

**FY 2025 Budget Performance Review**  
**56600 Oklahoma Tourism and Recreation Department**

Version Revision 02  
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**Agency Mission**

The mission of the Oklahoma Tourism & Recreation Department (OTRD) is to promote and preserve Oklahoma for all to explore.

**Division and Program Descriptions**

*Note: Please define any acronyms used in program descriptions.*

**State Parks**

Oklahoma State Parks preserves, maintains and promotes Oklahoma's natural and cultural resources while providing recreational and educational opportunities for citizens and visitors and serving as an economic catalyst in rural Oklahoma. The park system includes 38 state parks, 6 lodges and 7 golf courses, totaling over 64,000 acres of natural and cultural resources, historic structures, cabins, campsites, scenic trails, boating, recreational and educational opportunities.

**Travel Promotion**

Formulates and manages information, plans and programs designed to market and generate travel in the state; manages and disseminates information about the state's public and private attractions, events, parks and recreational facilities; assists municipalities, public and private associations and organizations promote and develop special events and attractions that impact the local economy.

**Administrative Services**

Coordinates the fiscal and human resources activities of the operating divisions; provides financial information, fiscal control, purchasing services, personnel administration, and training to other divisions; sets and interprets Oklahoma Tourism and Recreation policy and procedures. Provides legal services to all divisions of OTRD, and oversees contract review and compliance for appropriate procurement standards and terms. Manages capital projects and maintains comprehensive capital needs list ranked in order of priority, based first on health and safety standards, and second on revenue generation.

**FY'24 Budgeted Department Funding By Source**

Dept. #	Department Name	Appropriations	Federal	Revolving	Local <sup>1</sup>	Other <sup>2</sup>	Total
1010000	Parks	\$14,528,172		\$24,925,601			\$39,453,773
1020000	Golf Courses	\$133,897		\$4,236,888			\$4,370,785
1030000	Resorts	\$1,069,949		\$9,350,887			\$10,420,836
2010000	Travel and Tourism	\$1,226,174		\$5,098,822			\$6,324,996
2020000	Tourism Information Centers	\$1,102,553		\$1,634,969			\$2,737,522
2030000	TRIP	\$564,610		\$827,620			\$1,392,230
2040000	Oklahoma Today	\$15,428		\$1,018,352			\$1,033,780
2050000	Discover Oklahoma	\$6,612		\$979,267			\$985,879
2060000	Multi County Organizations	\$734,949					\$734,949
4010000	Administration	\$4,239,997		\$95,004			\$4,335,001
8800088	Information Technology	\$494,917		\$2,040,049			\$2,534,966
9010000	Capital Assets	\$0		\$725,806			\$725,806
9020000	Capital Projects	\$2,565	\$4,985,360	\$7,592,447			\$12,580,372
9030000	Capital Maintenance Crew	\$10,903		\$385,186			\$396,089
9040000	Capital Emergencies	\$0		\$2,000,000			\$2,000,000
							\$0
							\$0
							\$0
							\$0
<b>Total</b>		<b>\$24,130,726</b>	<b>\$4,985,360</b>	<b>\$60,910,898</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,026,984</b>

1. Please describe source of Local funding not included in other categories:

2. Please describe source(s) and % of total of "Other" funding if applicable for each department: Other is Oklahoma State Parks

**FY'23 Carryover by Funding Source**

Class Fund #	Carryover Class Fund Name	Appropriations	Federal	Revolving	Local <sup>1</sup>	Other <sup>2</sup>	Total
19301	Appropriations	\$424,998					\$424,998
							\$0
							\$0

1. Please describe source of Local funding not included in other categories:

2. Please describe source(s) and % of total of "Other" funding if applicable:

**What changes did the agency make between FY'23 and FY'24?**

**1.) Are there any services no longer provided because of budget cuts?**

Although there hasn't been a budget cut in FY24 the agency continues to operate at reduced staffing levels for both administrative staff and park staff. OTRD staff continues to evaluate services at state parks to determine the needs for a cyclical maintenance program at the parks that will result in some services and park areas being reduced based on inadequate staffing levels and decades of decay and neglect. A great example of neglect is the water plant at Greenleaf State Park that has never been replaced and failed. In addition, expenses continue to increase due to inflation, increases in insurance premium costs due to an increase in natural disasters, and additional claims due to not being able to properly maintain park grounds.

**2.) What services are provided at a higher cost to the user?**

As allowed under 74 OS Section 2220, OTRD has changed rates for lodging at state parks. The primary change allows the rate to fluctuate based upon demand, which is normal for the hospitality industry. If demand is higher, prices increase. If demand is lower, discounts are offered. The net effect over time is increased revenues, but that effect is generally negligible to most individual consumers. Premium parking was incorporated in FY2019 and was projected to bring an additional \$10M in revenue for OTRD, but has only realized approximately \$3M annually.

**3.) What services are still provided but with a slower response rate?**

Due to the agency lacking key administrative positions and adequate staffing and compensation at parks the staffing levels at the lodges are not adequate to turnover the rooms fast enough to attain full occupancy. In addition, this hinders the ability to appropriately maintain the assets of the state parks. The lack of key administrative positions also contributes to challenges with ensuring proper oversight and accountability.

**4.) Did the agency provide any pay raises that were not legislatively/statutorily required?**

OTRD provided pay raises within existing statutory provisions, per O.S. 74, § 840-2.17. OTRD executed targeted salary increases for CLEET certified Rangers as well as front line workers in FY23 with additional appropriations provided

FY'25 Requested Funding By Department and Source								
Dept. #	Department Name	Appropriations	Federal	Revolving	Other <sup>1</sup>	Total	% Change	
1010000	Parks	\$15,528,172	\$0	\$24,925,601	\$0	\$40,453,773		2.53%
1020000	Golf Courses	\$133,897	\$0	\$4,236,888	\$0	\$4,370,785		0.00%
1030000	Resorts	\$1,069,949	\$0	\$9,350,887	\$0	\$10,420,836		0.00%
2010000	Travel and Tourism	\$1,226,174	\$0	\$5,098,822	\$0	\$6,324,996		0.00%
2020000	Tourism Information Centers	\$1,102,553	\$0	\$1,634,969	\$0	\$2,737,522		0.00%
2030000	TRIP	\$564,610	\$0	\$827,620	\$0	\$1,392,230		0.00%
2040000	Oklahoma Today	\$15,428	\$0	\$1,018,352	\$0	\$1,033,780		0.00%
2050000	Discover Oklahoma	\$6,612	\$0	\$979,267	\$0	\$985,879		0.00%
2060000	Multi County Organizations	\$734,949	\$0	\$0	\$0	\$734,949		0.00%
4010000	Administration	\$5,739,997	\$0	\$95,004	\$0	\$5,835,001		34.60%
8800088	Information Technology	\$494,917	\$0	\$2,040,049	\$0	\$2,534,966		0.00%
9010000	Capital Assets	\$0	\$0	\$725,806	\$0	\$725,806		0.00%
9020000	Capital Projects	\$2,565	\$4,985,360	\$7,592,447	\$0	\$12,580,372		0.00%
9030000	Capital Maintenance Crew	\$10,903	\$0	\$385,186	\$0	\$396,089		0.00%
9040000	Capital Emergencies	\$0	\$0	\$2,000,000	\$0	\$2,000,000		0.00%
<b>Total</b>		<b>\$26,630,726</b>	<b>\$4,985,360</b>	<b>\$60,910,898</b>	<b>\$0</b>	<b>\$92,526,984</b>		<b>2.78%</b>

1. Please describe source(s) and % of total of "Other" funding for each department:

FY'25 Top Five Operational Appropriation Funding Requests		
Request by Priority	Request Description	Appropriation Request Amount (\$)
Request 1:	Park and Administrative Staffing	\$2,500,000
<b>Top Five Request Subtotal:</b>		<b>\$2,500,000</b>
<b>Total Increase above FY-24 Budget (including all requests)</b>		<b>\$ 2,500,000</b>
Difference between Top Five requests and total requests:		\$0

**Does the agency have any costs associated with the Pathfinder retirement system and federal employees?**

Yes, state match totaled \$741,943 and payments to OPERS for employer retirement savings pursuant to the Retirement Freedom Act totaled \$1,152,780.

**How would the agency be affected by receiving the same appropriation for FY '25 as was received in FY '24? (Flat/ 0% change)**

Parks would remain understaffed, administration would be unable to fill critical positions ensuring proper oversight and accountability, and projects to revitalize and recapitalize the parks would continue to be deferred. In addition, the agency has used prior year unobligated cash to ensure the park staffing levels remained the same as FY23 while addressing critical maintenance needs that threaten park closures, which in turn would impact agency revenue and impose public safety risk. Finally, significant increase in fixed costs for insurance, utilities, and waste management. These reasons mean that the appropriation of the same dollar amount is not a flat budget, and effectively a budget cut.

**How would the agency handle a 2% appropriation reduction in FY '25?**

Reduction of services at state parks, continued deterioration of critical maintenance, deferring capital asset needs. This would impact parks by increasing health and safety risks by not being able to maintain the parks. For example, liability risk increases at park camping grounds when unable to perform storm damage cleanup and tree health inspection treatments. Administration would be unable to fill critical positions ensuring proper oversight and accountability.

Is the agency seeking any fee increases for FY '25?		
Increase #	Description	Fee Increase Request (\$)
Increase 1	N/A	
Increase 2		
Increase 3		

What are the agency's top 2-3 capital or technology (one-time) requests, if applicable?		
Description of request in order of priority	Appropriated Amount (\$)	Submitted to LRCPC? (Yes/No)
Priority 1 Greenleaf Water Treatment Plant – Complete source of potable water for the park. Still in original condition from its construction in 1937, and has failed previously (summer '23) and could fail again at any time.	\$5,250,000	No
Priority 2 Lake Murray Cabin Renovations – 55 cabins are in a state of disrepair. Planned renovation has been postponed due to other emergent needs across the statewide park system. Currently suffering a large loss in revenue from the state of disrepair	\$15,000,000	No
Priority 3 Lake Texoma - Replace failing water lines, sewer lines, and lift stations	\$5,500,000	No

Federal Funds						
CFDA	Federal Program Name	Agency Dept. #	FY 24 budgeted	FY 23	FY 22	FY 21
15.916	Land and Water Conservation Fund	9020000	1,000,000	440,958	\$ 1,091,512	\$ 960,919
20.219	Recreational Trails Program	9020000	1,500,000	1,596,749	\$ 620,328	\$ 2,350,690
11.307	Economic Adjustment Assistance (EDA)	9020000	2,485,360			

Note: Amount year to year varies based on project completions

Federal Government Impact	
<b>1.) How much federal money received by the agency is tied to a mandate by the Federal Government?</b>	
100% of federal money	
<b>2.) Are any of those funds inadequate to pay for the federal mandate?</b>	
No	
<b>3.) What would the consequences be of ending all of the federal funded programs for your agency?</b>	
The eliminations of the following federal funds would impact local communities for recreational facilities and trails, and would also impact the overall economies in those areas when improvements are neglected. The Land and Water Conservation Fund (LWCF) create 6F (for outdoor recreational use) boundaries that are perpetual grant funded areas, and the Recreation Trails Program projects are for 25 years. The Economic Adjustment Assistance Grant is a five year grant, but project completion is expected in the Spring 2024.	
<b>4.) How will your agency be affected by federal budget cuts in the coming fiscal year?</b>	
These programs already have appropriations and are approved for FY24.	
<b>5.) Has the agency requested any additional federal earmarks or increases?</b>	
Yes, OTRD is submitting a request for a new administrative grant to obtain a percentage of the LWCF state apportionment in lieu of having an indirect cost agreement.	

FY 2024 Budgeted FTE							
Division #	Division Name	Supervisors	Non-Supervisors	\$0 - \$35 K	\$35 K - \$70 K	\$70 K - \$100K	\$100K+
10	Parks Division						
	Regular	82.50	405.23	325.00	156.725	5.00	1.00
	Seasonal		155.08	155.08			
20	Travel Promotion						
	Regular Seasonal	17.00	64.75	40.00	36.75	5.00	
40	Administration						
	Executive	5.00					5.00
	Regular	7.00	21.00		24	2.00	2.00
<b>Total</b>		<b>111.5</b>	<b>646.055</b>	<b>520.08</b>	<b>217.475</b>	<b>12</b>	<b>8</b>

FTE History by Fiscal Year							
Division #	Division Name	FY 2024 Budgeted	FY 2024 YTD	FY 2023	FY 2022	FY 2021	FY 2016
10	Parks	642.80	543.38	548.28	486.5	513.5	472.25
20	Travel Promotion	81.750	66.575	64.03	56.5	57.0	56.50
40	Administration	33.00	29.75	27.75	26.0	31.5	24.50
70	Film and Music						5.75
90	Projects						6.25
<b>Total</b>		<b>757.55</b>	<b>639.70</b>	<b>640.05</b>	<b>569.0</b>	<b>602.0</b>	<b>565.3</b>

Note: 1) FY2024 YTD is lower at this time of year when the peak summer season has ended, and seasonal employees have decreased. 2) OTRD did not use a vacancy rate in FY24 for budgeted positions. However, using a vacancy rate in the budgeted positions would reflect a closer FTE count to actuals, due to the high turnover of seasonal employees. 3) Source of FY24 Budgeted FTE from FY24 position budget.

Performance Measure Review					
	FY 2023	FY 2022	FY 2021	FY 2020	FY 2019
<b>State Parks</b>					
# of State Park Visitors Statewide (Millions)	TBD	10.6	12	12	9
Lodge Occupancy Rates	TBD	30%	25%	0	0
Revenue as percent of Expenditures	TBD	30%			
Concession Revenue	1,959,596.00	\$1,861,821	\$1,803,095	\$1,428,032	\$1,283,566
<b>Travel &amp; Promotions</b>					
U.S. Domestic Visitors to Oklahoma (Millions)	**	18.3	17.7	17	21.49
Direct Visitor Spending (Billions)	**	11.8	10	7.1	9.59
Total Nights Reserved at State Park Lodges Annually	438,536	New KPM	New KPM	New KPM	New KPM
Tourism Jobs Supported by Visitor Spending	**	97,500*	96,800	92,500	103,600
Total Earnings Supported by Visitor Spending (Billions)	**	2.45*	2.6	2.37	2.4
State Tax Generated by Visitor Spending (Millions)	**	415*	434	332	408
ROI from OTRD's Spring Marketing Campaign (State & Local Taxes)	**	35:1	24:1	49:1	6:01
OK Market Share of U.S. Domestic Travel (%)	**	1.60%	1.60%	1.90%	1.50%
Total Reach of all Travel Promotion Programs	**	1 billion	1 billion	1+ billion	1+ billion
# of visitors at the State's Tourism Information Centers	2,982,851	1,500,972	780,637	1,191,427	1,745,860
*2022 numbers won't be in until the end of October 2023					
**2023 numbers won't be in until the end of October 2024					
<b>Capital Projects</b>					
Project Schedule Adherence - actual project completion time compared to the planned project completion	New KPM				
Cost Overrun Rate = (actual cost - estimated cost)/estimated cost	New KPM				
<b>Accounting &amp; Finance</b>					
Measure the amount of time it takes to approve a requisition, reduce to 10 business days	New KPM				
Measure the variances between accounting codes between budget to actuals	New KPM				
Develop resources & tools for learning and growth on agency financial processes, recurring training	New KPM				
<b>General Administration &amp; Legal</b>					
Ensure OTRD's Trade Names and Trademarks are properly maintained and protected	New KPM				
Ensure OTRD's Contract Reviews and Permits are handled efficiently with a goal of 5 business days	New KPM				
Measure ROI with merchandise resale at Park Gift Shops and TIC Centers	New KPM				
<b>Human Resources Management</b>					
Achieve 90% or better average on HR Effectiveness Survey	New KPM				
Achieve 3 automated processes to help staff with work load and increase productivity	New KPM				
Update field hiring/onboarding to increase new hire engagement and lower turnover by 10%	New KPM				

<b>Information Services</b>					
Implement new automation processes/flows to reduce update times and help with workload Review current flow of updates to all platforms and find reduction in update times where available	<b>New KPM</b>				
	<b>New KPM</b>				

Revolving Funds (200 Series Funds)			
<i>Please provide fund number, fund name, description, and revenue source</i>	FY'21-23 Avg. Revenues	FY'21-23 Avg. Expenditures	June '23 Balance
<b>21500 OTRD Revolving Fund</b>			
<i>OTRD's main revolving fund: State Parks, Golf Courses, Lodges, Travel Information Centers, and Travel Promotions.</i>	\$35,709,268	\$23,382,977	\$5,022,592
<b>22500 OTRD Travel Promotion Revolving Fund</b>			
This fund is for deposits of the sales and use tax apportionment for Travel and Tourism's promotion and marketing expenditures. The apportionment cap is \$5,750,000.	\$6,236,228	\$6,075,454	\$1,170,648
<b>25000 State Park System Improvement Revolving Fund</b>			
This fund consists of all monies that are received by the Department from all entrance or day-use charges for the state park system, including charges for an annual pass for visitors to the state parks.	\$2,410,000	\$1,262,018	\$4,702,750
<b>26500 Color Oklahoma Revolving Fund</b>			
Proceeds from the sale of Color Oklahoma license plates are deposited and sent to Native Plant Society.	\$6,260	\$5,967	\$0
<b>26600 OTRD Capital Revolving Fund</b>			
This fund was created for deposits from the REAP Water Projects Fund.	\$2,912,517	\$3,001,174	\$5,116,058
<b>26700 OTRD Capital Revolving Fund</b>			
This fund is for deposits of the sales and use tax apportionment for state park capital maintenance beginning in FY-2007. The apportionment cap is \$10,370,000.	\$10,370,000	\$8,153,799	\$2,312,512
<b>28000 OTRD Reimbursement and Donation Revolving Fund</b>			
This fund is for insurance, reimbursements and donations only.	\$718,251	\$532,383	\$821,016
<b>28300 LRCP</b>			
One time funding with Long Range Capital Planning.	NA - One Time LRPC Funds	NA - One Time LRPC Funds	\$320,000
<b>27200 Remodel for State Welcome Centers</b>			
One time CARES Act project funding. Total amount funded, \$18.6M.	NA - One Time CARES Act Funds	NA - One Time CARES Act Funds	NA - One Time CARES Act Funds

FY 2024 Current Employee Telework Summary						
<i>List each agency location, then report the number of employees associated with that location in the teleworking categories indicated. Use "No specified location" to account for remote employees not associated with a site. Use actual current employees (headcount), not budgeted or actual FTE.</i>			Full-time and Part-time Employees (#)			
Agency Location / Address	City	County	Onsite (5 days onsite, rarely remote)	Hybrid (2-4 days onsite weekly)	Remote (1 day or less weekly onsite)	Total Employees
123 Robert S Kerr Ave	Oklahoma City	Oklahoma	14	35	10	59
Various State Park locations & Travel Information Centers			581			581
<b>Total Agency Employees</b>						<b>640</b>