



Date: 12/31/2019 **Updated:** 12/31/2022 **Date To Be Reviewed:** Three Years – 12/31/2025

Title of Document: 10.2 LOPR_Outcomes Assessment

Lake Oswego Parks & Recreation (LOPR) utilizes results from various evaluation tools to assess LOPR performance against targets, against previous results, and against other agencies. This document is formatted with a listing of evaluation tools used, description and outcomes.

NRPA Agency Performance – reviewed by LOPR Leadership

Comparative results are used to determine LOPR’s operational effectiveness compared to other agencies.

Refer to 10.5.3 LOPR [NRPA Agency Performance Review 2021](#)

Outcomes: Previous year’s reports indicated LOPR’s underfunding of Parks Division based on expense per acre and overall acres managed and resulted in substantially increased funding (including new funding for natural habitats.)

- **Parks Plan 2025 Accomplishments – reviewed annually by LO Leadership**

Accomplishments are reviewed to assess LOPR’s success in implementing Parks Plan 2025 and to determine priority for future actions.

[Refer to Parks Plan 2025 Accomplishments](#)

Outcomes: The evaluation of Parks Plan 2025 accomplishments annually leads to prioritization of projects still to be undertaken. The annual review also led to the initiation of the Parks Plan 2040 project as much of Parks Plan 2025 goals and objectives have been accomplished.

- **LOPR Quarterly and Annual Reports – reviewed by LO Leadership Team and Supervisors**

Results are reviewed to determine operational effectiveness and excellence through comparing results against targets.

Refer to [LOPR FY20-21 Annual Report](#)

Outcomes: Discussions and reviews with responsible staff include the review of results (expense and revenue, cost recovery, volunteer management, and Division contributions to



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LOPR as a whole) and development of action plans to affect performance. Outcome actions include increased fitness programming, increased outdoor activities, changes to community events, fee changes, the continuation of virtual programming post-COVID, and if needed, a performance improvement plan.

- **LOPR Annual Recreation Division Performance Matrix – reviewed by Deputy Director Recreation, Managers and Supervisors**

Results are reviewed to determine operational effectiveness and excellence through comparing results against targets.

Refer to 10.3.A.2 LOPR [Recreation Performance Results MATRIX](#)

Outcomes: Discussions and reviews with responsible staff are similar to the review of Quarterly and Annual Reports as this particular evaluation tool summarizes annual results and compares to the previous year for measurements that include the offers to held ratio, year over year revenue growth (>100%), expense control (<100%), and managing customer excellence (# surveys received and % satisfaction against targets.) Actions include increasing surveys to customers for events, ensuring all activities are entered using Active Net (source of customer excellence mailing lists), modifying fees, negotiating vendor pricing, and discontinuing or initiating programs.

- **6.1.1.B LOPR_Activity and Service Development & Delivery Process (ASDDP) – Reviewed by Deputy Direction Recreation and Supervisors and Program Leaders**

Results of pre-activity reviews determine whether or not an activity or service is feasible to offer and deliver. Results of post-activity reviews determine the success or failure of the implemented activity or service.

Refer to [6.1.1.B ASDDP](#) and [Pickleball \(Pre and Post\) ASDDP](#)

Outcomes: Established Pickleball community play and LOPR-led clinics and classes while navigating the neighbor’s concerns regarding paddle noise.



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- **LOPR Seasonal and Annual Customer Excellence Results – reviewed by Director, Deputy Director Recreation, Managers and Supervisors**

Results and customer feedback are reviewed to assess performance against targets, to identify potential changes to existing and opportunities for new programs, activities, services and events.

Refer to [Customer Excellence Results FY 21-22](#)

Outcomes: Continued virtual programming for health and wellness, increased yoga offerings, more outdoor fitness opportunities, new outdoor sports activities (biking, runs, Pickleball), increased access to activities on the Wilamette River, more no-school-day offers, more camps, increased community garden plots, changing instructors or contracted providers based on customer feedback.

- **MaintainX Reports – Reviewed by Deputy Director Parks, Parks Manager, Crew Leaders, all Parks staff**

Reviewed results indicate status of work orders, assigned and unassigned work load, pass/fail of playground inspections, Other quality & safety inspections, asset management, and reactive and preventative maintenance management.

Outcomes: Digitizing paper processes, increased organizational efficiency as all staff enter tasks and view workloads, and current view of project statuses for Parks leaders.

- **2021 Community Survey Results – Reviewed by LOPR Leadership Team**

Results are used to identify community satisfaction with Parks appearance, facilities and programs and to determine operational and programming adjustments.

Refer to the [2021 Community Survey Report](#)

Excerpt from Executive Summary of 2021 Community Survey Report

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: quality of the City’s public library services (91%), **quality of parks properties and facilities (90%)**, quality of public safety (89%), quality of natural resources (88%), quality of public art and arts programming (87%), and **quality of recreation activities, events, and services (86%)**. Residents were least satisfied with the quality of public transportation (37%).

Based on the sum of their top three choices, the City services that residents thought should receive the most emphasis over the next two years were: 1) efforts to promote equity in the community, 2) the quality of public safety, and 3) effectiveness of efforts towards sustainability.

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Excerpt from Executive Summary of 2021 Community Survey Report

Parks and Recreation

Ninety-four percent (94%) of the residents surveyed, *who had an opinion*, were “very satisfied” or “satisfied” with the appearance and maintenance of City parks. Other areas in which residents were “very satisfied” or “satisfied” include: **proximity of parks to their home (90%)**, quality of facilities (89%), **quality of events provided (89%)**, quality of outdoor athletic fields (86%), and preservation of natural areas (80%). Residents were **least satisfied with the quality of Youth and Teen opportunities (58%)**.

Based on the sum of their top three choices, the parks and recreation services that residents thought should receive the **most emphasis over the next two years were: 1) preservation of natural areas, 2) appearance and maintenance of City parks, and 3) quality of facilities.**

Outcomes: Development of the Parks Division Maintenance Manual which outlines maintenance standards and actions (for Landscapes, Parks, Natural Areas, Athletic Fields, Golf Course and Facilities), initiation of the Diversity, Equity and Inclusion (DEI) Taskforce, approval of the first ever Americans with Disabilities Act Transition Plan (the previous version was never approved), approval of the Natural Areas Habitat Plan, Council reviewed the State of the Urban Forest Report, and LOPR is in the construction phase of building the multi-generational recreation and aquatic center (the first facility and home just for Parks Management and Recreation staff.)

Responsibility/Contacts: Director, Deputy Directors, Administrative Assistants