



Director Approval - Original Approval Date: 12/31/2017  
 Update Approval Date: 12/31/2022  
 Signature:

**Date:** 12/31/2017 **Updated:** 12/31/2022 **Date To Be Reviewed:** Three Years – 12/31/2025

**Title of Document:** 10.3.1 LOPR\_Level of Service Standards

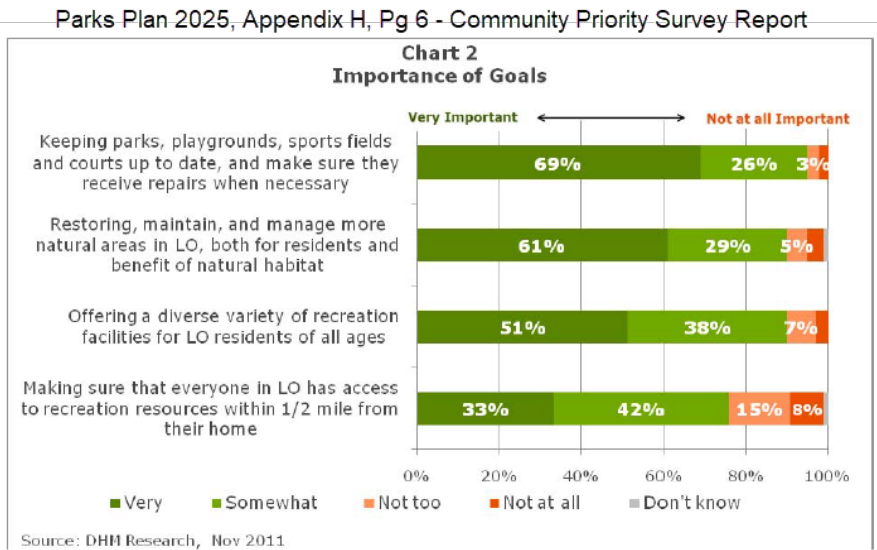
**Background:**

In the summer of 2010, Lake Oswego Parks & Recreation (LOPR) began updating and building upon the 2002 Parks & Recreation Comprehensive Plan which was adopted in 2012. LOPR assembled a team of community members, Parks & Recreation and Natural Areas Board members, and LOPR and Planning Department staff to work on the project. Approximately 1400 community members were involved in helping develop the 2011 Community Needs Assessment. Additionally, DHM Research conducted a Community Priorities survey (Refer to Parks Plan 2025, Appendix H.) Both the Community Needs Assessment and the Community Priorities survey outputs that provided the foundation for Parks Plan 2025 are also the origin (along with industry standards) for LOPR’s Level of Service Standards.

The four primary goals for LOPR stated in Parks Plan 2025 are based on priorities established through the results of the Community Needs Assessment.

- Goal 1: Filling Geographic Gaps
- Goal 2: Investing in Existing Parks and Facilities
- Goal 3: Providing Recreation Options
- Goal 4: Enhancing Stewardship, Maintenance and Operations

The identified community priorities from the Community Priority survey are shown below:





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PP2025, Appendix C-6

According to on-line questionnaire respondents, the top priorities for improving parks, recreation and natural areas in Lake Oswego are: repair and maintain existing parks and facilities (40%); add major new indoor facilities (pool, community center, tennis center, etc.) (37%); expand the trail network (25%); and restore or protect creeks, forests and hillsides (23%).

**LOPR Levels of Service Standards Address PP2025 Objectives and Customer Priorities:**

- Keeping parks, playgrounds, sports fields and courts up to date, and make sure they receive repairs when necessary.
- Restoring, maintaining and managing natural areas for both residents and benefit of natural habitat
- Offering a diverse variety of recreation facilities for residents of all ages.
- Making sure residents have recreation resource access within ½ mile from their homes.

**Planning & Project Implementation Standards (based on project achievement)**

- ✓ Obtain Council approval for funding to begin restoration of natural areas and eradication invasive species
  - ✓ Get the \$30M bond passed
  - ✓ Rehabilitate and expand the Indoor Tennis Center
  - ✓ Rehabilitate the Adult Community Center
- Develop new parks and natural areas
- ✓ Iron Mountain Restoration, Cooks Butte Restoration, Woodmont Park Rassekh Park and Skate Park Development (on hold due to funding changes)
  - ✓ Design and Construct the Lake Oswego Recreation and Aquatic Center (in progress)

**Parks Maintenance Objectives – Level of Service Standards in 7.5.A LOPR\_Parks Maintenance Manual (Note 1)**

- Remove invasive species in City parks to allow native plant species and the natural habitat to flourish.
- Stabilize and restore natural areas and stream corridors within City parks to enhance wildlife habitat.
- Maintain existing parks at a level appropriate to the scale and character of each site. Effectively manage Lake Oswego’s parks, natural areas, and historic sites with decision-making supported by inventories and management plans that define maintenance tasks and frequencies, investment levels, and staffing needs for specific sites and/or the entire system.



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**Note 1:** 7.5.A LOPR\_Parks Maintenance Manual describes the standards for maintenance tasks and frequencies in each area of care in the parks system. It specifically addresses Park Landscape, Athletic Field, Natural Area, Golf Course and Facility maintenance standards.

The [2022 Integrated Pest Management Practices](#) document defines the standard practices expected to enable obtaining the desired level or service for Parks and Natural Areas.

Since 2011, Council provided the Parks Maintenance Division with funding to begin restoration of our Natural Character Park spaces which includes eradicating invasive species (Ivy, Clematis, Holly, and other species).

**Recreation Objectives – Level of Service Standards, Program Objectives Achievement**

- ✓ Increase fitness opportunities
- ✓ Increase outdoor opportunities
- ✓ Increase on-the water experiences
- ✓ Common front desk experiences for customers regardless of location

**The Recreation Division measures program and service delivery using the following metrics:**

- Year over Year Expense (<100%) and Revenue (>100%) Results
- Offers to Held Ratio (target 85%)
- Participants Yr Over Yr Growth (>100%)

**Customer Excellence Survey Results**

- % YES Participation Meets Expectations (target 80%)
- % Very Satisfied Value Received (target 80%)
- % Would Recommend to Family/Friends (target 80%)

**Feedback from the 2021 Customer Survey Results**

**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.



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**Agency Effective Comparison (NRPA Agency Performance Report 2021)**

**Agency Effectiveness Ratios**

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
1. Operating expenditures per capita	\$343.22	\$88.30	\$107.33
2. Revenue per capita	\$36.06	\$19.38	\$25.68
3. Total revenue to total operating expenditures	10.5%	22.9%	23.5%
4. Total tax expenditures per capita	\$307.16	\$63.75	\$77.29
5. Park operating expenditures per acre of parkland	\$13,720	\$3,568	\$5,145
6. Operating expenditures per acre of parkland	\$21,778	\$8,839	\$14,715
7. Operating expenditures per acres of parks and non-park sites	\$20,971	\$7,556	\$12,172
8. Operating expenditures per FTE	\$251,259	\$99,016	\$103,496
9. FTE's per 10,000 population	13.7	8.2	9.7
10. Acres of parks per 1,000 residents	15.8	9.9	7.8
11. Number of residents per park	859	2,277	2,204
12. Number of acres per park	13.5	21.3	15.9
13. Number of participants per program	22	50	35
14. Ratio of fee programs to all programs	96.3	83.3	84.8
15. Ratio of building attendance to park attendance	33.4	42.4	46.7

**Agency Operations: Operating Budget**

	Your Agency	All Agencies	Population Density per Sq Mile Over 2,500
<b>1. Agency's total annual operating expenditures</b>			
<i>Number of Responses</i>		922	305
Lower Quartile		\$1,863,016	\$3,845,000
Median	\$13,568,000	\$4,898,633	\$8,796,065
Upper Quartile		\$13,839,293	\$21,942,432
<b>2. Percentage of agency's total operating expenditures for the following categories:</b>			
<i>Number of Responses</i>		872	288
Parks	63.0%	44.4%	40.6%
Recreation	31.0%	42.4%	46.2%
Other	6.0%	13.2%	13.3%
<b>3. Percentage of agency's total operating expenditures for the following categories:</b>			
<i>Number of Responses</i>		884	290
Personnel services	35.0%	54.5%	57.0%
Operating expenses	34.0%	37.6%	36.6%
Capital expense not in CIP	10.0%	5.2%	4.4%
Other	21.0%	2.7%	2.0%
<b>4. Percentage of agency's total operating expenditures from the following sources:</b>			
<i>Number of Responses</i>		868	283
General Fund Tax Support	72.0%	60.5%	60.9%
Dedicated Levies	0.0%	8.2%	8.1%
Earned/Generated Revenue	26.0%	23.1%	22.2%
Other Dedicated Taxes	0.0%	2.8%	3.1%
Sponsorships	0.0%	0.9%	0.7%
Grants	0.0%	2.1%	2.2%
Other	2.0%	2.3%	2.9%
<b>5. Agency's total annual non-tax revenues</b>			
<i>Number of Responses</i>		880	291
Lower Quartile		\$275,750	\$601,000
Median	\$1,425,500	\$1,000,000	\$1,975,000
Upper Quartile		\$3,379,121	\$5,250,028



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PARKS & RECREATION

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**Links to Sources:**

[Community Needs Assessment – 2011](#)

[Parks Plan 2025](#)

[Existing Conditions Report](#)

[Public Input Summary](#)

[Community Priority Survey Report](#)

**Related Documents:**

6.2.A LOPR\_Program and Service Measurements

7.5.A LOPR\_Parks Maintenance Manual

10.3.A.2 FY 20-21 Recreation Performance Results MATRIX

10.5.3 LOPR\_NRPA\_Park Metrics 2021

**Responsibility/Contacts:** Director, Deputy Directors, Administrative Assistants