

STAFF VISIONING RETREAT
October 20, 2004

ACCOMPLISHMENTS OCTOBER 2003 TO OCTOBER 2004

1. Added staff
2. Replaced trash cans with dumpsters in all of parks
3. Took over maintenance of Baker Bay Park (previously private contractor)
4. Reduced workers comp claims by 70%
5. Improved relationship between Management and Union 626; Management decreased hours devoted to grievances
6. Improved relationships with Park stakeholders

DESIRED OUTCOMES FROM VISIONING RETREAT

1. We are actually going to accomplish our goals
2. We planned for providing play structures and more overnight camping
3. We are budgeting to re-invest in infrastructure
4. We are working on our Master Plan
5. We finally realized we need to increase staffing levels

DEFINITIONS OF LONG RANGE PLANNING WITH REGARD TO PARKS

1. Define goals so we can organize and plan efficiently, thus saving money and effort.
2. Incorporate good ideas for more and better facilities for the public.
3. Putting everything in balance to create a growing, sustainable, Parks system.
4. Good planning will serve to protect, by example, the Division's benefits to the public.
5. To have all parks brought up to date. Replace old facilities and provide new recreational opportunities new soccer fields, basketball courts, play structures, and docks, for all future users.
6. To be able to relax not have to worry about funding and cut backs.
7. To know where we're headed. What are the most important issues to be take care of first.
8. Identify the resources, actions, likely uses, and strategies to achieve the long range vision.
9. Looking forward, through possibilities, and arriving at our vision.
10. Providing a park system that people of all ages can use and enjoy.
11. My long range plan is for kids and families to have some thing to do at each of our parks, play structures, events, etc.
12. Looking ahead whether it is one year or 20 years and mapping out where to go and how to get there.
13. Vision for the future.
14. Structured, systematic look at the possibilities.
15. To develop attainable goals that meet not only our needs but the needs of the community.
16. Long range planning is for putting ideas and possibilities for future realities into motion.
17. One Vision – One Mission – A Thousand Goals – Success
18. Comprehensive look at existing facilities and future needs. Find ways to make money.
19. Start focusing on maintenance projects.

VISIONING TOPICS

I. Critical Issues

a. What do you think are the top 3 most critical issues facing Lane County Parks, and why?

1. Failing infrastructure, old equipment, inadequate staffing levels
2. Funding, budget, stable source of revenue, increased focus on grants
3. Population growth – coast and elsewhere; natural resource preservation

b. *What are the major changes that are needed to deal with these issues?*

1. Seeking both stable (long term) and grant (short term) funding sources.
2. Hire people.
3. Refocus on critical issues.
4. Define "full staffing":
 - Past practice
 - Define "level of service"
 - Define customer service standards
 - Define expectations
5. On-going evaluation
6. Identify limits, boundaries, rules, regulations, other, with regard to how parks are managed – turf maintenance and zoning regulations, as examples.
7. Marketing
 - Better use of web
 - On-line reservations
 - Continued marketing plan
 - Advertise where parks are located
 - Advertise services
 - Schedule events in parks
 - Get people into parks
 - Identify user needs through the Advisory Committee, Field Staff
 - Partnering with CVALCO and others –contact private recreation providers including RV makers, casinos, outfitters, guides.
8. Equipment
 - Get equipment back into Fleet Program/Lease Program
 - Budget for capital expenditures
 - ** - Use Fleet equipment: Boom truck, flail mower, full-size back hoes (use for what specific purposes/activities)?
9. Develop natural resource expertise internally or contract for services

II. Equipment and Maintenance

a. *Overall, what do you think are the biggest or most important equipment issues facing LC Parks today? Would you change any systems or management approaches with regard to equipment?*

1. Get into Fleet Program
2. Establish a maintenance and equipment plan
3. Get up-front money and municipal loans
4. Prioritize, including mowing schedule
5. Allocate equipment more efficiently
6. Define equipment needs by zone
7. Explore mowing issues and possibly the creation of a mowing crew

b. *What is being done right with equipment?*

1. We are doing the best we can with what we have.
2. Safety is a high priority and pays off in minimum level of injuries.
3. We employ the right person for the job and capitalize on skills.

c. *Overall, what do you think are the biggest or most important maintenance issues facing LC Parks today? Would you change any systems or management approaches with regard to maintenance?*

1. Infrastructure is at the end of its life cycle.
2. CIP list
3. Camp Lane
4. ADA restrooms
5. Richardson:
 - Wastewater system
 - Irrigation system
 - Marina
 - All buildings
 - Parking lot and curbs
6. All Class A Parks
7. Docks
8. Perkins Peninsula
 - Drinking Water
 - Parking Lot
 - Revetment Repair
9. Orchard Point:
 - Boat Launch
 - Revetment Repair
 - Turf
10. Baker Bay
 - Marina/Docks/Boat Ramp
 - Picnic Tables
 - Plumbing
11. Eagle Rock
 - Caretaker residence foundation
12. Armitage
 - Plumbing
 - Parking lot and curbs
 - Building
 - Landscaping and trees
13. Tree plan needed for all Class A Parks

d. What is being done right with regard to maintenance?

1. Safety is the first priority
2. We are keeping the facilities open
3. Repairs are maintained.
4. We recognize that maintenance is a major system wide issue.

e. How can things be changed given existing resources?(Question was posed as part of the retreat discussion, during the retreat).

1. We are doing what we can with what we have.
2. New development and facilities should be durable and low maintenance and eliminate maintenance needs to the extent possible.
3. Facilities must be environmentally appropriate.
4. Think long term.
5. Prioritize issues within the Division.
6. Place some facilities out of service until there is money to maintain them.

III. Park Amenities and Developed Areas

i. What are the most important amenities and developed areas or resources to provide in LC Parks?

1. Restrooms – clean, meet ADA requirements, well maintained
 2. Play structures
 3. Picnic tables
 4. Barbeque facilities
 5. Adequate parking in all Class A and McKenzie River access parks
 6. Turf
 7. Ball fields
 8. Event venues, amphi-theater
 9. Drinking water
 10. Camp sites
 11. Marinas
 12. Reservable picnic shelters (covered)
 13. Interpretative signage
 14. Trails, especially at Mt. Pisgah
 15. Bilingual signs, especially at Orchard Point and Armitage
- ii. Are there any amenities or developed areas you would not provide in LC Parks (either that we are already providing or not)? Why?*
1. Any amenity where the cost exceeds the benefits
- iii. Are we lacking with regard to providing a sufficient level of amenities and developed areas?*
1. Water fountains
 2. Play structures
 3. Middle Fork –camping, natural areas, trails, mountain bike trails
- iv. Are we providing too much of a specific kind of developed area or amenity – either in LC Parks as a whole or in a specific geographic area of the County?*
1. Too many Buck's toilets in the McKenzie River area
 2. Too many put-ins in the McKenzie River area; there is no revenue generation
- v. Several amenities were mentioned a year ago –camp stores, coin-op laundromat, playground equipment, and other items --that LC Parks should provide. Which of these amenities/facilities do you think we should provide, where, and why? Which amenities or developed areas should we rule out, if any?*
1. The amenities/facilities mentioned are good ideas.
 2. A water feature at Armitage Park
 3. Large event venue
 4. Nature center at HBRA
 5. Art and/or nature center at Kienzle barn - HBRA
 6. Native plant garden at HBRA
- vi. What are some other issues we need to be aware of if we change with regard to providing certain amenities or developed areas, and do you have suggestions about how to address these issues?*
1. How to finance, maintain, operate and staff the new amenities.
 2. What is the capacity of the individual park to accommodate the public if the amenity is provided?
 3. Ongoing maintenance of drinking water system.

IV. Park Lands and Natural Resources

- i. Physically, what do you think LC Parks should look like in about 20 years?*

1. 61 beautiful green oases
2. Fresh paint
3. Well maintained facilities
4. Connections between parks
5. Variety of uses
6. No day use fees
7. Variety of amenities
8. Balance of developed areas and natural areas
9. Ever increasing improvements in customer service
10. Lush green lawns
11. Blooming foliage
12. Kids on play structures
13. Well maintained trees
14. Maintenance friendly
15. Clean bathrooms
16. Clean picnic areas
17. Native habitat in good condition

ii. Do you think the total acreage in LC Parks should change? Why?

1. Acreage should increase relative to population
2. Acquire sites that:
 - are unique
 - provide access
 - are water related
3. Acquire sites to meet strategic objectives:
 - provide connections
 - preserve habitat
 - connect people with the land
 - water access

iii. Where would you make acreage changes, specifically?

1. Glenwood – connections with Mt. Pisgah
2. Harbor Vista – lower area and dive area
3. Fall Creek area
4. Across from Armitage, near the bridge (popular swimming site)
5. Near Oakrdige
6. Tide Park (?)
7. Lowell area

iv. Do we have too much, too little, or about the right amount of acreage or number of areas in natural resource use in LC Parks?

1. See what the public says
2. New sites may come from WMD or wetland mitigation banks –BRING site, Quammish Prairie.

v. A year ago there was a comment that there is a need for expertise in managing natural resources and there are funding opportunities available. Are there more specific suggestions in this regard?

1. Grants are available for habitat restoration; HBRA gets grants for restoration.
2. Partnering agencies provide/acquire money for natural resource projects.

vi. Do you think there is too much, too little, or about the right amount of management emphasis on natural resources in LC Parks?

1. There needs to be a focus on traditional park services and revenue generators.
2. Natural areas can be preserved without expending money on these areas; they can sit dormant until money is available.

V. **Specific Parks (see also previous comments involving specific parks)**

a. *Do you think there are specific existing parks that are the most important to LC Parks? Which ones and why?*

1. Class A Parks because they provide revenues.
2. Leveraged parks (that have operating revenue to match grants for maintenance);
3. Zumwalt has high development potential/revenue potential.

b. *Are there any new lands you'd like to see added (through purchase or exchange) to the County Parks system?*

1. Middle fork/Oakridge area
2. Acquire adjacent properties as possible, for the following parks:
Harbor Vista, Heceta Beach, Perkins-ODOT property; Hileman; Whitely
3. Archie Knowles site on HWY 126, two miles West of Camp Lane
4. Patio RV (Campground/RV Park in Rainbow area of McKenzie River)
5. ODFW McKenzie sites
6. South Beach Boat Ramp
7. Oakridge road maintenance shop site
8. Deadwood Road Maintenance shop site
9. USFS Buckhead site
10. USFS Rigdon Ranger Station site – potential youth camp
11. Any existing or new site that might become a Class A Park
12. Take advantage of opportunities/donations

c. *Are there any lands managed by LC Parks you'd suggest getting rid of (through sale or exchange)? Where and why?*

1. Reverse state exchange –because we don't have a LC Parks presence in this area.
2. Peaceful Valley – high vandalism and misuse
3. Oceanwoods – no or inadequate access; inside the Florence urban growth boundary, potential revenue returns that could be better used in other County Parks
4. Hileman – high vandalism and management problems due to adjacent property compatibility issues; but also has good public benefits.
5. Siuslaw Falls – remote location

VI. **Customer Service**

a. *Who are LC Parks customers and what are various ways to categorize them?*

1. River guides
2. Campers
3. Birders
4. Picnicers – individuals, companies, groups
5. Fishers
6. Treasure hunters (metal detectors)
7. Hikers
8. Bikers
9. Hunters –use County Parks for rest stops/eating stops/access to hunting areas
10. Sailors
11. Wind surfers
12. Swimmers

13. Surfers
14. Dog walkers
15. Boaters
16. Sun bathers
17. Disc (Frisbee) golfers
18. By age group
19. By income group
20. By cultural differences; increasing population diversity –Hispanic, Latino, Indian, Russian, other
21. RVers
22. Country fair campers
23. Event holders
24. Photo Shoots
25. Youth Groups
26. Potty stoppers

b. *What are the common needs of all LC Park users?*

1. Access; most people need vehicle parking
2. Signage

c. *What are the differing needs of LC Park users?*

1. River access, boat ramps
2. ADA access
3. Trail system
4. Marina
5. Camp sites
6. Many others

d. *How would you categorize customers with regard to their park and open space interests, or the reasons they use LC Parks?(Original question asked for a ranking but we did not cover that).*

1. Day use
2. Covered picnic areas
3. Covered play areas
4. Disc (Frisbee) golf
5. Mountain biking close to the Eugene-Springfield area
6. Boating
7. Horse trails
8. Hiking
9. Off leash dog areas
10. Radio controlled (R/C) model airplanes
11. Canoe, other boat, jet ski rentals
12. See also #1

e. *What kinds of issues do you hear about from park users with regard to services/ amenities/facilities)? What kinds of service/amenities/facilities are lacking that should be provided in LC Parks?*

1. Multi-use fields
2. Wedding/reception/other venues; event settings
3. Playground equipment
4. Climbing wall
5. Paintball
6. Outdoor events/concert/parking

7. Skateboard park
8. Lawn management
9. On-line services
10. Dog waste
11. Picnic tables
12. Drive-up reservation areas
13. Volunteer-park user interactions

f. Are there any services you would get rid of? Which ones and why?

1. Must be cost beneficial

g. What are the most important services LC Parks provides?

1. Security and safety
2. Outdoor space for recreation
3. Cleanliness
4. Information
5. Personal help in a wide variety of urgent and non-urgent circumstances
6. First aid

h. How would you describe "outstanding" customer service?

1. Make customers happy
2. Help customers to have the best experience possible
3. Make LC Parks the last stop for help and information
4. Tie in customer service with a customer service promise
5. Enhance the lives of children

i. Given limited resources available, is LC Park providing a good balance of customer service?

1. Yes.

j. What are the limitations in the resources available to provide outstanding customer service?

1. Staffing and equipment

k. What are the most important steps that LC Parks can take to improve customer service?

1. Don't create enforcement problems through design
2. Design with customer service in mind
3. On-line reservations
4. Educate customers on code of conduct and signage
5. Take care of ourselves (so we are able to deliver good customer service)

VII. Community Interests

a. Who is "the community" that is important to Parks?

1. Board of County Commissioners
2. Parks Advisory Committee
3. Neighbors
4. Diverse Ethnic Communities
5. Public Works
6. Key people who support parks
7. Media
8. "Friends Of" Groups; Special Interests

b. What are we doing right with regard to the groups you identified? Where do we need to improve?

1. Partnering

2. Building working relationships; meeting and communicating regularly
 3. Responding promptly to requests for assistance/information
 4. Patrolling transfer sites
- c. *What are some of the untapped community resources where we could be doing more outreach? Do you suggest any specific approaches?*
1. Other park agencies –more coordination
 2. University of Oregon
 3. Parks Advisory Committee involvement in more activities to generate support for Parks; explore/help establish endowments
 4. Equestrian groups
- d. *From your experience, who are some of the County's strongest Park allies?*
1. CVALCO
 2. Regular park users
 3. Northwest Youth Corp
 4. Oregon Youth Conservation Corp
 5. Other Lane County Divisions/Departments
 6. REI
 7. Unions, employees
 8. Board of Commissioners
- e. *Who are some of the County's strongest Park critics? Why?*
1. Users who don't understand funding sources, issues, who we are and what we do.
 2. Parks employees (ourselves)
- f. *Do you think it's a good idea (as was expressed a year ago) to hold more events at LC Parks, and if so, where? What are the issues to consider?*
1. Yes – camping for Oregon Country Fair; 4th of July
 2. Issues: mess, alcohol, liability
- g. *Other comments related to "the community"*
- **1. We should be mindful of the overall Lane County goals and 'Super Goal' to enhance the lives of all children in Lane County; however, it is not necessarily a good idea to incorporate them into the 20 year plan, since they are subject to change separate from the Master Plan update adoption process.
 2. State Parks just started working on the Master Plan for the Willamette Basin

VIII. Financing

- a. *What are some ideas for increasing revenues, and which parks would be involved?*
1. Boat storage at Richardson
 2. ATM at Richardson
 3. RV Campground – Perkins, Armitage; using a public/private partnership
 4. Water sales – Florence
 5. Grant hunting – donations, foundation grants
 6. Foreclosures
 7. Catalog for donation items
 8. Cottonwood and Poplar chips
 9. Lingonberry production with OSU Extension Service
 10. The new call center for Royal Caribbean Cruise Lines that is locating in Eugene. We should partner with them. (employee lunch in Armitage coupons, employee picnic, etc.
 11. Native seeds/plants for sale

12. More moorage
13. Outdoor events – Mt. Pisgah
14. On-line shop
15. Ability to leverage funds from McKenzie River facilities
16. Revenue from multi-use fields
17. Winter camping rates

b. How would you prioritize some of the ideas listed above?

1. Prioritize those that are already in place
2. Campgrounds
3. Moorage – hi value; predictable

c. Would you identify any major cost areas where efficiency could be improved, or expenses could be significantly reduced? What steps need to be taken to make this happen?

1. Fee collection automation
2. Note that certain funds are not discretionary
3. Stabilize maintenance; consider developing best management practices
4. Make maintenance procedures more routine and less reactionary

OTHER ISSUES

1. Inventory Needs
 - a. Specific 'As Built' Plans; utilities, septic systems/drain lines, water lines
 - b. Electronic and hard copies