	(448,349)		(875,339)
101: Operational Cost Increases	616,492	647,329		1,263,821
105: Improve Visitor Experience	97,560	102,440		200,000
108: Apply Modern Tech to Improve Service 1 position, .88 FTE	835,541	877,335		1,712,876



Director's Office

Director/Commission

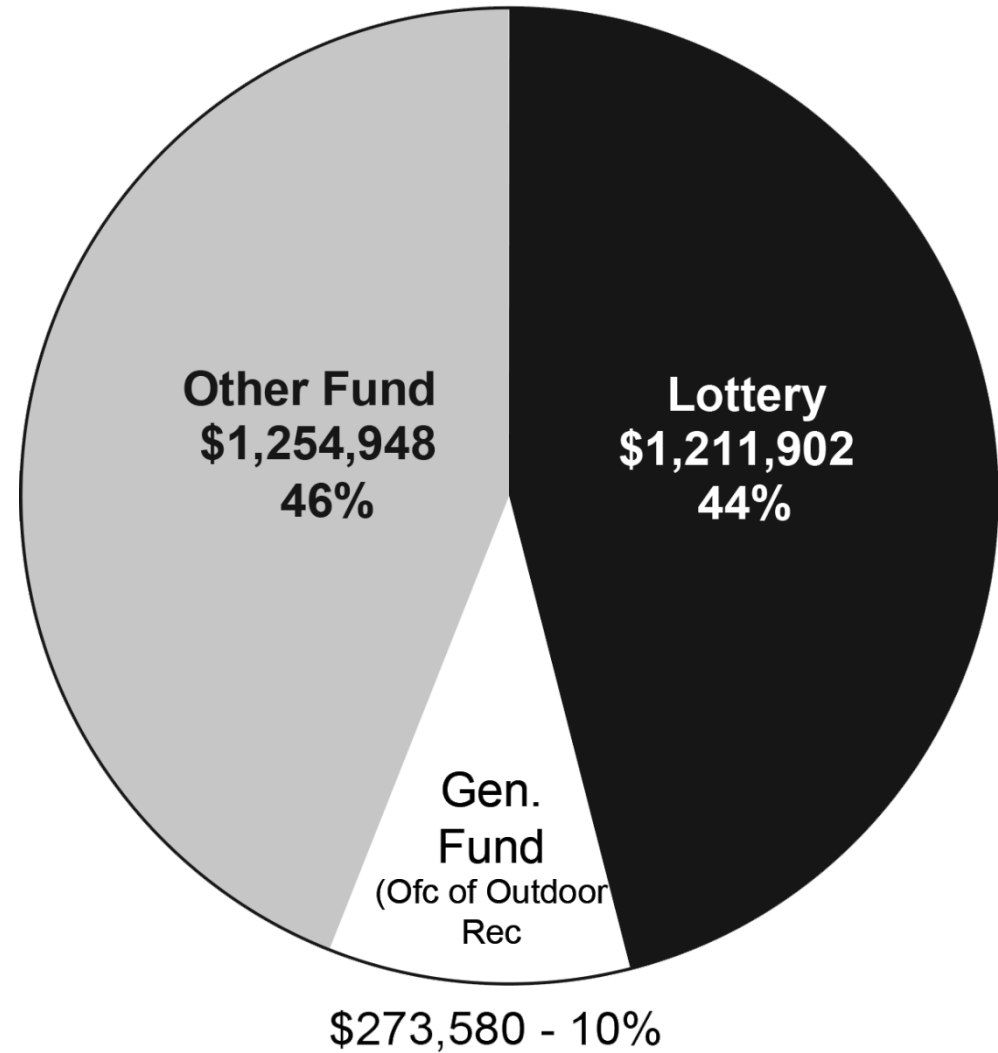
Agency Improvement

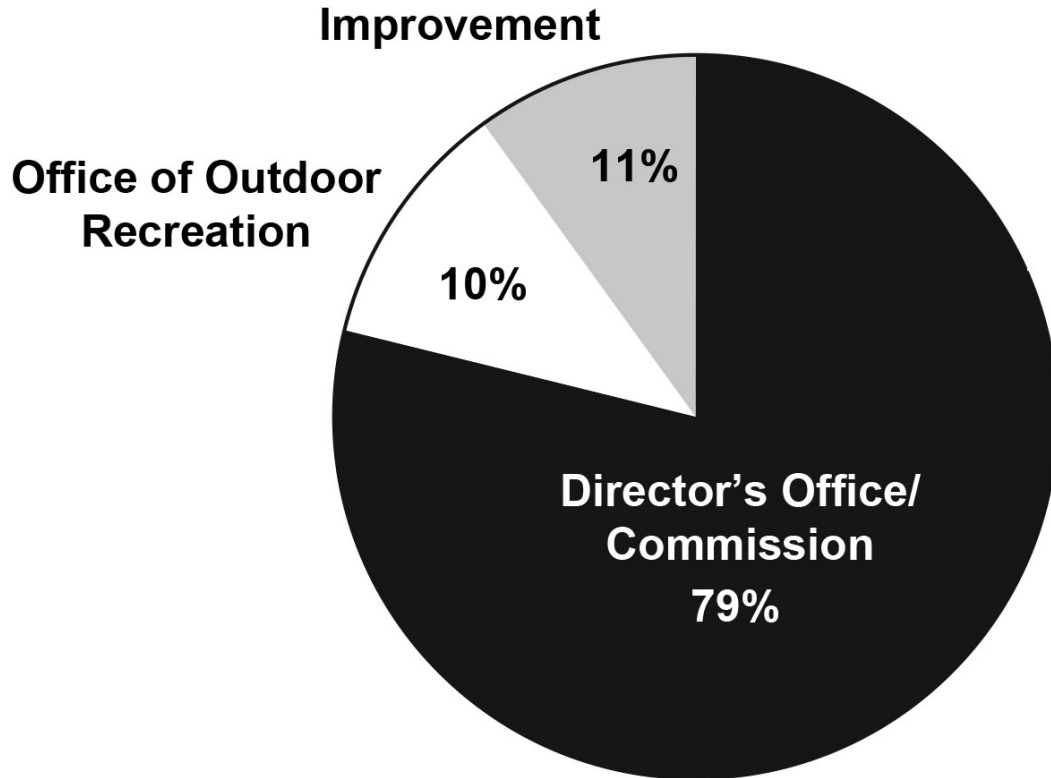
Office of Outdoor Recreation





Director's Office 19-21 Budget





Within Director's Office ...

Total: \$2.7M / 1% of Agency
Positions: 5
FTE: 5



Beverly Beach
Established 1942



Willamette River Greenway
Established 1967



Wrap-up and bills

Key

Create Value: Reach underserved communities, rebid reservation system, invest in maintenance, Centennial.

Control costs: Improve procedures.

Improve revenue: No new burdens, innovate stable revenue.

Bills

ATV safety, heritage tax incentives, state park forest health.

Funding

Lottery, Other, tiny bits of Federal and General Fund.

Rejuvenate. Recreate. Rediscover.



100 years of state parks ... *coming in 2022.*