

**FY 2027 Budget Performance Review**  
**56600 Oklahoma Tourism & Recreation Department**

Version Revision 01  
 Lead Administrator: Amy Blackburn Senior Advisor: Sterling Zearley

Date submitted 12/16/2025  
 Lead Financial Officer: Lia Tepker-McHughes

**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 an estimated 76,000 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 to promote and develop special events and attractions that impact the local economy. In addition, OTRD operates 9 Tourist Information Centers across the state.

**Administrative Services**

Coordinates the fiscal, legal 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.

**Capital Asset Management**

Oversees all capital projects for the agency, and manages the maintenance and repair of the agency's assets.

**Information Services**

Oversees the IT assets and projects for the agency, including all software systems used in the performance of duties.

**FY'26 Budgeted Department Funding By Source**

Dept. #	Department Name	Appropriations	Federal	Revolving	Local <sup>1</sup>	Other <sup>2</sup>	Total
1010000	Parks	\$17,065,714	\$4,000,000	\$18,621,127			\$39,686,841
1020000	Golf Courses	\$0		\$3,836,453			\$3,836,453
1030000	Resorts	\$1,321,410		\$9,444,010			\$10,765,420
1040000	Tourism Information Centers	\$823,423		\$2,023,481			\$2,846,904
2010000	Travel and Tourism	\$144,487		\$6,153,125			\$6,297,612
2020000	Resale	\$0		\$1,742,382			\$1,742,382
2030000	TRIP	\$57,470		\$1,387,350			\$1,444,820
2040000	Oklahoma Today	\$0		\$1,361,408			\$1,361,408
2050000	Discover Oklahoma	\$0		\$837,132			\$837,132
2060000	Multi County Organizations	\$727,669		\$0			\$727,669
4010000	Administration	\$4,784,164		\$0			\$4,784,164
8800088	Information Technology	\$1,045,049		\$1,006,910			\$2,051,959
9010000	Capital Assets			\$185,194			\$185,194
9020000	Capital Projects			\$31,535,679			\$36,535,679
9040000	Capital Emergencies			\$1,500,000			\$1,500,000
<b>Total</b>		<b>\$25,969,386</b>	<b>\$4,000,000</b>	<b>\$79,634,251</b>	<b>\$0</b>	<b>\$5,000,000</b>	<b>\$114,603,637</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:

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Balances of Appropriated Funds from Prior Fiscal Years						
3-digit Class Fund #	Class Fund Name	GA Bill # and Section #	Fiscal Year of Original Appropriation	Original Appropriation Amount (\$)	Total Expended Amount as of 8/31/2025 (\$)	Balance as of 8/31/2025 (\$)
194	Carryover Balances	HB1004 § 112	FY24	\$24,130,726	\$23,936,233	\$194,493
195	Appropriations	SB1125 § 123	FY25	\$26,436,011	\$25,228,672	\$1,207,339
<i>Total remaining prior year appropriation balance:</i>						<b>\$1,401,832</b>

*Report appropriations that have existing balances from all prior fiscal years at the 3-digit class fund number (i.e. 194, 195). Do not report carryover class funds separately. Include appropriations located in disbursing funds. Report PREP, but not ARPA/SRF, appropriations.*

**What changes did the agency make between FY'25 and FY'26?**

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

The agency was able to absorb the 1.7% budget cut with a reduced headcount, resulting in slower services at some locations.

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

Fees for recreational use services at various park locations were updated after not being increased in over a decade. Fees are still below market.

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

Turning over rooms for overnight accomodations and less consistent customer service at front desk operations due to higher turnover rates.

**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.

**Appropriation Increase Review**

Appropriation Increase Purpose	Appropriation Increases (Additional to Agency Base Appropriation)			Expenditures	
	FY 2024	FY 2025	Total Amount Received FY 2024-2025	Total Expenditure of Increase as of 6/30/2025	If funds have not been spent, please explain why.
Passthrough for Hochatown incorporation Targeted salary increases for State Park staff to close gaps with market rates.	\$150,000		\$150,000	\$0	Full amount has been passed through at time of budget hearing.
<b>Total:</b>	<b>\$150,000</b>	<b>\$2,500,000</b>	<b>\$2,650,000</b>	<b>\$2,500,000</b>	

*List appropriation increases that the agency has received in the prior two years. List amounts received in each year. Include PREP, but not ARPA/SRF, appropriations.*

**FY'27 Requested Funding By Department and Source**

Dept. #	Department Name	Appropriations	Federal	Revolving	Other <sup>1</sup>	Total	% Change
1010000 Parks		\$17,065,714	\$4,000,000	\$18,621,127		\$39,686,841	0.00%
1020000 Golf Courses		\$0		\$3,836,453		\$3,836,453	0.00%
1030000 Resorts		\$1,321,410		\$9,444,010		\$10,765,420	0.00%
1040000 Tourism Information Centers		\$823,423		\$2,023,481		\$2,846,904	0.00%
2010000 Travel and Tourism		\$144,487		\$6,153,125		\$6,297,612	0.00%
2020000 Resale & Tourism Info Center Admin		\$0		\$1,742,382		\$1,742,382	0.00%
2030000 TRIP		\$57,470		\$1,387,350		\$1,444,820	0.00%
2040000 <i>Oklahoma Today</i>		\$0		\$1,361,408		\$1,361,408	0.00%
2050000 Discover Oklahoma		\$0		\$837,132		\$837,132	0.00%
2060000 Multi County Organizations		\$727,669		\$0		\$727,669	0.00%
4010000 Administration		\$4,784,164		\$0		\$4,784,164	0.00%
8800088 Information Technology		\$1,045,049		\$1,006,910		\$2,051,959	0.00%
9010000 Capital Assets				\$185,194		\$185,194	0.00%
9020000 Capital Projects				\$31,535,679		\$36,535,679	0.00%
9040000 Capital Emergencies				\$1,500,000		\$1,500,000	0.00%
<b>Total</b>		<b>\$25,969,386</b>	<b>\$4,000,000</b>	<b>\$79,634,251</b>	<b>\$5,000,000</b>	<b>\$114,603,637</b>	<b>0.00%</b>

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

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**FY'27 Top Five Incremental Appropriated Funding Increase Requests**

Request by Priority	Request Description	Is this a Supplemental Request? (Yes/No)	Timeframe (One-Time or Recurring)	Appropriation Request Increase Amount (\$)
Request 1:	Alabaster Caverns-Cave repair**	No	One-time	\$5,500,000
Request 2:	Beavers Bend Cabins**	No	One-time	\$800,000
Request 3:	Greenleaf Cabins**	No	One-time	\$1,400,000
Request 4:	Boiling Springs Cabins**	No	One-time	\$1,250,000
Request 5:	Lake Wister Cabins**	No	One-time	\$1,400,000
<b>Top Five Request Subtotal:</b>				<b>\$10,350,000</b>
<b>Total Increase above FY-26 Budget (including all requests)</b>				<b>\$42,500,000</b>
Difference between Top Five requests and total requests:				<b>\$32,150,000</b>

\* Capital requests in the table above should be listed in the next table.

\*\*This is not a request for additional general revenue appropriations, but a request for additional capital funding via OCAMP, LRCPC, apportionment

**What are the agency's top 2-3 capital or technology (one-time) requests, if applicable?**

Description of requested increase in order of priority		Total Project Cost (\$)	Needed State Funding for Project (\$)	Submitted to LRCPC? (Yes/No)
Priority 1	Alabaster Caverns-Cave repair	\$5,500,000	\$5,500,000	
Priority 2	Beavers Bend Cabins		\$800,000	
Priority 3	Greenleaf Cabins		\$1,400,000	

**Does the agency has any costs associated with the Pathfinder retirement system and federal employees? If so, please describe the impact.**

Yes, state match totaled \$864,951.29 and payments to OPERS for employer retirement savings pursuant to the Retirement Freedom Act totaled \$1,395,352.39. Grand total = \$2,260,303.68 (9% increase from prior year)

\* Include the total number of federally funded FTE in the Pathfinder system.

**How would the agency be affected by receiving the same appropriation for FY '27 as was received in FY '26? (Flat / 0% change)**

OTRD is requesting a flat budget.

**How would the agency handle a 2% appropriation reduction in FY '27?**

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 '27?**

Description of requested increase in order of priority		Fee Increase Request (\$)	Statutory change required? (Yes/No)
Increase 1			

**Federal Funds**

CFDA	Federal Program Name	Agency Dept. #	FY 26 budget (\$)	FY 25 actuals (\$)	FY 24 actuals (\$)	FY 23 actuals (\$)	FY 25 budgeted FTE (#)
15.916	Land and Water Conservation Fund	1010000	1,000,000	2,078,043	410,036	510,162	4
20.219	Recreational Trails Program	1010000	1,500,000	1,619,961	2,397,836	1,496,625	1
11.307	Economic Adjustment Assistance (EDA)	1010000	0	0	2,585,361	737,777	0

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**Federal Government Impact**

**1.) How much federal money received by the agency is tied to a mandate by the Federal Government?**

100% of federal money

**2.) Are any of those funds inadequate to pay for the federal mandate?**

No

**3.) What would the consequences be of ending all of the federal funded programs for your agency?**

The elimination of the Land and Water Conservation (LWCF) and Recreational Trails Program (RTP) 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 LWCF create 6F (for outdoor recreational use) boundaries that are perpetual grant funded areas, and the RTP projects are for 25 years.

**4.) How will your agency be affected by federal budget cuts in the coming fiscal year?**

These programs already have appropriations and are approved for FY26.

**5.) Has the agency requested any additional federal earmarks or increases?**

The agency received an additional \$1.4M from the Land and Water Conservation grant from FFY25 funds awarded September 4, 2025.

**FY 2026 Budgeted FTE**

Division #	Division Name	Supervisors	Non-Supervisors	\$0 - \$35 K	\$35 K - \$70 K	\$70 K - \$100K	\$100K+
<b>10</b> Parks Division	Executive						
	Regular	109	392	265	204	5	1
	Seasonal		311	337			
<b>20</b> Travel Promotion	Executive						
	Regular	16	25		30	9	1
	Seasonal		4	4			
<b>40</b> Administration	Executive	7					
	Regular	6	21		19	7	5
	Seasonal	1			1		4
<b>Total</b>		<b>139</b>	<b>753</b>	<b>606</b>	<b>254</b>	<b>21</b>	<b>11</b>

\*Budgeted without vacancy rate

**FTE History by Fiscal Year**

Division #	Division Name	FY 2026 Budgeted	FY 2026 YTD	FY 2025	FY 2024	FY 2023	FY 2017
<b>10</b> Parks		609	564	585	539	548	487
<b>20</b> Travel Promotion		37	24	40	58	64	57
<b>40</b> Administration		36	33	33	36	28	26
<b>90</b> Projects							6
<b>Total</b>		<b>682.0</b>	<b>621.0</b>	<b>658.0</b>	<b>633.0</b>	<b>640.0</b>	<b>576.0</b>

\*Budgeted with vacancy rate

**Performance Measure Review**

	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021
<b>State Parks</b>					
# of State Park Visitors Statewide (Millions)	9.6	10.3	10.1	10.6	12
Lodging Occupancy Rates	35%	32%	30%	30%	25%
Revenue as percent of Expenditures	72%	74%	71%	66%	
Concession Revenue	2,432,448	2,510,552	1,959,596	\$1,861,821	\$1,803,095
<b>Travel &amp; Promotions</b>					
U.S. Domestic Visitors to Oklahoma (Millions)	**	*	16.3	18.3	17.7
Direct Visitor Spending (Billions)	**	*	12.3	11.8	10.5
Total Nights Reserved at State Park Annually		400,000	420,000	438,536	New KPM
Tourism Jobs Supported by Visitor Spending	**	*	108,300	103,300	98,000
Total Earnings Supported by Visitor Spending (Billions)	**	*	3.1	2.9	2.6
State Tax Generated by Visitor Spending (Millions)	**	*	504	484	450
ROI from OTRD's Spring Marketing Campaign (State & Local Taxes)	**	*	24:1	35:01:00	24:01:00
OK Market Share of U.S. Domestic Travel (%)	**	*	1.50%	1.60%	1.60%
# of visitors at the State's Tourism Information Centers	1,428,638	1,503,443	1,586,602***	1,500,972	780,637

\*Reported on Calendar year (US Travel Association Report)

\*\*2024 numbers won't be in until the end of October 2025

\*\*\*2025 numbers won't be in until the end of October 2026

\*\*\*\*2023 visitation number updated from FY25 Budget Request due to divisor error in total number

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Capital Projects		110% 11%	New KPM New KPM								
Project Schedule Adherence - actual project completion time compared to the planned project completion time Cost Overrun Rate = (actual cost - estimated cost)/estimated cost											
Accounting & Finance		10.70	8.39	New KPM							
		11%	18%	New KPM							
		3	3	New KPM							
General Administration & Legal		In progress Achieved In progress	New KPM New KPM New KPM								
Ensure OTRD's Trade Names and Trademarks are properly maintained and protected Ensure OTRD's Contract Reviews and Permits are handled efficiently with a goal of 5 business days Consolidate all land records and other documents of legal import into a centralized legal drive.											
Human Resources Management											
Achieve 90% or better average on HR Effectiveness Survey Achieve 3 automated processes to help staff with work load and increase productivity Update field hiring/onboarding to increase new hire engagement and lower turnover by 10%		In progress Achieved In progress	New KPM New KPM New KPM								
Information Services		New KPM New KPM New KPM New KPM	New KPM New KPM New KPM New KPM								
Parks Wi-Fi Expansion (FY27 CapEx \$1.65M) – Bring 5 parks (Grand Lake cluster, Lake Murray loops, Quartz Mountain, Greenleaf + standards/resiliency kits) up to the OTRD Connectivity Standard (staff ≥100/20, guest ≥80% coverage, uptime ≥99.5%); equals ~13% (5/38) this FY; ≤5% budget variance.											
Automation & Cycle-Time Reduction – Automate priority workflows (Power Platform) to cut update cycle times ≥30%											
Finance/PeopleSoft BI Migration -- Move all Finance/PeopleSoft Power BI assets to OMES tenant with ≥99% refresh success.											
SharePoint Findability & Reuse – Improve hub search and metadata to hit ≥75% search success and ≥35% cross-division asset reuse											

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Revolving Funds (200 Series Funds)				
	FY'23-25 Avg. Revenues	FY'23-25 Avg. Expenditures	June 2025 Balance	
<b>21500 OTRD Revolving Fund</b>  OTRD's main revolving fund; State Parks, Golf Courses, Lodges, Travel Information Centers, and Travel Promotions.	\$33,374,291	\$32,994,882	\$5,641,678	
<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.	\$5,757,236	\$5,215,035	\$2,999,794	
<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.	\$2,498,450	\$1,573,270	\$6,208,051	
<b>26500 Color Oklahoma Revolving Fund</b>  Proceeds from the sale of Color Oklahoma license plates are deposited and sent to Native Plant Society.	\$6,773	\$6,820	\$0	
<b>26600 OTRD Capital Revolving Fund</b>  This fund was created for deposits from the REAP Water Projects Fund.	\$2,930,257	\$2,427,326	\$6,321,600	
<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 \$10,367,910.	\$10,445,492	\$8,066,380	\$8,334,391	
<b>28000 OTRD Reimbursement and Donation Revolving Fund</b>  This fund is for insurance, reimbursements and donations only.	\$1,170,672	\$1,328,209	\$279,636	
<b>28300 LRCP</b>  One time funding with Long Range Capital Planning.	\$320,000	\$53,039	\$161,352	

FY 2026 Current Employee Telework Summary						
List each agency physical location (not division), 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.			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	72	1	4	77
Various State Park locations & Travel Information Centers			683			683
<b>Total Agency Employees</b>						<b>760</b>

\*Based on filled positions