



FY 2025 – 2027 Governor's Budget

Oregon Parks and Recreation Department

March 2025



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Yachats State Recreation Area

A. Overview

A1. Mission For over a century, the Oregon Parks and Recreation Department (OPRD) has provided and protected the natural, scenic, cultural, historic, and recreational sites that define Oregon. These places are more than destinations—they are where people connect with nature, history, and each other. Outdoor recreation is woven into Oregon’s identity, fueling local economies, inspiring adventure, and safeguarding our shared legacy for future generations.

However, maintaining this legacy requires financial stability. The park system faces growing severe constraints due to fixed expenditure limits and reliance constrained revenue streams like the state lottery funds and park user fees. For over a decade, the agency has cautioned that this model is unsustainable, and the need for action is now urgent. Without adjustments, a budget shortfall is expected in the 2027-2029 biennium, creating challenges for park operations and services.

To sustain and enhance park operations, there is a **critical need for greater flexibility** in both expenditure authority and revenue generation.

OPRD delivers public service through two main programs:

- **Direct Services** are anchored by the state Park System, one of the most popular in the nation. We host over 52 million day-use visitors annually with almost 3 million camping nights booked per year.
- **Community Support and Grants** serve communities with both funding and expertise not only for outdoor recreation but also heritage programs like Main Street initiatives and Historic Districts.

There are three other supporting programs:

- **Park Development** focuses on maintenance and improvement of state parks, with much of our aging infrastructure seeing mounting deferred maintenance and depreciated facilities.
- **Central Business Services** provides accounting, payroll, human resources, procurement, IT, budget management, communications, and policy.
- **The Director’s Office** leads the agency to execute directives of the State Parks and Recreation Commission—our oversight body made of volunteers appointed by the Governor and confirmed by the Senate.

A2. Goals

Oregon is fortunate when it comes to outdoor recreation and heritage. The Oregon identity is deeply intertwined with the special places that ignite our imagination and capture our hearts, like the Oregon Coast, preserved for the benefit of all through a groundbreaking law more than 50 years ago. Oregonians hold our special places in high regard, as shown by their two-time vote to dedicate Lottery funding constitutionally for parks and heritage. We have leaders who prioritize the protection and investment in these cultural treasures.

However, without the financial flexibility to adapt to changing needs and growing demands, the continued preservation and management of these places is at risk. Current funding mechanisms are too rigid to meet the increasing pressures, and the absence of sufficient revenue generation poses a significant threat to our ability to maintain essential services. Without the capacity to secure additional financial resources and exercise flexibility in how funds are used, we jeopardize the long-term viability of Oregon's treasured landscapes and cultural sites.



I. Protect Oregon's Special Places

Policymakers and Oregonians have long acted to preserve Oregon's invaluable spaces. OPRD builds on that legacy by maintaining and improving parks and community heritage programs. This includes ongoing investments in facilities, infrastructure, and property that expand capacity, lower operational costs, and improve revenue, ensuring our ability to sustain and enhance Oregon's most cherished spaces. At the same time, we recognize that to fully meet our mission, we must evolve within the structures that govern us. Our current financial limitations and the static nature of existing funding structures make it difficult to adapt to growing demands and to invest in the long-term sustainability of these spaces. By pursuing legislative changes, we aim to gain the flexibility needed to better serve Oregonians and protect these treasured places for future generations.



II. Connect People to Meaningful Experiences

OPRD is committed to creating *welcoming*, inclusive environments that offer meaningful outdoor recreation and heritage experiences for all Oregonians and visitors. By *investing* in our people—through recruitment, training, and fostering a diverse, skilled workforce—we are building the capacity to serve a wide range of visitors. These efforts are vital to expanding access, but they too require adequate resources and the flexibility to grow with the evolving needs of our communities. Key to success is making sure all people feel equally *welcome* to tap into these experiences.

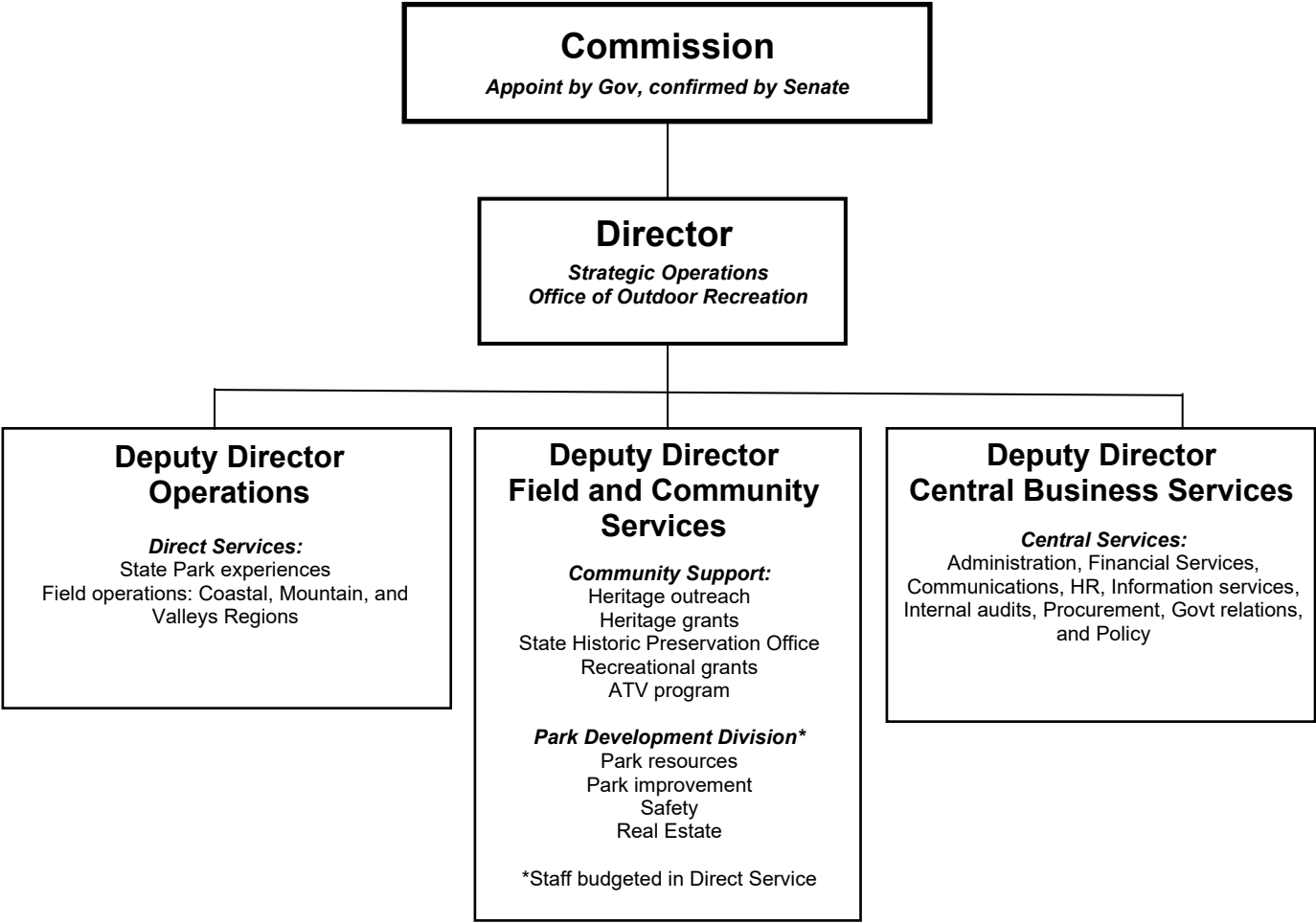
III. Take the Long View

As we build and maintain parks and protect Oregon's heritage, we balance the needs of today with the vision for the future. This means using sound construction and maintenance practices, stabilizing revenue, and improving agency governance and administration. Making strategic *investments* in facilities and infrastructure that expand capacity, lower costs, and increase revenue is essential to sustaining these public resources in the long term. *Service delivery* improvements, like those supported by the 2021 General Obligation Bonds, are vital to ensuring the continued success of Oregon's parks and heritage programs. We seek innovative solutions that allow us to adapt to changing needs while maintaining our core commitments to conservation, public service, and fiscal responsibility. We must take proactive steps to ensure that our efforts today will lay the foundation for a sustainable future.



Crown Point State Scenic Corridor

A3. Agency Org Chart



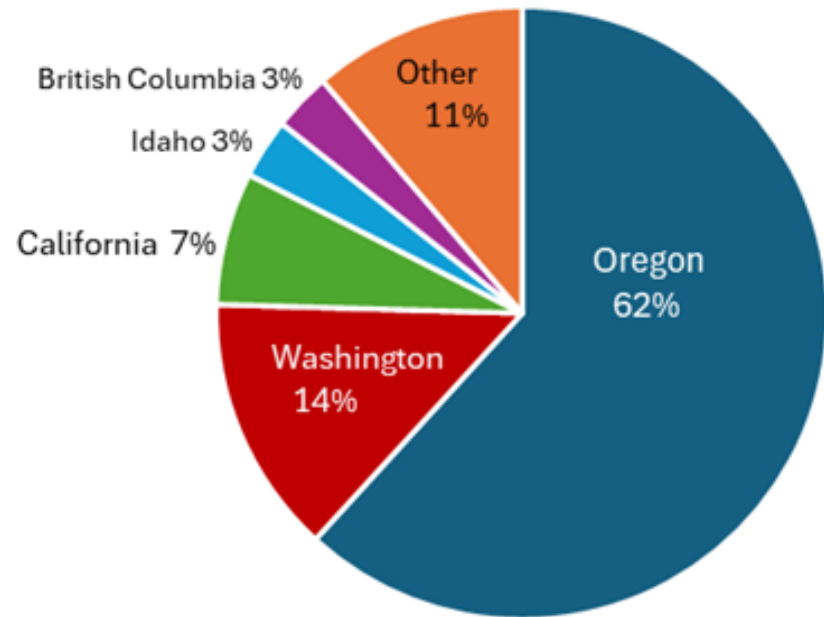
A4. Whom we serve

Direct Services and Park Development: we deliver consistent, high quality recreation services to more than 52 million state park visits in a typical year. An estimated 70% of Oregonians visit a state park at least once each year. Most state park visitors—approximately 62%—are from Oregon, and 14% are from Washington, 7% from California, 3% each from Idaho and British Columbia, and the final 11% are friends, relatives and visitors from other states and international locations. Most state parks are in rural communities, and visits from outside the state can be multimillion-dollar economic infusions.

Community Support and Grants: we serve property owners, local governments, nongovernmental organizations, and land managers by helping them understand and follow laws related to historical and archaeological resources, and by providing recreation and heritage grants to fund community needs.

Director’s Office: we provide statewide leadership on outdoor recreation policy and strategy, and heritage stewardship for both public and private sectors.

State park campers in FY2024



Outdoor recreation and heritage services support people living in **every Oregon county**. Our staff deliver satisfying **experiences**, improve community **quality of life**, and support **rural economies**.

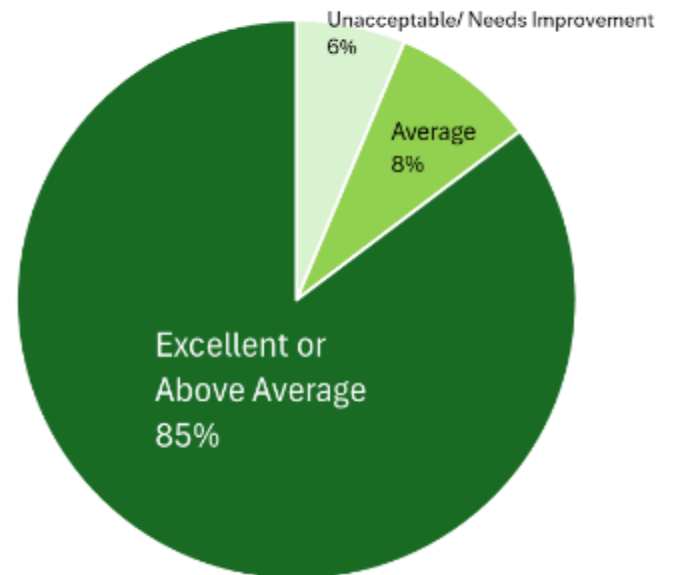
A5. Performance

a. **Outdoor recreation:** Oregon is renowned for its deep affinity with the outdoors. Our state parks feature natural and historic resources that have been thoughtfully developed to serve families and recreational enthusiasts alike. Thanks to clean and safe facilities, friendly and professional staff, and a strong corps of volunteers, the state park system has earned high visitor satisfaction, even as we face record numbers of visitors each year. However, the continued success of our stewardship—both in caring for these places and in providing exceptional experiences for visitors—requires significant resources. As visitation grows, so do the demands on our infrastructure, maintenance, and services. To sustain this growth and preserve the quality that makes Oregon's parks so special, we must invest more in the systems that support them. Without the necessary funding and flexibility to enhance our capacity and expand our revenue-generating opportunities, we risk straining/harming/using up the very resources that have made Oregon a leader in outdoor recreation. To ensure that our parks continue to provide lasting value for generations to come, we must act now to secure the financial resources needed to support our ongoing work and meet the growing demands of our visitors.

b. **Community support:** Recreation and heritage expertise is available to all Oregon communities through the department's Community Support and Grants program. Expert staff help communities find funding and design projects that are more likely to earn local and regional support and navigate state and federal laws as smoothly as possible. Eligible applicants could include local, state, federal, Tribal, and other governments, registered non-profits and more. A community's identity is shaped by its history, and our staff help nonprofits and governments preserve historic sites and records to educate the public and promote heritage tourism, revitalizing historic downtowns and local economies.

To continue advancing these important efforts, we must address a growing challenge: the need for more efficient, organized systems to manage the increasing volume of data, permits, and funding. The current technology infrastructure is outdated, slowing down our ability to serve communities effectively. By investing in new technology and upgrading to a modern "Heritage Hub," we can not only reduce administrative burdens but also accelerate the positive impact of our work, making it easier to preserve Oregon's heritage and revitalize local economies.

FY 2024 State Park Camper Satisfaction

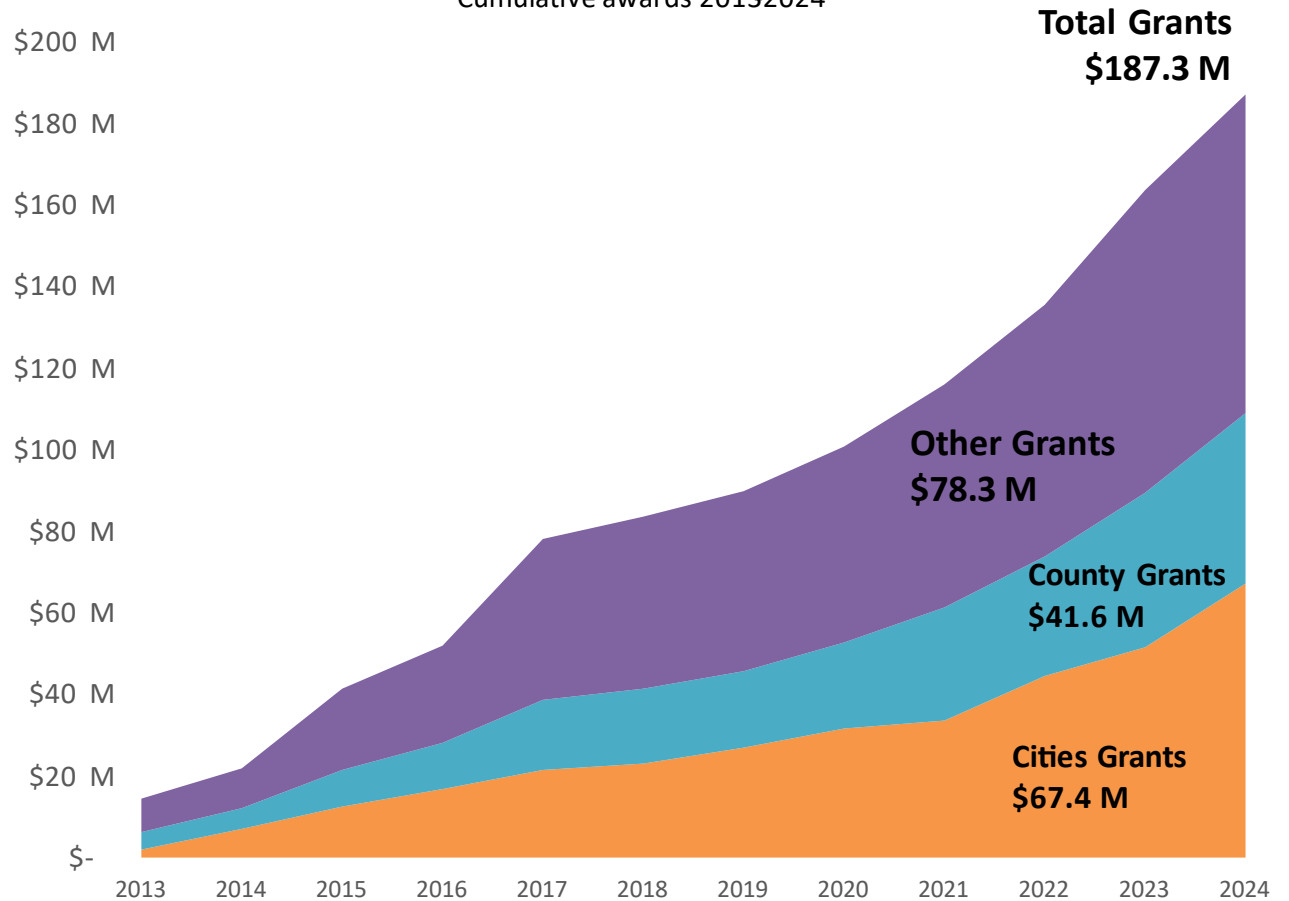


c. **Outreach through grants:** Since 2013, more than \$180 million of recreation and heritage grants worth around have been awarded to cities, counties, nonprofits and other groups. They reach **every county in the state** and make a huge difference in rural Oregon.

Funds come from Oregon Lottery, RV license fees, federal pass-through dollars, and in the case of ATV grants, from gas tax dollars. Because ATV riders buy gas, but do not drive on public roads, the gas tax they pay is funneled through the program to safety programs, grants, law enforcement and more. Recreational trail grants allocate funds to build new trails or maintain and improve the safety and access of existing ones. These trails connect Oregonians and visitors to the outdoors, inviting people to explore the diverse landscapes that define our state.

Recreation and Heritage Grants

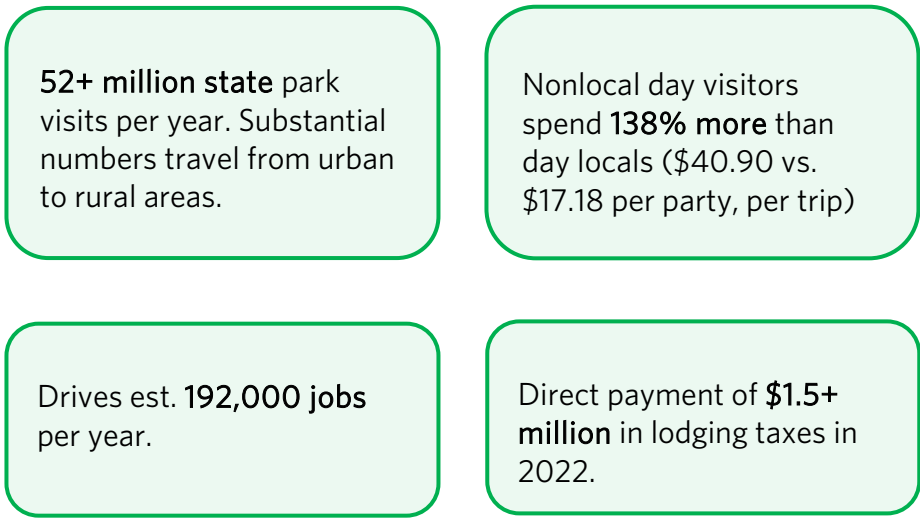
Cumulative awards 2013-2024



Graph above: "Other" includes Tribal governments, federal and other government entities, non-profits, and parks & recreation districts.

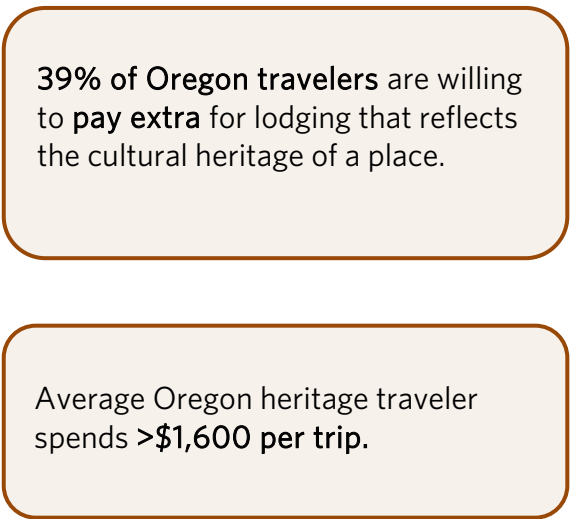
d. **Economic role:** The purpose of a state park system is to satisfy a basic human need for recreation, and the reason we safeguard crucial elements of our history is to protect our sense of identity, understand ourselves, and build a better future. A strategically supported parks and heritage system generates significant economic benefits, from direct job creation within the park system itself to the multiplier effects felt across local economies. State parks attract millions of visitors each year, fueling tourism and providing a vital source of income for surrounding communities through spending on accommodations, food, transportation, and local services. Additionally, parks contribute to the state's broader economic health by supporting outdoor recreation industries such as hiking, camping, fishing, and wildlife viewing, which together form a multi-billion-dollar sector in Oregon. According to the 2025-2029 Oregon Statewide Comprehensive Outdoor Recreation Plan (SCORP), the total net economic value for recreation participation in Oregon by Oregonians is estimated to be \$57.1 billion annually. Beyond tourism, a well-maintained park system boosts property values in nearby areas, supports local businesses, and fosters a high quality of life that attracts residents and skilled workers. These economic benefits underscore the essential role of parks not just in preserving natural beauty, but in bolstering the state's economy through job creation, tourism, and local economic development. Investing in parks and heritage preservation is not only an investment in our environmental and cultural future—it is a critical part of Oregon's economic infrastructure, directly supporting the state's broader financial stability and growth.

Outdoor Rec in Oregon



Economic Analysis of Outdoor Recreation in Oregon: 2022 Update by Earth Economics

Heritage



2023 estimates

B. Budget Pie Charts

B1. 2025-2027 OPRD Projected Revenue

2025-27 OPRD Projected Revenue

Beginning Balances:

Lottery Funds: \$154.6

Other Funds: \$164.1

Total: \$356.1M

Revenue

(pictured)

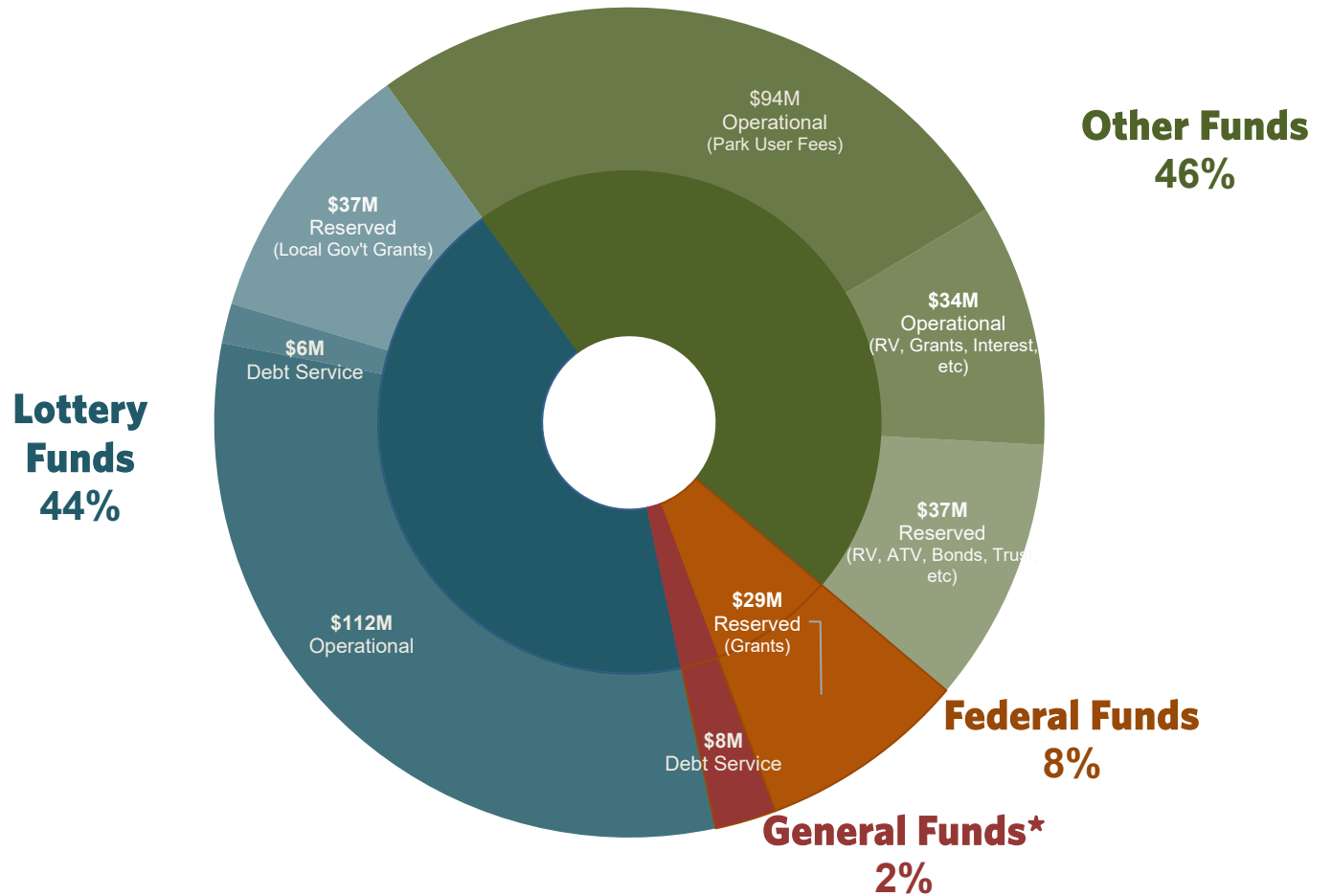
Lottery Funds: \$154.6

Other Funds: \$164.1

General Funds: \$8.5

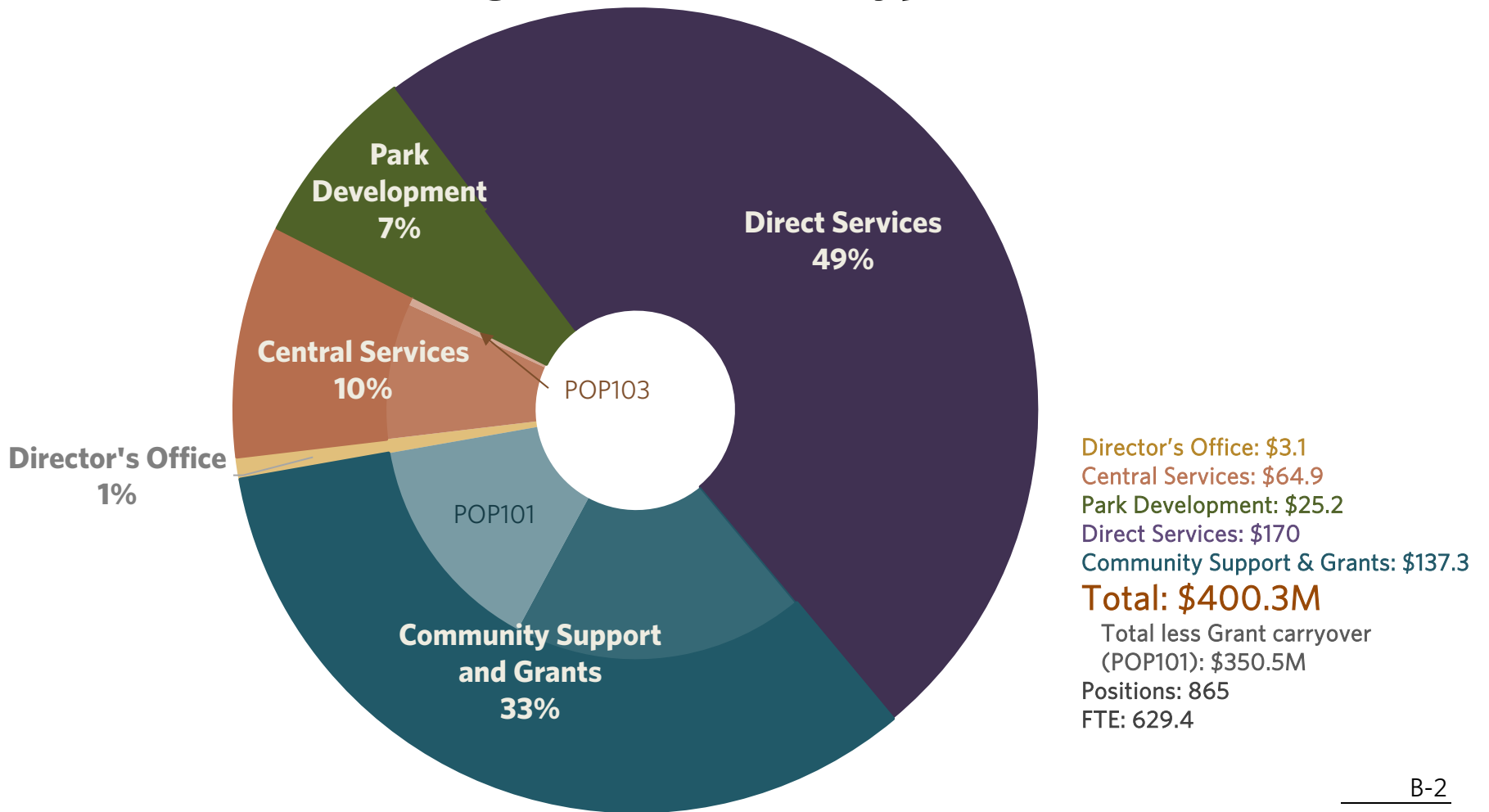
Federal Funds: \$28.9

Total: \$356.1M



*General Funds are strictly used for debt service from legislative approved bonds in 21-23

OPRD 25-27 Projected Expenditures by Program and Fund Type



C. Overall Trends and Issues

C1. Revenue drivers

- The state park system does not receive any General Fund for daily operations, but instead depends on **revenue by human choices**: choosing to camp, to own an RV, to play the Lottery.
- For a family already in love with outdoor recreation, the frequency with which they visit a state park is affected by the amount of free time they have, distance from home, and weather. Their willingness to spend time and money on outdoor recreation is also driven by **economic conditions**.
- Oregonians are consistently willing to **pay a fair price** to visit state and local parks. State parks take a balanced approach to user rates—from free, to low cost, to the mid-range. House Bill 2318 passed in 2017 gave the state park system flexibility to charge slightly more for highly-valued, in-demand services, using the revenue to offset free- and low-cost camping and day-use already being provided, and to fund discounts to served new types of visitors and promote parks with extra capacity. Free and discounted use is already being provided; a system to fairly increase fees is in use at busy parks.
- All three major sources of funding—Other, Lottery, and Federal Funds—are **volatile**. RV registrations have just recently returned to funding levels that peaked in 2005. Lottery peaked in 2007-09, plummeted during an economic downturn and again briefly during COVID. **It may take significant public and legislative support to explore broader, more reliable sources of funding to serve Oregon’s state park needs.**
- People must **choose** to visit a park. If they enjoy their visit, they return and spread the word. If weather, fires, facility conditions, health concerns, or crowding reduce the value of the experience, they will choose to spend their leisure time at another location, or engaged in a different kind of activity. Persuading people to choose outdoor recreation is a combination of having great facilities and friendly staff in desirable locations, trustworthy cleaning protocols, and **outreach to new audiences, including members of communities that have felt excluded or unsafe outdoors.**

C2. Expense drivers

- Increasing costs to maintain aging parks poses a serious threat: deferred maintenance is the bane of every park system. Our current estimated backlog is nearly **\$350 million** and we must address the separate, growing maintenance needs of aging facilities, which are accumulating new costs at an estimated rate of ~\$4-5 million a year.
- Three percent of visitor revenue is set aside for maintenance, but the nature and age of the system means it needs more. **No current revenue source grows at a pace to keep up with the maintenance burden.**
- The long-term trend is toward more visits every year thanks to a growing population, good weather, affordable transportation. Increased visits **do not mean a corresponding, or even proportionate, rise in revenue** to offset inflation and the snowballing effect of wear-and-tear.
- **Environmental forces**, including climate change, result in increased consequences from wildfires, droughts, floods, storms, vegetation and wildlife habitat loss, and invasive species, among other phenomena. Countering, resisting, or adapting to the changes all carry high price tags and are unpredictable enough to defy standard planning.

Revenue: currently solid, but unpredictable in the long run. We need to define alternatives before a crisis forces the issue.

Expenses: Deferred maintenance, a natural consequence of a 100-year old system, are climate change threaten future success of the park system.

C3. Recent Changes

1. The 2021 Legislature approved **\$50 million in general obligation bonds. This will fund major repairs and improvements at 8 state parks**, an extraordinarily unusual circumstance since no General Fund has been used for state park repairs or operations in more than 20 years. While Lottery is a crucial fund source for regular repairs and daily operations, it would be overwhelmed by significant projects, such as constructing a new alternative access at a major park like Silver Falls. A list of projects in in Appendix 8.
2. The most significant recent budget change was mandated by the Oregon constitution. When voters renewed Lottery funding for the Parks and Natural Resource fund in 2010, the ballot measure included a provision that changed the way the fund is allocated within OPRD. It mandates that 12% of the agency's Lottery allocation be spent on the Local Government Grants Program *until Lottery revenue grows by 50% or more over the amount transferred in the 2009-11 biennium*. At that point, at least 25% of the Lottery fund need to be allocated to the grant program. This shift occurred in the 2023-25 budget along with required one-time additional funding to look back, meaning a lower percentage of Lottery funds are available for daily state park operations, maintenance, and acquisitions due to this mandated change.
3. After substantial layoffs due to COVID-induced funding shortfalls, the agency took vacant positions and realigned them to improve efficiency (requiring fewer staff in central offices), and increase positions involved in direct field services.
4. For staff who work in central support positions, OPRD adapted workplace policies to improve support for hybrid work, where employees spend part of their time working at home or field offices, and part of it in the central office in Salem. This practice is applied where it meets public and operational business needs, and the added flexibility has benefited staff recruitment and retention.

C4. Revenue Updates since Agency Request Budget (ARB)

During the development of the 2025-2027 budget, it became evident that non-dedicated, operational revenue—money that hasn’t been set aside by the constitution or statute for a specific purpose—falls short of Current Service Level (CSL) expenditures for labor, services, and supplies. This shift can be attributed to several factors, including increased funding for the Local Government Grant Program (LGGP) (as detailed in C3.2 on page C-3), additional operational funding allocated to LGGP at the start of the 2023-2025 biennium, ongoing Policy Option Packages (POPs), inflation, and significant increases in the Cost of Living Adjustments (COLAs). To address this gap and ensure that services remain uninterrupted in the short term, OPRD has implemented an increase in Park User Fees, including overnight and parking permits. These adjustments are designed to stabilize the budget without compromising basic services, but they don’t address the long-term revenue problem.

The table below provides an overview of the changes made since the submission of the ARB, as well as the adjustments that have impacted forecasts and reduced the negative non-dedicated budget margin. Over the next two years, OPRD will continue to implement strategies to enhance non-dedicated revenues; including the introduction of new Day-Use Parking Fee Parks, a comprehensive review of leases and properties, and increases to other relevant fees. OPRD is confident that with these ongoing efforts, the agency will temporarily return OPRD to a sustainable operating budget. Long-term changes like new revenue and statutory flexibility to manage expenses are needed to ensure continued mission success and stability.

	Estimated Impact	
	Low	High
ARB Estimated non-dedicated working balance non-dedicated revenue - expenditures		(29.25)
Analyst adjustments at GRB		+ 2.9
25-27 Lottery forecast adjustment		+ 1.47
Overnight revenues fee increases	+ 11.3	+ 13.2
Daily Parking Permit - fee raise to \$10	+ 4.19	+ 7.2
Current estimated non-dedicated working balance updated non-dedicated revenue - expenditures	(9.39)	(4.48)

C5. Shared Programs and Services

Programs where OPRD provides funding:

1. ATV program provides revenue transfers directly to:
 - a. Department of Forestry: \$2.25M Other Funds per biennium for management of the ATV riding areas in the Tillamook Forest. Covers staff and necessary service and supplies.
 - b. Oregon State Police: \$1M Other Funds per biennium for law enforcement across the entire state. Covers the equivalent of two full time officers and necessary services and supplies.
2. OPRD general operating funds (a mix of Other and Lottery funds) provide a revenue transfer directly to:
 - a. Department of Forestry: ~\$260k per biennium to operate the Tillamook Forestry Center. Covers staff and necessary services and supplies.

Programs where OPRD receives funding:

1. Park Operations expects to receive \$400k Other Funds per biennium from the Oregon Marine Board for the assistance with the operation of marine facilities in state parks.
2. Heritage Programs expects to receive \$313k Other Funds per biennium from the Cultural Trust fund at Business Oregon for heritage and preservation projects statewide.
3. Park Operations expects to receive ~\$2M Other Funds per biennium from Oregon Department of Transportation (ODOT) for using state parks as state rest areas or to maintain an ODOT Rest Area near a state park.
4. Facilities Construction/Maintenance expects to receive \$1.2M Other Funds per biennium from ODOT to maintain state highways in state parks.

C4. Shared Programs (continued):

ODOT collects funds and sends them to OPRD:

1. Recreational Vehicle registration: ~\$39M Other Funds; ~\$16M is transferred by OPRD directly to counties for their 45% share, ~\$21M is used by OPRD for Park Operations and ~\$2M is placed in the County Opportunity Grant program and awarded as grants to counties.
2. Salmon Plate fees: ~\$386k Other Funds is used by state parks for fish recovery through habitat restoration projects.
3. Fuels tax refunded to the ATV program: ~\$17M Other Funds. These funds are used for the operating of the ATV program including awarding of grants for purchase of ATV riding areas, for law enforcement and for maintenance and operation of ATV riding areas. \$823k of this total is returned to ODOT to fund a snowmobile grant program.

Programs with shared responsibility:

1. Salmonberry Trail: OPRD, the Department of Forestry and local partners (both public and private) are working on this long term multi-jurisdictional project to create a trail from the valley to the coast.
2. Scenic Waterways: OPRD periodically studies segments of waterways and make a recommendation to the Governor for designation as a Scenic Waterway. The recommendation for designation must come from the Oregon State Parks and Recreation Commission and the Water Resources Commission. Input on the designation is sought from other state agencies, local and county governments, and the public.

3. Ocean Shore: Review and manage alterations to the public ocean shore as established by the 1967 Beach Bill. Protecting public access and ensuring the long-term viability of the beach involves coordination with state and local land use authorities to review things like requests to harden the bluffs and cliffs against erosion, a practice that can interrupt natural processes.





L.L. Stub Stewart State Park

Collaborative activities with other agencies:

1. OPRD works with Department of State Lands (DSL) to enforce regulations governing public use of Dabney and Lewis and Clark State Parks on sections of the Sandy River managed by DSL; OPRD will also collect and dispose of litter and debris from the same sections of the river.
2. ODOT inspects National Bridge Inventory (NBI) bridges on behalf of OPRD. NBI bridges are used by the public and are open for motorized vehicles. NBI bridges inspections are paid for with federal money through an ODOT agreement.
3. OPRD and ODOT work cooperatively to sign designated Oregon Scenic Bikeways, a project that also involves a public-private partnership with Cycle Oregon, a nonprofit. OPRD provides the signs to ODOT. ODOT installs bikeway signs at OPRD expense. Replacement signs for missing or damaged signs are provided by OPRD and ODOT installs them at no cost to OPRD.
4. OPRD and ODF coordinate for the prevention and suppression of wildfire occurring on OPRD managed lands.

C5. Key long-term issues

- Address the **funding and social purpose** of Oregon's state park and heritage systems to ensure their long-term health.
- Learn how to create recreation and heritage experiences that meet people's needs, **particularly among groups that have felt excluded** by park and heritage programs. To welcome people to state parks regardless of background, experience, or capability, we must invest in facility improvement and develop relationships with compatible concessionaire businesses.
- Build stronger relationships with communities through grants and expertise so we can **connect Oregonians to recreational and heritage experiences closer to home**. Healthy community parks, Main Street investments, and local heritage organizations are critical to tell Oregon's story.
- Prioritize **partnerships** with state, federal and local agencies, tribal governments, communities, service groups, volunteer organizations and private businesses that help connect more Oregonians with the outdoors and collaborate on solutions to combat degradation of public lands due to climate change.
- Maintain current service levels in the state park and heritage systems **without expanding agency responsibilities** into new areas. Scale back efforts where they aren't needed.
- Adapt to public concerns about traveling and gathering in group settings.
- Launch a conversation with stakeholders, policymakers, and the public about options for administering OPRD, and discuss revenue sources and partnerships with overlapping agencies.

Create Value

Provide great experiences that engage all members of the community equally well.

Improve and Protect Revenue

Avoid unfunded add-ons beyond mission.
Brainstorm long-term revenue with Oregon private and public sector leaders.

Control costs

Improve efficiency. Look for parts of the system to scale back.



D. Program Detail: Direct Services

D1. Mission

The mission of Direct Services is to deliver outstanding natural, historic, and recreational state park experiences to today's visitor in a way that allows us to do the same for tomorrow's visitor. If adequately funded and staffed with the ability to effectively allocate our resources, we can balance the demands of increased visits with the needs of an aging system. To do this, we need:

- Systematic and efficient choices in facility operation, management, and maintenance so that visitors continue to have unique and outstanding experiences. This may also require strategically adjusting or scaling back operations in areas where services are underutilized or not cost-effective.
- The ability to adapt and evolve the current structure, and exercise flexibility in how funds are used, enhancing our capacity and expanding opportunities for revenue generation.
- Regular conversations with visitors, stakeholders, and communities to make sure park experiences remain strong and relevant.

Even after 100 years, state park visitation continues to be strong, and people are expecting more than ever from their state parks. As visitor numbers and service expectations grow, we must be adequately funded, staffed, and **adaptable** to balance these demands with the realities of an aging system.

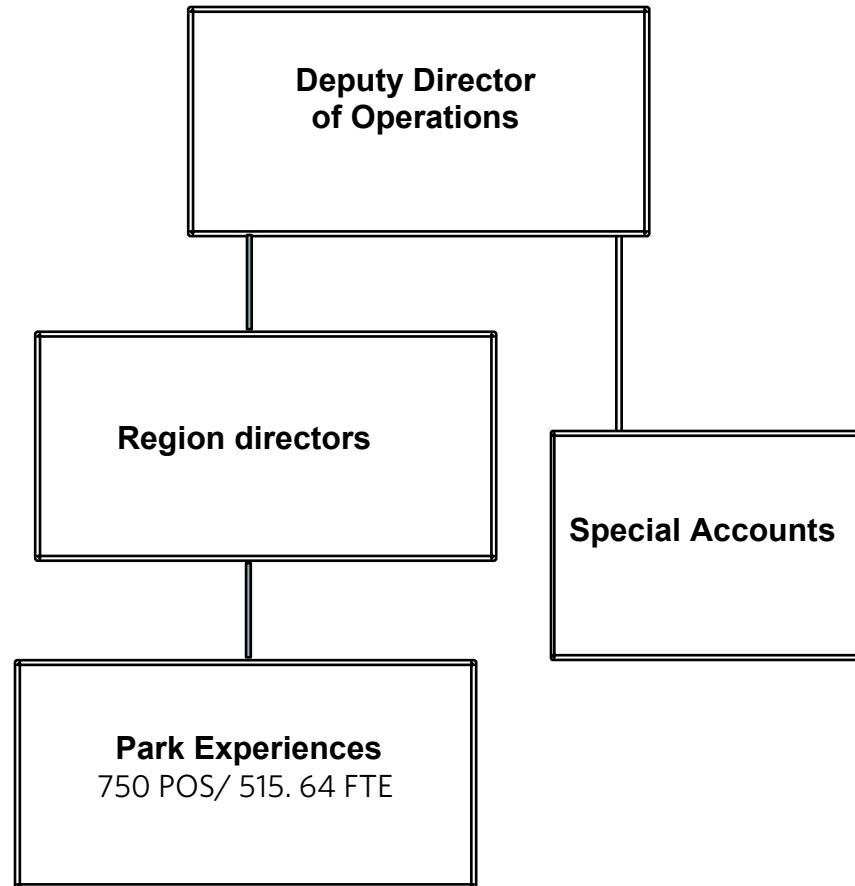
D2. Programs

The Direct Services program consists of *State Park Operations* directly serving Oregonians and visitors with a planning division to plot a course to meet public needs, and *Special Accounts* for donations, interest, and maintenance. It delivers direct overnight and day-use services at more than 250 state park properties and the ocean shore with over 360 miles of public beach.

An aging system, containing costs, improving service, **increased demand**, and natural forces that can damage parks all translate to a hard truth: the current **funding streams are not stable and strong enough to meet future needs.**

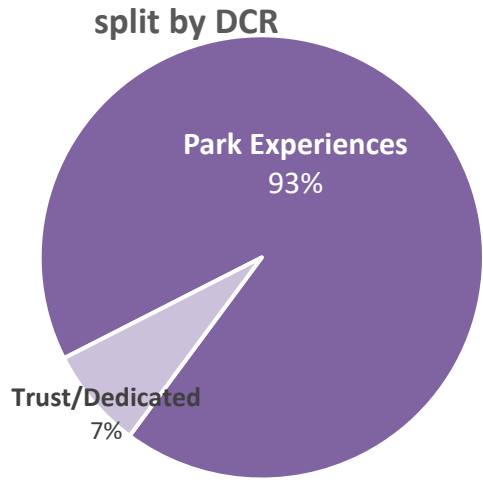
- a. *State Park Operations* (**\$157.2M**, Other Fund from park visitor fees and RV registrations; Lottery Fund; a very small amount of Federal Fund) provides staff and services necessary to manage and protect 131,000 acres of Oregon state park properties. The program is also responsible for natural resource stewardship. The Planning unit develops comprehensive plans for state parks, guiding resource management and facility development to meet changing, growing public needs for cultural and recreational experiences, and natural resource protection.
- b. *Special Accounts* (**\$12.5M**, Other and Lottery funds) track funds from donations, interest earnings, business endeavors, store operations, and income dedicated to reinvestment into facility repair and maintenance.

D3. Direct Services Organization Chart

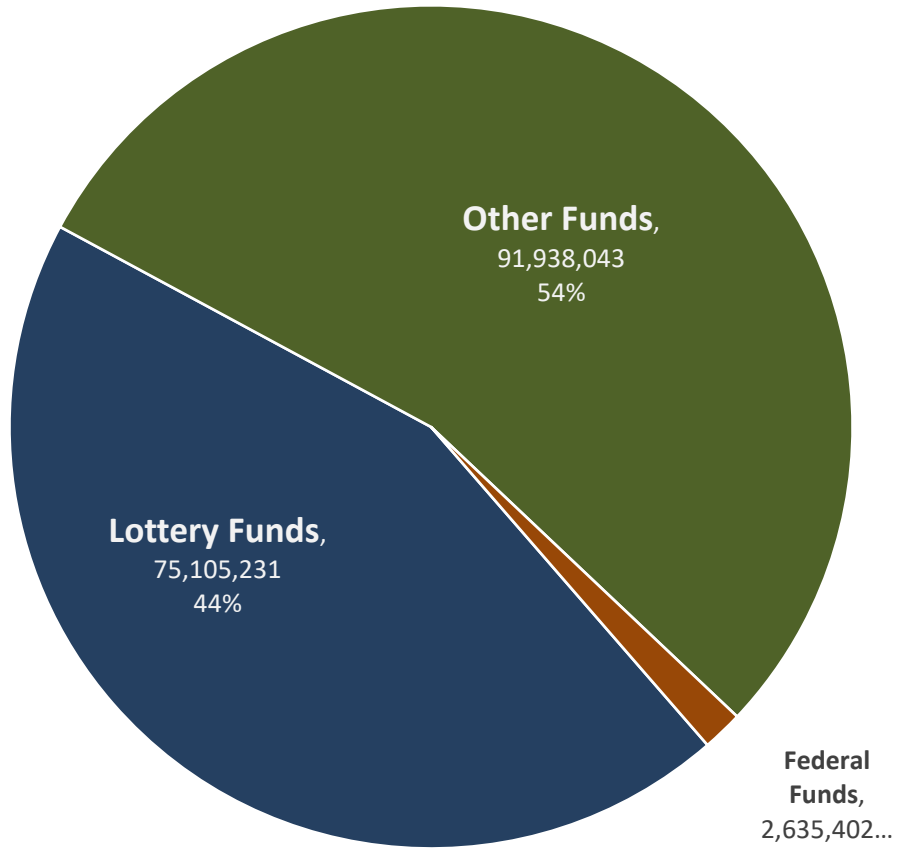


D4. Direct Services 2025-2027 Budget

Direct Services by Fund Type



Direct Services: \$170M
Positions: 750
FTE: 515.64



D5. Outcomes for biennium

- Align maintenance and park improvement programs to target investments more effectively and make project selection more realistic and timelier.
- Provide at least 100 million quality park visits, serving all people equitably.
- Generate more than \$1.5 billion in environmentally based economic activity at or near state parks.
- Operate as many state park properties at peak capacity as possible while balancing between recreation quality and natural and cultural resource protection. The agency makes the best possible use of properties already in the system, but acquisition or disposition is sometimes needed to provide more park experiences or to meet an increasing demand for recreation opportunities.
- Continue to address facility investments to safely meet the needs of every visitor regardless of ability, especially as required by the Americans with Disabilities Act. Implement ADA Transition Plan which cataloged and prioritized projects based on the severity of the barrier they address.
- Support an agency-wide shift toward sustainable *financial foundations* by intentional planning practices and reassessing spending at each management unit or department level to reprioritize mission-based service and activities.
- Engage with policymakers and legislators for flexibility in governance options to improve service delivery.

D6. Cost Containment

Costs are driven by increases in visits, labor expenses, inflation (fuel, water, sewer, power), natural conditions (severe weather, natural disasters, climate change), and upkeep on aging facilities and infrastructure. While many of these factors are beyond the agency's control, better procedures and policies can improve performance and help save money for emergencies.

When major investments in facility repair and replacement are made, first analyze the need for the facility to establish whether it's needed and then determine the kind of facility needed to provide long-term service. Both methods prevent overbuilding and wasting effort on low-benefit services. Further cost recovery could be realized by exempting the agency from prohibitive procurement processes that delay service delivery and increase costs to the park system. Printing, emergency repair contracts and the ability to engage in private-public cost-share partnerships are currently out of reach for the agency because of the limitations on enterprise agencies. Exemptions from these requirements would allow the direct services department to more efficiently manage projects, partner with private enterprise, and conduct business with maximized savings.

D6. Key Issues

- **Visitors to Oregon's state parks help fund them.** A flexible approach to fees, with some in-demand sites charging slightly more to fund discounts at parks with capacity, helps obtain more value from existing parklands. Continued market-based adjustments are needed but continually raising fees on visitors is not a sustainable solution for long-term financial viability. We must continue to seek new ways to both generate revenue and reduce costs.
- It's challenging to balance the **costs of current operations** against the **needs to invest in new services**. Without voter-approved Lottery Funds, Oregon would not have the state park system it currently enjoys. But the current funds alone cannot sustain the increased costs of maintaining these services to the public. Future demands propelled by increased demand, the need to serve a full range of Oregon communities, and environmental trends all require **continual investment** and **flexible governance**.
- Three percent of revenue from visitors is set aside to fund ongoing maintenance. Together with the major maintenance budget in Park Development (see page E-1), these funds will keep the system performing, though **maintenance costs are increasing faster than park visitation**.
- A stable revenue stream that grows with costs and use is necessary to carry the state park system into the future. **Stable, adequate funding remains elusive**.
- The **environmental trend** is toward longer and more destructive wildfires, droughts, flooding, storms, and rising sea levels, all of which threaten valuable places, facilities, and public **access**.
- **Social trends** take use two directions—first, by managing congestion through rules and making better use of properties, and second by addressing the long-standing need to identify and remove physical, social, and economic barriers and biases that prevent service to the entire spectrum of the human community.



Cape Lookout State Park

D7. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	(1,466,945)	(1,503,024)	4,259	(2,965,710)
031: Standard Inflation	649,924	1,259,374	116,732	2,026,030
032: Above Standard Inflation	657,681	693,255		1,350,936
060: Technical adjustments (5) position, (5) FTE	585,515	459,823		1,045,338

E. Program Detail: Park Development

E1. Mission

This program prepares Oregon's state park system for sustainable operations and growth in the face of changing societal needs, increasing expenses, and decreasing state resources. The program defines success through:

- Strategic park acquisitions.
- Applying improvements in design and engineering technologies to improve efficiency.
- Major maintenance and enhancement of parks and park facilities.

E2. Programs

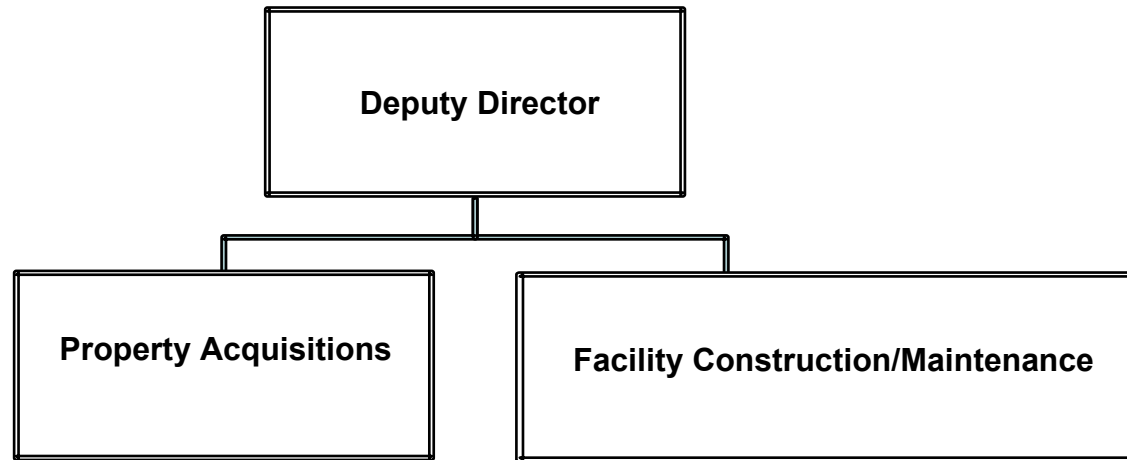
This program contains two key areas: property acquisitions (strategically increase capacity of the state park system), and facility investments (address maintenance and improve parks).

- *Property acquisition* (\$1.8M, Lottery funds) is responsible for the negotiation and purchase of new park properties to keep

pace with changes in Oregon demographics, recreational habits and conservation priorities. Acquisitions—which includes trades, easements, donations, and whole purchases—are informed by state documents such as the Statewide Comprehensive Outdoor Recreation Plan and Oregon Plan for Salmon and Watersheds. Acquisitions are balanced with outgoing trades and transfers of property to refine the state park portfolio, focusing on retaining properties that contribute to the mission.

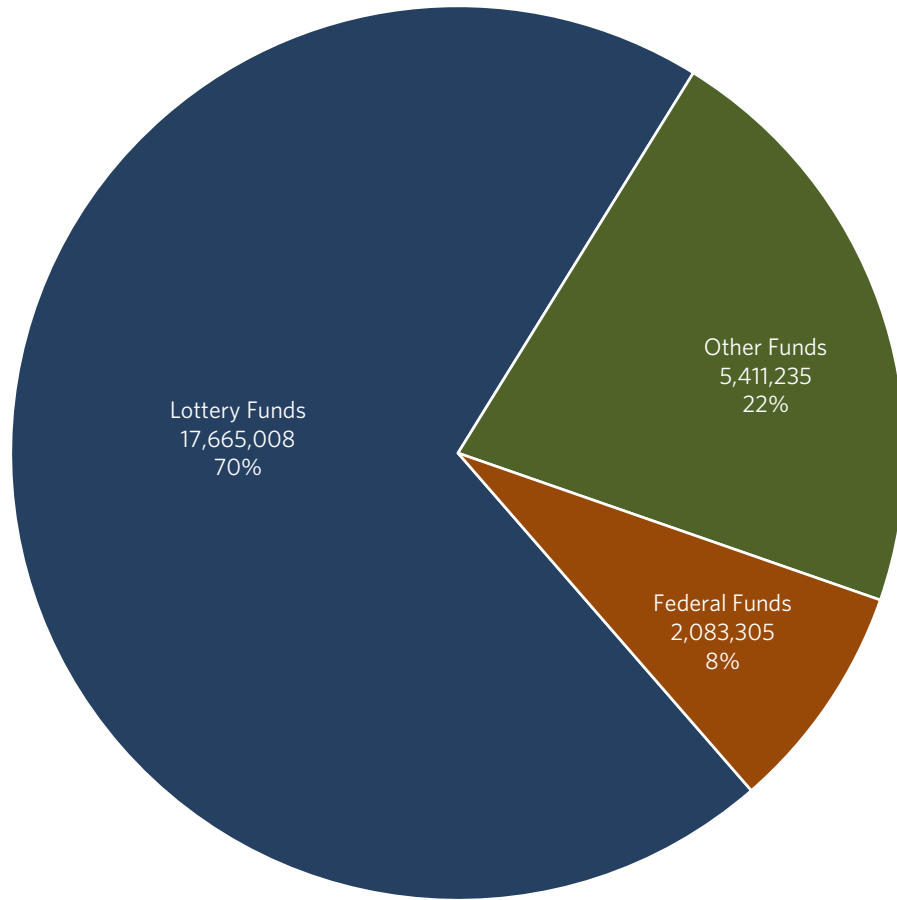
- *Facility investment* (\$23.3M, Lottery, Other, and Federal funds) addresses needs for long-term investment in park infrastructure by making repairs from deferred maintenance lists, improving, expanding, and developing a few new parks to meet future needs, and applying value-added facility designs that use long-life fixtures and techniques

E3. Park Development Organization Chart



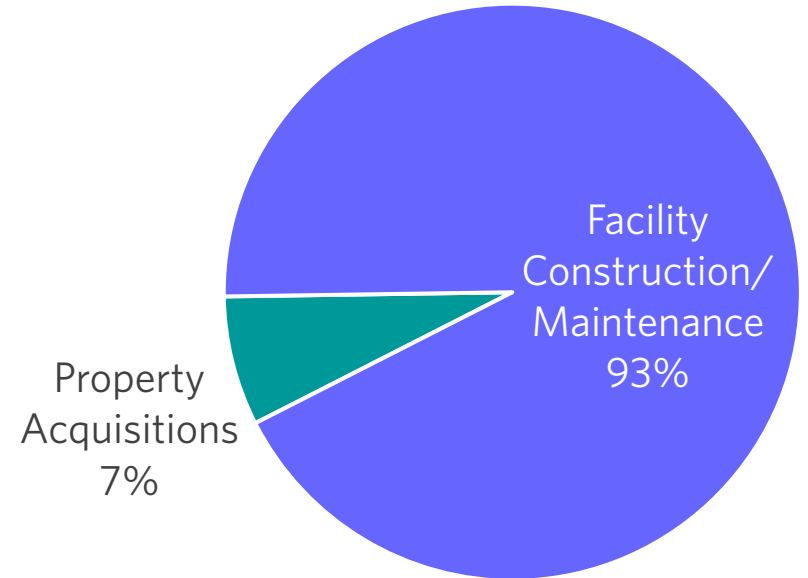
E4. Park Development 2025-2027 Budget

Park Development by Fund Type



Park Development: \$25.2M

Positions: 0
FTE: 0





E5. Outcomes

Facility Investment:

- Successfully coordinate investment of \$50 million in **general obligation bonds** to complete 9 major projects serving park visitors at 8 parks. See Appendix 8.
- Complete top **priority maintenance** and enhancement projects in the state park system. Maintain 1,900 park buildings, approximately 600 major utility systems, and 45 million square feet of roads, parking lots, and other transportation infrastructure with a total worth of ~\$500 million.
- Successfully shift planning and execution to span multiple biennia so complex projects encounter fewer delays. In this budget, **less money spent on a smaller number of projects** than usual; investments will be more strategic and produce greater levels of public service in the long run.

Acquisitions:

- Advance 2-4 initiatives on key properties, and focus on inholdings, access improvements, and/or additions to existing parks through trades or outside grant funds.

E6. Cost containment

- Costs are driven by the real estate market and the increasing cost to repair or replace facilities built in the last 100 years. Many facilities were designed 50 years ago to serve a fraction of the number of visitors who visit today. Of the 1,900 structures in the system, 26 would take more than \$1 million to replace. Nearly 10% are more than 70 years old, and nearly 50 are more than 100 years old.

This budget divides money and attention between the short-term \$50 million in general obligation bonds and the long-term needs to **select facilities strategically** for repairs, replacement, or renewal, and **selectively acquire** access to new spaces to meet growing demand. Increasing costs and inflation have made it more challenging to meet both short-term and long-term needs.

E7. Key Issues

- The department leverages acquisitions funding with grants and creative mechanisms (such as trades).
 - Acquisition criteria consider the cost of maintaining a recreational property or preserving an historic one.
 - Deciding which facilities are improved, replaced, or removed requires evaluating: current and future needs, public expectations, and the stability of future funding for operations and maintenance. Oregon needs more service in most areas but must accept there will be times when a legacy service simply needs to be **discontinued**.
- Other funding sources **augment investment funding**, including other agency transfers, grants, and donations.
 - Implemented the Americans with Disabilities transition plan and working to **resolve identified accessibility issues** with 1,231 remediated so far. Adopted Accessibility Design Standards for All Future Projects in 2023. The standards will help increase accessibility, but at the same time, also increase cost.
 - Navigating extraordinary inflation costs of up to 40% as well as increasing supply and demand costs on all projects, which requires continual reevaluation of what is achievable.





Silver Falls State Park

E8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
022: Phase-out Costs		(16,250,000)		(16,250,000)
031: Standard inflation	734,569	218,111	93,985	1,046,665



Miller Park – City of Florence

F. Program Detail: Community Support and Grants

F1. Mission

This program assists local and regional partners who provide recreation services and to protect and enhance Oregon’s heritage resources. It aids Oregon property owners, local governments and organizations, tribal governments, and land managers by helping them navigate state and federal laws related to historical and archaeological resources. It also offers matching grants to meet Oregonians’ needs for local park and recreation services and for improvements to historic sites and museums. This area includes heritage and recreation grants, the ATV program, and scenic bikeways/scenic waterways programs.



Japanese American Museum of Oregon



F2. Programs

Recreation Grants & Community Programs (\$137.3M, Lottery, Federal, and Other funds):

General duties include grant administration, assistance to applicants and recipients, project inspections, and processing reimbursement payments for the following:

- Land and Water Conservation Fund (Federal funds): Acquire, develop, or upgrade outdoor recreation.
- Recreation Trails Program (Federal funds): Acquire, develop, and maintain land-based trails.
- County Opportunity (RV funds): Acquire, develop, plan, or upgrade county-owned campgrounds.
- Veterans and War Memorials (Lottery funds): Construct and restore memorials honoring veterans.
- Scenic Bikeways: A collection of high-quality cycling routes.
- Scenic Waterways: Recognizes portions of Oregon rivers for their outstanding natural qualities, scenic beauty, and recreational value.
- Local Government (Lottery funds): Acquire, develop, or upgrade city, county, or regional parks. This program traditionally received a minimum 12% of total dedicated Lottery Funds. Last biennium, that grew to 25% as required by the Oregon Constitution when triggered by the fund's growth of at least 50% since the 2009-2011 biennium.

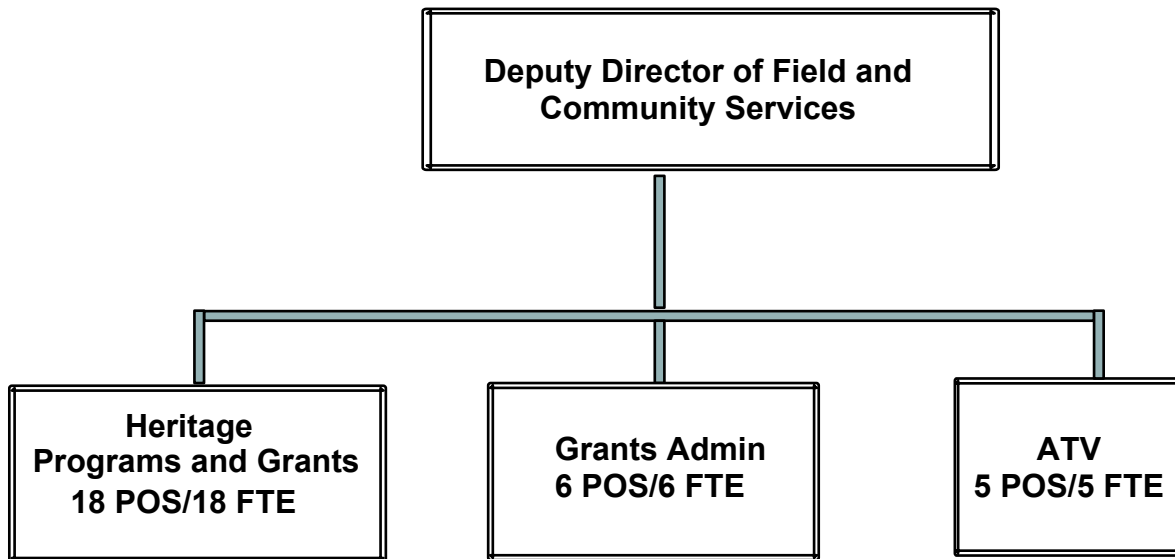
All-Terrain Vehicle Program (\$18.9M Other funds):

- Issue biennial permits required for all ATVs ridden on public land.
- All-Terrain Vehicles (ATV funds): Acquire, develop, or maintain ATV areas, including law enforcement and emergency services.
- Manage a statewide safety certification program for ATV riders, and coordinate and conduct ATV education and training.

Heritage Program (\$8.8M, Lottery, Federal, and Other funds, plus \$11.7M Other funds for the Main Street grant program): General roles include assisting local and tribal governments, state and federal agencies, local historical societies, museums, and preservation organizations to preserve their historic sites and records, and educate the public, promote heritage tourism, and revitalize historic districts and local economies.

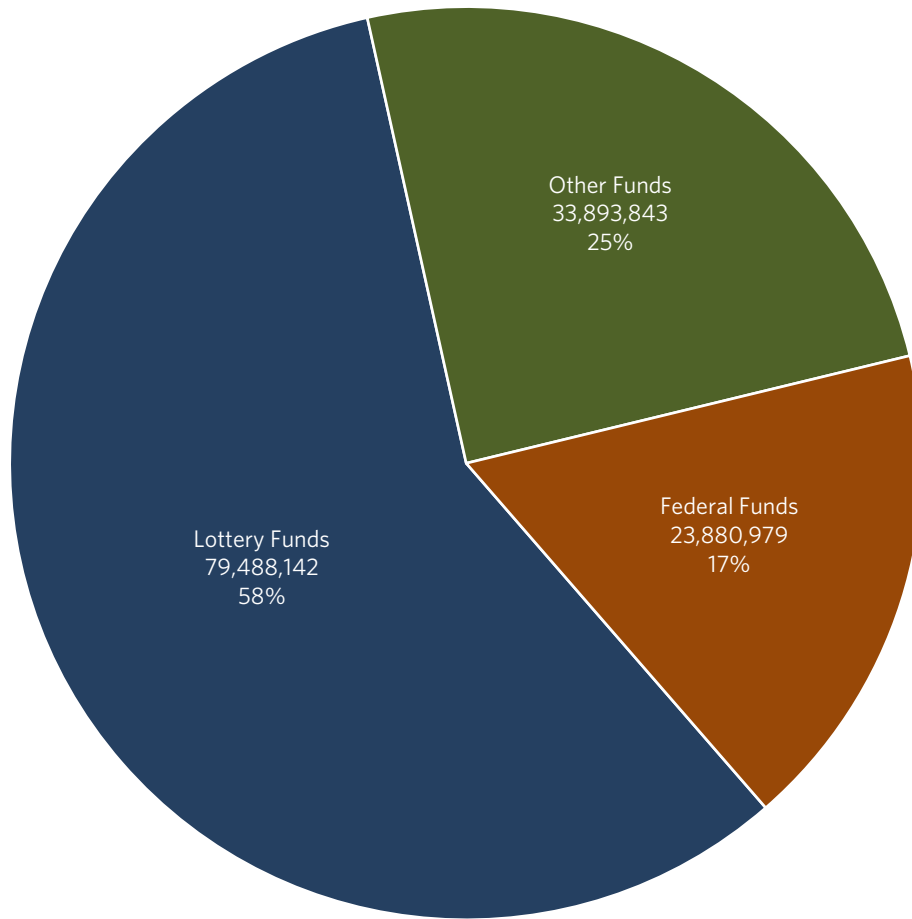
- In partnership with public and private partners, adopt the 2024-29 Statewide Historic Preservation Plan to identify what is special about Oregon and how best to preserve it for future generations. The plan addresses identifying and preserving historic places, collections, and traditional practices, educating the public about the State's history, and building support for the organizations that curate our cultural legacy.
- Expand opportunities for coordinated collaboration within the heritage community to promote appreciation, protection, and use of heritage resources through proactive initiatives and well-targeted response strategies.
- Released the 2024 Oregon Heritage Vitality Study Report identifying the top issues impacting the operational vitality of Oregon's heritage organizations and proposing six primary recommendations to comprehensively support the health of the heritage sector.
- Fuse the three main roles of OPRD's Heritage services—expert assistance, grants, and regulation—through a web-based system that makes it easier for the public to find, update, and use information about cultural resources in Oregon. This is the *Heritage Hub* (see Appendix 7).
- Increase the total number and thematic diversity of Oregon's state inventory of cultural resources and properties listed in the National Register of Historic Places and local landmarks registers.
- Strengthen and expand funding, grants, and financial incentive programs and their use for cultural and heritage resources.
- Facilitate the development and implementation of state statutes, local ordinances, codes, and processes that provide appropriate incentives and regulations and that create public support for the appreciation, protection, and use of cultural resources.
- Operate the Oregon Main Street program to help community downtown revitalization efforts. Provide training, technical assistance and Oregon Main Street Revitalization Grants (27 in 2023) to fund improvement projects that spur economic development.

F3. Heritage and Grants Org Chart



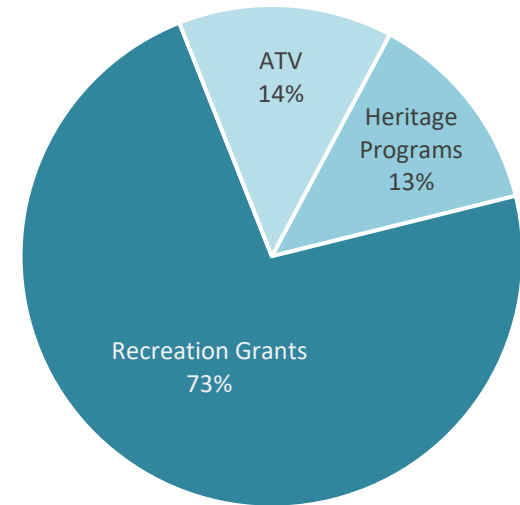
F4. Heritage and Grants 2025-2027 Budget

**Community Support and Grants
by Fund Type**



**Community Support and
Grants: \$137.3M**

Positions: 29
FTE: 29



F5. Outcomes

Recreation Grants and Heritage Grants

- Assist communities and other partners to improve parks, outdoor recreation facilities, and heritage offerings throughout the state.
- Increase local government participation in the grant programs.
- Continue helping communities adapt and recovery from the wildfire and health emergencies that ravaged communities in 2020.
- Completed the 2025-29 Oregon statewide Comprehensive Outdoor Recreation Plan (SCORP) titled "Balance and Engagement: Sustaining the Benefits for All Oregonians" approved by the National Park Service as required for Land and Water Conservation grant program administration.

ATV Program

- Maintain or improve the number and quality of training and education programs.
- Work with riding community, first responders and law enforcement to promote safety and understand current trends in off-road recreation.

Heritage Program

- Increase number of local heritage partner organizations and improve their effectiveness in preserving—and putting to useful purpose—the state’s heritage resources.
- Fuse the three main roles of OPRD’s Heritage services—expert assistance, grants, and regulation—through a web-based system that makes it easier for the public to find, update, and use information about cultural resources in Oregon. This is the *Heritage Hub* (see Appendix 7).
- Increase in the number of historic properties listed in the National Register of Historic Places (typically 20-25 per year).
- Improve tracking and impact of economic benefits of heritage-related activities, especially in the areas of heritage tourism and historic downtown revitalization.
- Continue helping communities adapt and recovery from the wildfire and health emergencies that ravaged communities in 2020.

F6. Cost containment

Staff will invest time and money to improve internal recordkeeping systems to continually push down the cost to administer grant-making systems, and at the same time streamline services to improve system responsiveness to community needs by implementing the Heritage Hub IT project.

The agency's Heritage Services are critical for preserving the state's cultural and historic resources, yet they are currently hindered by an outdated network of disconnected databases that slow down processes, duplicate steps, create significant backlogs, and limit public access to essential information. The current system is rapidly approaching the end of its technological lifespan, and without an immediate investment in a modern, integrated data management system, operational failure is inevitable. Replacement of the system is needed to prevent disruption of essential services to track, protect, and support Oregon's heritage through grants, permits, and preservation programs.

F7. Key Issues

- Transitioning from 12% to 25% of the agency lottery funding for local government grants increased the number of applicants, grant awards and amounts awarded. Agency capacity to administer this program is challenging.
- The grant and outreach programs for local partners remain popular and effective.
- The agency's staff expertise is valuable to grant recipients and local partners, given that they do not typically have heritage, grant, or recreation specialists on their staffs.
- Federally funded programs are being watched carefully, given the potential volatility (mostly on the reduction side) in federal funding.
- Over the next year, with the assistance of Oregon State University, the agency will conduct a comparative analysis of seven western state SHPO's to determine process improvements that can be implemented in Oregon. This work is beginning in consultation with Oregon's federally recognized Tribes as an effort to remediate concerns over processes that may have led to unnecessary slowdowns for projects.

Grants and community support for recreation and heritage reach **every county in the state**, far beyond the boundaries of state-managed properties. The **2025-2029 Statewide Comprehensive Outdoor Recreation Plan (SCORP)** provides recommendations for all land managers about engaging with underserving communities and balancing recreation use and conservation. This is a tool used by all recreation providers in park planning.

F8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	(166,993)	(73,628)	(56,764)	(297,385)
022: Phase-out Pgm & One-time Costs	(11,036,119)	(20,214,119)	(3,144,479)	(34,394,717)
031: Standard Inflation	57,505	773,519	548,185	1,379,209
090: Analyst adjustments	(641,233)			(641,233)
091: Additional Analyst Adjustments		10,128,842		10,128,842
Community Support and Grants Policy Packages				
101: Honor Past Grant Award Obligations	37,533,257	37,533,527	9,155,021	49,560,190

Grants, most of which are issued on a reimbursement basis, are often awarded in one biennium and paid in another. **Package 101** allocates funding to make sure money is available to fulfill past awards.





State Capitol State Park

G. Program Detail: Central Services

G1. Mission

The Central Services program provides legally necessary administrative and departmental support—budgeting, accounting, payroll, contracting, human resources, communications, government relations and information technology—so all other agency programs can serve their constituents efficiently, accurately and effectively. It also includes a major customer service division, providing year-round phone and online support for state park visitors and agency constituents. This program is funded with revenue from park visitors and constitutionally-dedicated Lottery Funds.

G2. Programs

OPRD is dispersed over every region of the state, from Lake Owyhee in Malheur County to Harris Beach in Curry County to Fort Stevens in Clatsop County. Central Services coordinates and maintains various department-wide programs, including record management, cash and credit card handling, and purchasing practices, including the Small Purchase Order Transaction System (SPOTS). Central Services also includes Human Resources, which helps recruit, hire and train as many as 350 seasonal rangers each year as well as all new employees across the agency.

Budget includes:

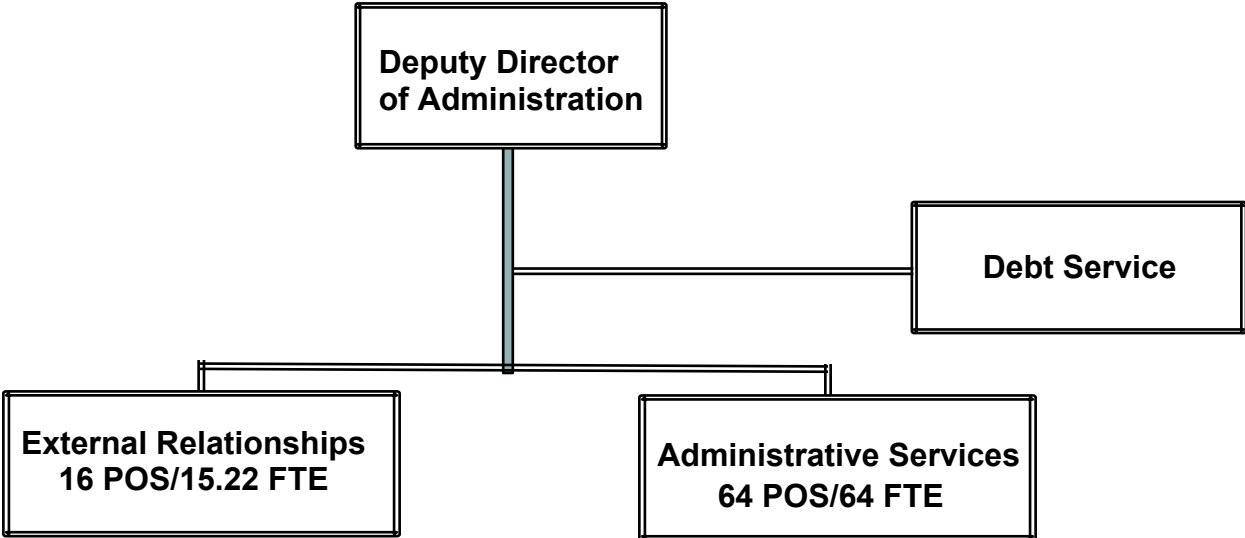
Administrative Services (\$64.9M, Other and Lottery Funds)

- Accounting
- Budget
- Payroll
- Contracts and Procurement
- Information Services
- Administrative and departmental support
- Communications/External Relations
- Government relations and policy
- Human Resources
- Department support

Debt Service (\$5.4M nondedicated Lottery Funds and \$8.5M General Fund)

Payments for debt associated with Willamette Falls, the Main Street program, and General Obligation Funds authorized by the 2021 Legislature for major park repairs and improvements (see Appendix 8). This Lottery funding is not related to the constitutionally-dedicated Parks and Natural Resources fund.

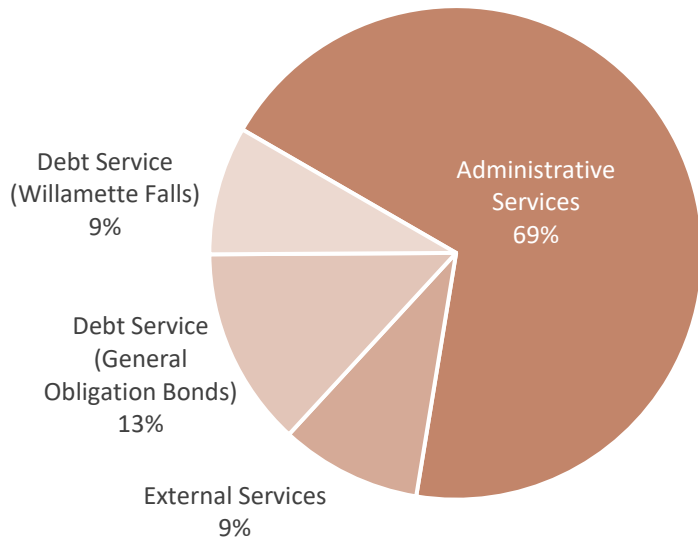
G3. Central Services Org Chart



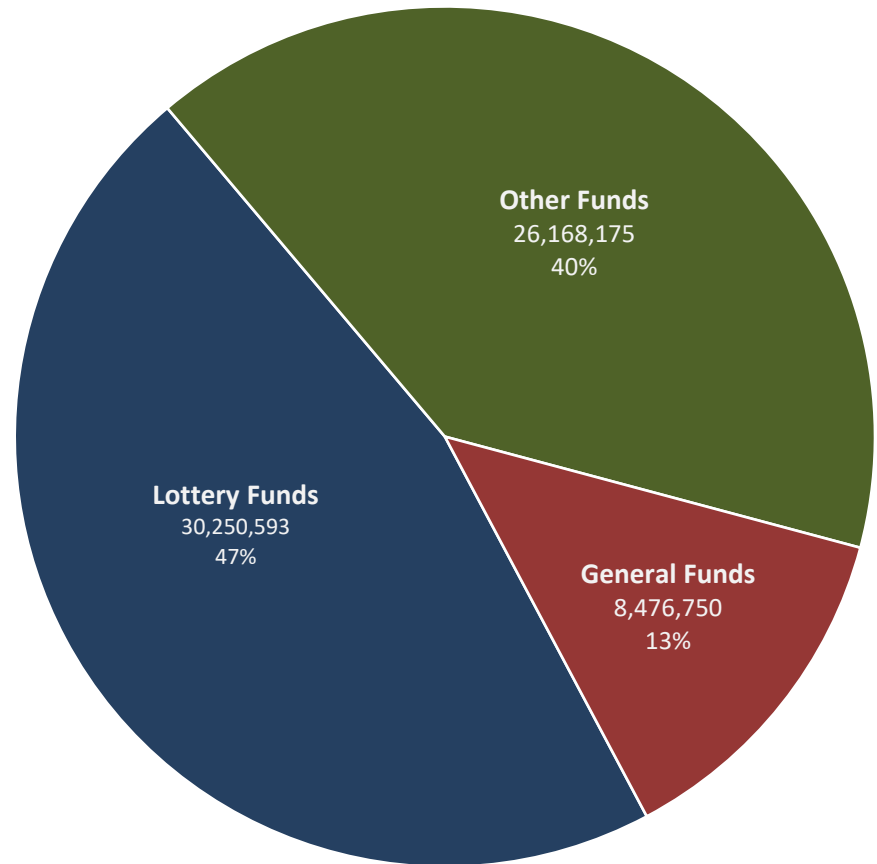
G4. Central Services 2025-2027 Budget

Central Services: \$64.9

Positions: 80
FTE: 79.22



Central Services by Fund Type





G5. Outcomes

- Improve overall agency **efficiency** related to business practices and back-office support.
- Assist Direct Services prepare and execute developments to **comply with the Americans with Disability Act**.
- Improve **network connectivity** to serve park visitors better and enable field staff productivity.
- Streamline **procurement** of goods and services.
- Improve the visitor access to state park experiences by establishing a new contract for **a reservation system vendor** to provide better value and more modern services, and by modernizing the state-run visitor service website.

G6. Cost containment

Costs are driven by state and federal regulatory requirements related to privacy and data security, labor expenses, and the need to update and replace outdated computer technology.

This program helps contain agency-wide costs by:

- Maintaining staff skill and readiness through rigorous training and adherence to industry standards.
- Improving reliability and speed of IT systems.
- Encouraging staff relationships and communications across all programs and functions to ensure the best cost-containment ideas are explored and adopted.
- Moving more tools used by staff and agency constituents to online platforms.

Inside the agency, **improve basic business processes** to unlock the potential of staff to serve public needs efficiently.

G7. Key Issues

- This unit's budget centralizes all the agency's State Government Service Charges payment. These payments cover insurance, assessments and other charges required of all state agencies.
- As the agency provides more public service, and as mandated state systems roll out, central support staff need to become more efficient and increase in size to maintain the quality of their work.
- Proposed legislation would provide flexibility in procurement and printing. Exemptions would allow quicker and more economical solutions for infrastructure repairs like broken water/sewer systems that visitors rely on for basic needs during their stay.



G8. Packages

Essential Packages	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor	(345,447)	(348,868)		(694,315)
022: Phase-out Pgm & One-time Costs		(2,775,000)		(2,775,000)
031: Standard Inflation	1,653,701	1,740,601		3,394,302
032: Above Standard Inflation	105,654	110,939		216,593
060: Technical adjustments, <i>5 position, 5 FTE</i>	(780,074)	(654,382)		(1,434,456)
093: Statewide Adjustment DAS Chgs	(730,290)	(247,733)		(978,023)
Policy Packages	Lottery	Other Fund	Federal	Total
103: Continue Park Reservation System Update	975,600	1,024,400		2,000,000



H. Program detail: Director's Office

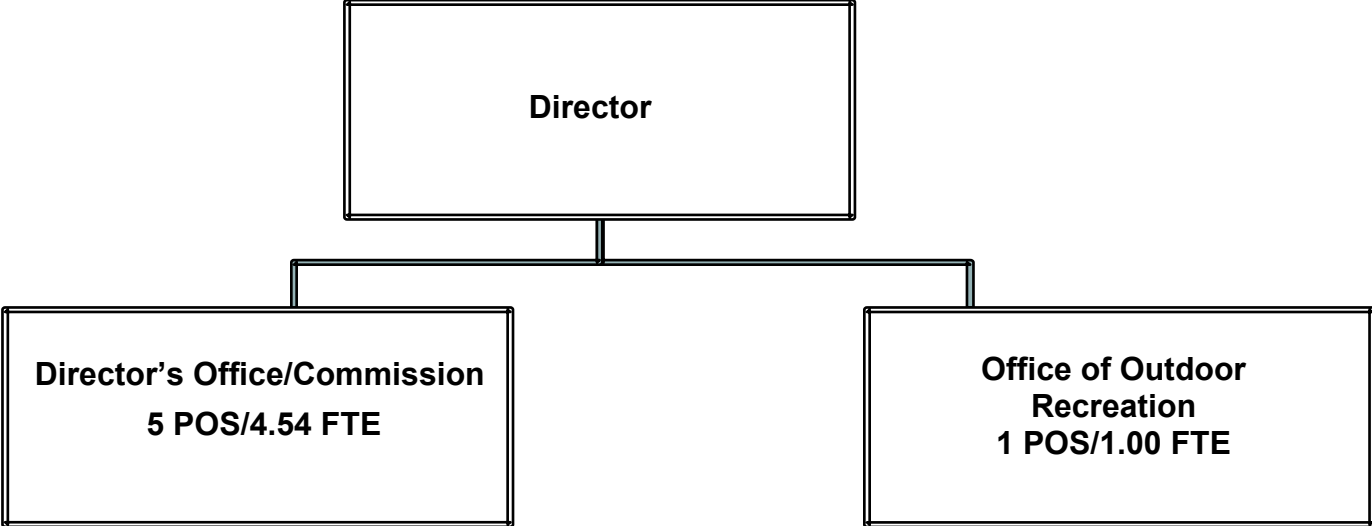
H1. Mission

The Director's Office is responsible for executive leadership, strategy, statewide recreation and heritage policy, the proper functioning of various official commissions, overall evaluation and internal auditing of the agency's performance.

H2. Programs

- *Director's Office/Commission* (\$1.7M, Other and Lottery funds): Strategic leadership for all department programs and operations. The Director represents the agency in all matters, oversees the state park system, is the State Historic Preservation Officer, and administers several official commissions including the Governor-appointed Oregon State Parks and Recreation Commission (OSPRC) created by the State Legislature in 1989 to establish policies, set fees, acquire property, promote the state's outdoor recreation policy. The OSPRC appoints the OPRD Director.

H3. Director's Office Organization Chart

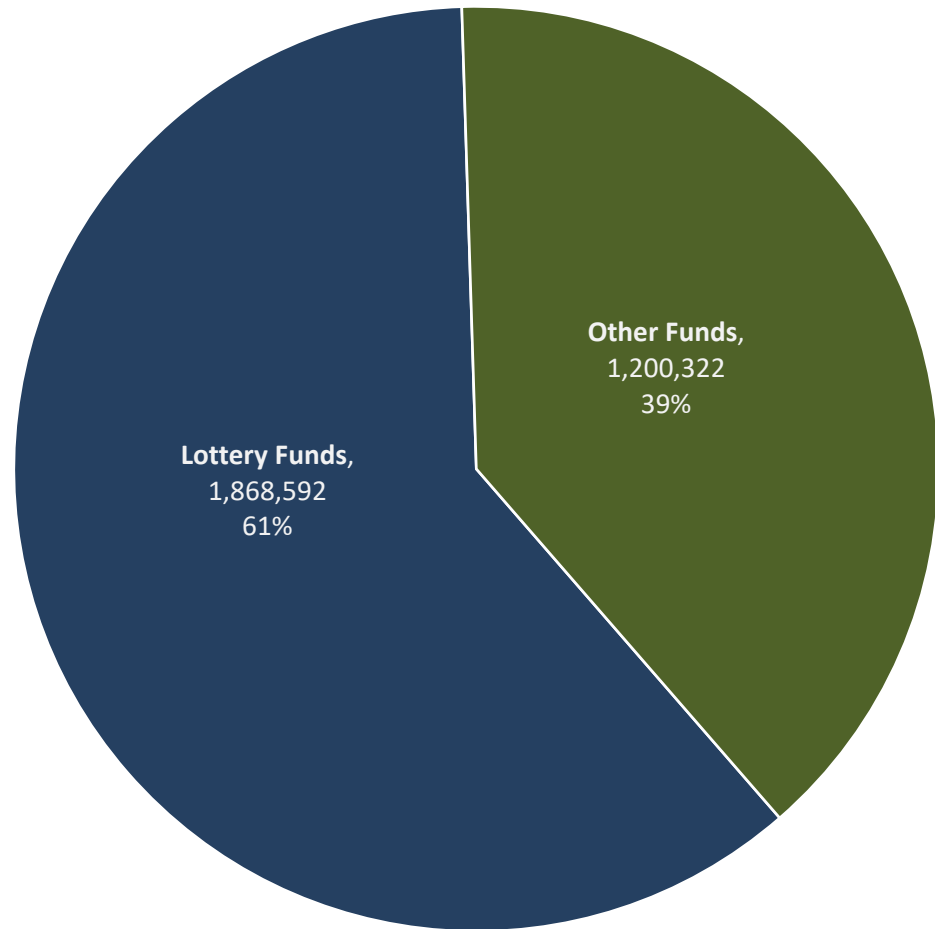
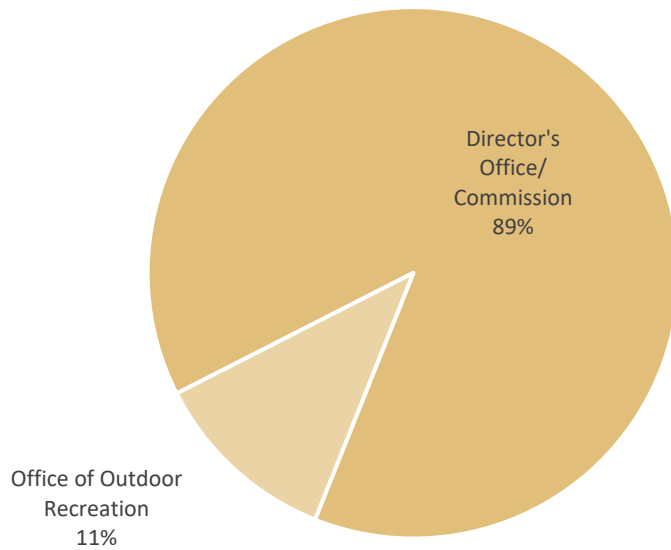


H4. Director's Office 2025-2027 Budget

Director's Office: \$3.1M

Positions: 6

FTE: 5.54



Director's Office by Fund Type

H5. Outcomes

- Fulfill each part of the agency recreation and heritage mission with equal vigor.
- Ensure each employee understands and contributes to constant improvement of Oregon’s heritage and state park resources, especially as it relates to serving the entire human community, including people who have felt unwelcome or unsafe trying to use agency services.
- Ensure staff leaders have the resources and direction to implement the affirmative action plan.
- Manage agency to the highest ethical and legal standards.
- Maintain strong relationships with constituents, other interested parties, and other governments to achieve commonly-held goals.
- Develop prioritized hotlist of top policy or statutory barriers to outdoor recreation and heritage success and address them with policymakers and legislators.
- Manage central office professional staff to serve community outdoor recreation and heritage needs, support the state park system, and fulfill federal and state legal obligations.
- Actively recruit partners to share the workload for programs and services that are not core to agency mission.
- ***Most critical: engage policymakers, interested parties, and the Oregon public in a conversation about long-term revenue and governance options to improve and sustain agency services.***

H6. Cost containment

The Director works in concert with the Oregon State Parks and Recreation Commission and an independent contractor to audit and improve agency performance within the agency’s existing powers.

The Director is also calling for support to equip OPRD with the flexibility to reallocate its budget between different kinds of funds as needed, and for targeted exemptions to state procurement processes. First, allowing parks to shift funds between different categories — operations, staffing, maintenance, etc. — would address emerging needs, prioritize projects, and allocate resources more efficiently. Second, the state procurement system often results in more expensive and slower responses to emerging issues. It may serve office-based agencies well, but a property-heavy, intensively facility-focused service like state parks are literally the opposite of office work. Exemptions would allow quicker solutions to infrastructure issues like repairing broken water/sewer systems that need to happen timely as our campgrounds are full and visitors are relying on the water and sewer to be fully functioning during their stay. The need to immediately procure services, materials, and supplies is a reality on any given day.

H7. Key Issues

Oregon State Parks are integral to the state's tourism economy, recreation, and preservation of natural, cultural, historical and scenic recreational resources. It is currently funded by three main sources: state lottery funds, user fees and recreational vehicle registration dollars. The agency is not supported by taxpayer's general fund dollars and has tried to meet growing demand and maintenance on the state park system with these limited revenue streams. However, the system faces severe financial constraints. The cause is not a mystery: the state park system is more than 100 years old, busier than ever, and expenses are growing faster than revenue and cost-cutting can support.

Since the birth of the Oregon State Park system more than a century ago, each generation has answered the question "We love it, but how will we pay for it?" a little differently. In the beginning, it was by allocating a sliver of the gas tax — the nation's first — to beautify highways. The person in charge of parks begged and borrowed support from highway workers. Fifty-plus years later, voters required gas tax be spent only on highway maintenance, and state parks shifted to rely on visitor fees, recreational vehicle license plate revenue, and even general fund occasionally. In the 1990s when a funding crisis loomed, voters answered the question by dedicating a share of Lottery. That was 25 years ago, and while the state park survived recession and COVID and other challenges thanks in part to Lottery, the question is before us yet again. State park operational costs are rising 30% faster than revenue due to inflation and the wear-and-tear on one of the nation's busiest state park systems.

The agency has been warning of an impending fiscal crisis for over a decade. Without action, a budget deficit is imminent in the 2027-2029 biennium. To sustain and enhance park

operations, there is an immediate need for greater flexibility in both expenditure authority and revenue generation. Before the 2027 legislative session, as we continue our pursuit of controlling expenditures, we need to find agreement on additional sources of revenue. Oregonians and her legislative leaders have always found an answer, and we are confident they will again. Issues to bear in mind:

- **Financial Constraints and Rigid Expenditure Authority** - Parks operate within a fixed budget, with limited flexibility to reallocate funds or seek cost reductions due to state procurement processes that are not designed for 24/7 hospitality services, often located in rural areas.
- **Revenue Generation Challenges** - Reliance on lottery funds and user fees has left parks vulnerable. Current regulations limit alternative revenue streams such as public-private partnerships, expanded concessions, and unique visitor experiences.
- **Visitor fees** have already been increased to users in the 23-25 biennium and raised fees alone will not fix this issue. Earned revenue is vital. Pricing people out of the state park experience just to balance the books would be a hollow victory.
- **Aging Infrastructure** - Many parks are over 50-100 years old, with outdated facilities, historically significant structures and growing maintenance needs that exceed available funding.
- **Inflation and Rising Costs** - 2021's \$50 million General Obligation Bonds to invest in our park properties resulted in a few major park projects that will end up costing upwards of \$90 million with inflation. Operational costs also have inflation increases from water, power, fuel, labor and contract services, and supplies. The park system fee structure is not designed to fully recover those costs. Only

three of our 50+ overnight parks make more money than they cost.

- **Legislative and Structural Challenges** - While flexible fee authority was granted in 2017, and governance models were adjusted slightly in 2019, these measures have not fully addressed the systemic issues. As required by the constitution, the share of OPRD's Lottery revenue passed through as local community grants increased from 12% to 25% of the total fund, reducing the amount available for state park repairs, operations by \$17 million just as inflation spiked.
- **Benchmarking and Comparative Analysis** - Other state park systems, particularly those integrated into hospitality or tourism structures, have demonstrated greater financial success without burdening taxpayers. Oregon's parks remain constrained by outdated governance and funding models.

- **Universal service** - Continue external outreach and internal reform to shape agency culture in a way that serves the needs of all people equally well.
- **Audit** - At the request of the OPRD Director, the Secretary of State's 2025-26 audit plan will examine OPRD governance, strategic objectives, goals, and cost centers. Key audit objectives may include assessing OPRD's ability to meet its mission with its funding challenges, identifying barriers to OPRD for meeting its long-term mission, and recommending ways to overcome these barriers.



*Waterline repair at
Jessie M. Honeyman Memorial State*

H8. Packages

Essential Packages	General	Lottery	Other Fund	Federal	Total
010: Non-PICS Psn; Svc / Vacancy Factor		(242)	(9,248)		(9,490)
022: Phase out	(132,894)				(132,894)
031: Standard Inflation		26,754	26,582		53,336
092: Statewide AG Adjustment		(4,650)	(4,882)		(9,532)
093: Statewide Adjustment to DAS Charges		(252,517)	(265,149)		(517,666)



I. Reduction Options

The Oregon Parks and Recreation Department modified current service level budget includes \$123,805,172 Parks and Natural Resource Funds (Lottery), \$4,145,780 Lottery Funds, \$119,152,134 Other Funds, and \$11,473,708 Federal Funds. Major business activities supported by these funds are: Operations, Facility Investment Program, Grant Programs, Heritage and Community Programs, and Administration. These activities include: 1) Legislatively established parks and recreation programs, including Historic and Cultural preservation, Scenic Waterways, Willamette Greenway, Ocean Shores, Recreational Trails and; 2) essential operating services including personnel, payroll, accounting, reporting, budgeting, information services, publicity and publications, purchasing, fleet, property management and operation of the state park system. The department's operating budget is 69.41% of the total current service level budget. The remainder is a combination of pass-through funds to local governments, non-profit groups, and other government entities; acquisition, development and facility investment funds; debt service costs; and charges from other state agencies. The proposed reductions options are as follows, by priority and fund type:

Rank and activity	Description	Amount/ Fund Type	Comments
1. Remove standard inflation.	Eliminates the standard inflation of 4.2% (8.8% on Professional Services) granted during the budget building process.	\$3,131,398 LF \$3,995,221 OF \$ 758,902 FF	Costs to operate the park system will continue to rise and the impact will reduce the services available to visitors. May impact KPM #6 Customer Satisfaction.
2. Reduce small grant limitation.	Agency will not seek small, one-time grants that are Other or Federal funds for projects throughout the Department.	\$1,170,716 OF \$ 567,059 FF	This will hinder efforts to complete projects and park development by reducing total funds available. Will defer costs of necessary projects to future biennia.
3. Reduce Acquisition program.	Reduces funding available to the Department for the purchase of property.	\$1,828,467 LF	This reduction may impede the Department's efforts to acquire additional recreational opportunities and require the Department to forgo opportunities to meet current and future needs, to protect significant resources, scenic and historic areas when they become available. Impacts KPM #4 Property Acquisition.
4. Across the board 18.52% reductions to Services and Supplies and Capital Outlay in the Director's Office, Central Services and Direct Services.	Take an across-the-board reduction in Other and Lottery Funds impacting primarily services and supplies where possible.	\$5,467,933 LF \$8,347,525 OF	Programs funded with Other and Lottery Funds include all field operations, reservation and information services, public information services (brochures, maps etc.). A reduction to these programs will reduce customer service. Would reduce maintenance and cleaning of park facilities, provision of information to potential park visitors, and marketing efforts. Could result in loss of revenue to the Department. Impacts KPM #6 Customer Satisfaction.

5. Across the board 10% reductions in the Heritage programs and grants, Grant Administration and the ATV program, trust and dedicated accounts.	Take an across-the-board reduction in Other and Lottery Funds impacting primarily services/supplies where possible and grant awards where necessary.	\$ 565,867 LF \$ 383,524 OF	Programs funded with these Other and Lottery funds includes the staff and programs that work with communities related to historic preservation and provide associated grants; bicycle recreation, scenic waterways and other grant administration functions.
6. Reduce facilities construction and maintenance program by 50%	Reduce funding available to the Department for maintenance, repair and enhancement of park properties.	\$7,918,271 LF	This program's purpose is to complete major maintenance, preventive maintenance and repairs to park facilities. The program also includes enhancements and upgrades that coincide with major maintenance and repairs. Program reductions will hinder the agency's efforts to reduce deferred maintenance projects This action will not result in any long-term savings. Delays in maintenance could result in higher overall costs. Impacts KPM #5 Facilities Backlog.

J. Reviewing Major Budget and Legislative Issues

The 2025-27 budget focus is on **long-term fiscal sustainability** for the agency. While we have been signaling need for structural changes for the last decade, we now face a perfect storm of challenging financial constraints- aging park infrastructure, record-breaking visitation and expenses that are growing faster than revenue and cost-cutting can support. As we continue controlling expenses, a solution to identify additional revenue is needed before the 2027 session.

Except for debt service, **this agency is not supported by the general fund**. The main sources of agency funding-state lottery funds, park user fees, and RV registrations-are not keeping pace with costs or visitation demands.

Proposed legislation addresses printing and procurement exemptions, employee address disclosure and increases in flexibility for ocean shore permitting. **Summaries are found in Appendix 6.**

Construction continues on projects to invest the **\$50 million in general obligation bonds** approved in 2021 at eight parks.

Climate change impacts further challenge agency sustainability. Fire season grows every year. OPRD has been and continues to be impacted each summer. Additionally, coastal properties face more storms and concerns over erosion and sea level rise.

K. APPENDICES

Appendix 1. Audit Results

The last time Oregon Parks and Recreation Department (OPRD) was part of the Statewide Audit of Selected Financial Accounts was for June 30, 2017. Therefore, the Department has nothing to report on financial audits at this time.

By Appropriately Administering Measure 76 Funds, Oregon Is Advancing Constitutional Goals for State Parks and Natural Resources - Multiple Agency Audit

The Oregon Constitution requires the Secretary of State Audits Division to regularly audit any state agency that receives moneys from the parks and natural resources fund. The state intent of the audit is to address the financial integrity, compliance with applicable laws, efficiency and effectiveness of the use of moneys.

Audit Results

The auditors found agencies receiving these funds have adequate processes and procedures in place to ensure the funds are achieving the state constitutional purpose. As such, they have no recommendations to offer.

**Appendix 2. Vacancies as of 12/31/2020
(Note: all positions are permanent)**

Position Number	Reason Narrative	Vacancy started
4701075	Planning to recruit since 08/23	4/7/2023
4701124	Being abolished for future position financing	1/28/2021
4701080	Potential reclass	
6220162	Holding for establish (being used for permanent financing)	
4701071	Marking position frozen again due to unfreezing and creating a requisition on a position that has been reclassified down to a PCS2 and pending Workday update.	8/24/2020
4771112		1/19/2021
4711053	Possible reclass	12/31/2022
4731024	Held for current job rotation	6/15/2022
4741040	The position will be used to fund OSM.	4/1/2021
4771003	Holding open for reorganization	3/12/2021
4701094	Possible reclass	

Appendix 3. Performance Measures

1. Park Visitation- Visitors per acre of Oregon Parks and Recreation Department property.
2. Heritage Program Benefits- Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
3. Grant Programs- Percent of Oregon Communities that benefit from an OPRD-managed grant program.
4. Property Acquisition- Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91).
5. Facilities Backlog- Percent reduction in facilities backlog since 1999.
6. Customer Satisfaction- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent" overall customer service, timeliness, accuracy, helpfulness, expertise and reliability of information.
7. Commission Best Practices- Percent of total best practices met by the State Parks and Recreation Commission.

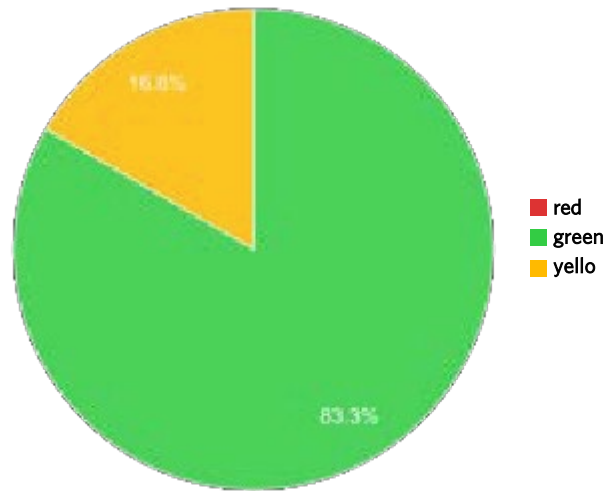
Parks and Recreation Department

Annual Performance Progress Report Reporting

Year 2024

Published: 9/26/2024 3:08:47 PM

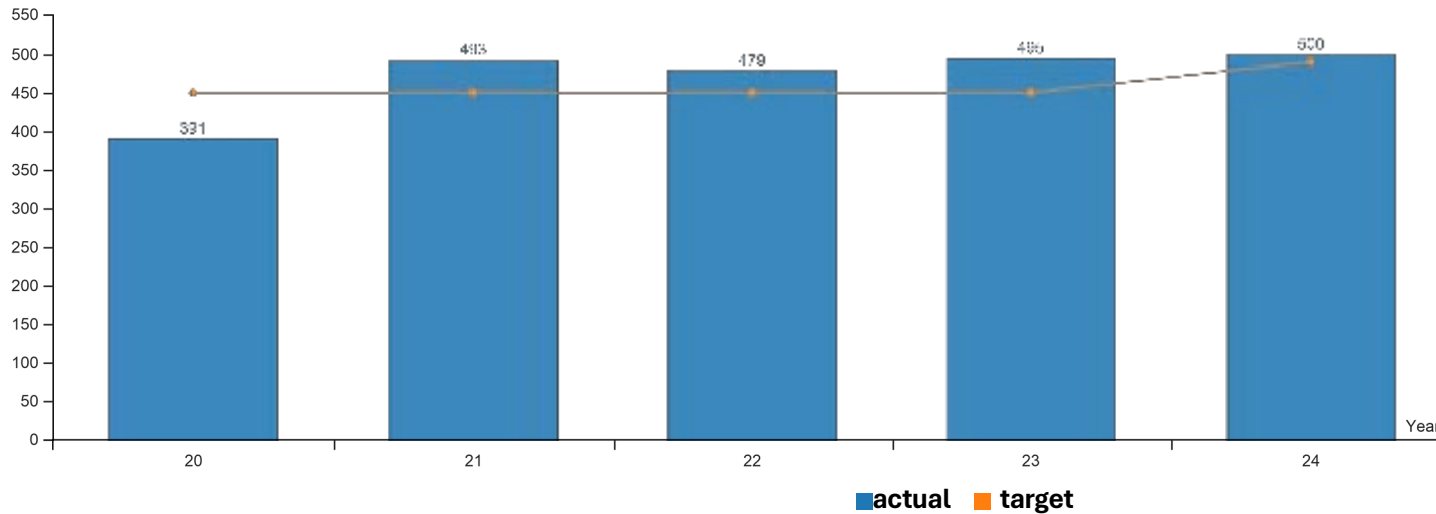
KPM #	Approved Key Performance Measures (KPMs)
1	PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.
2	HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
3	Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program.
4	PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
5	FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.
6	CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
7	COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission.



Performance Summary	Green	Yellow	Red
Summary Stats:	= Target to -5% 83.33%	= Target -5% to -15% 16.67%	= Target > -15% 0%

KPM #1	PARK VISITATION - Visitors per acre of Oregon Parks and Recreation Department property.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = negative result



Report Year	2020	2021	2022	2023	2024
Visitors Per Acre of Oregon Parks and Recreation Department Property					
Actual	391	493	479	495	500
Target	450	450	450	450	490

How Are We Doing

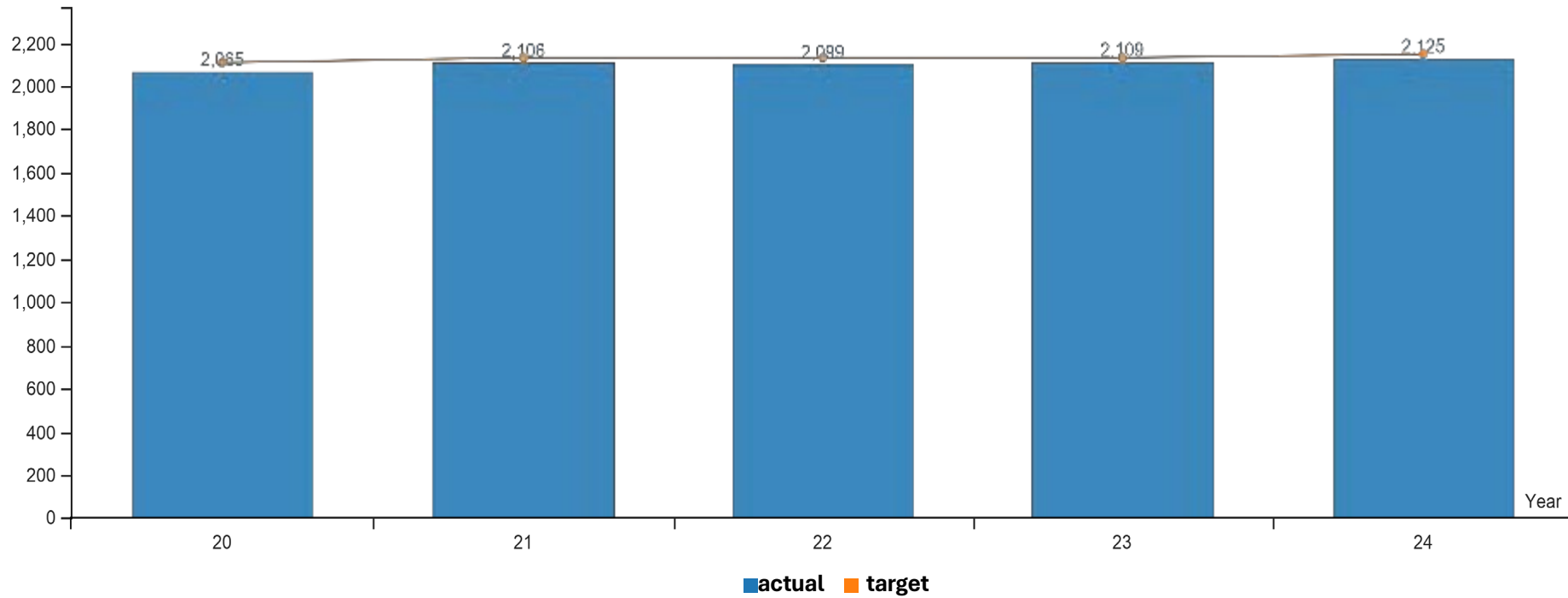
FY 2024 results are 500 visitors per acre, a 1% increase from the 495 visitors per acre in FY 2023. Numbers continue to be above the target. Numbers have seemingly stabilized after the post- pandemic fluctuations from recent years past. The Department continues to selectively purchase additional park properties in order to serve an increasing population while maintaining a quality visitor experience. Total visitation in FY 2024 was 56.1 million, a very slight increase (.31%) from FY 2023.

Factors Affecting Results

Typically, factors affecting the numerator (visitor attendance) include weather, economic conditions, perceived attractiveness of the recreational offering and park closures (for construction, storm damage, etc.), with factors affecting the denominator (acreage) including availability of land for acquisition (from willing sellers) and availability of funds for the purchase.

KPM #2	HERITAGE PROGRAM BENEFITS - Number of properties, sites, or districts that benefit from an OPRD-managed heritage program.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Number of Properties, Sites, or Districts That Benefit From an OPRD-Managed Heritage Program					
Actual	2,065	2,106	2,099	2,109	2,125
Target	2,107	2,130	2,130	2,130	2,146

How Are We Doing

Oregon continues to perform well compared to neighboring western states, listing more properties in the National Register than Idaho and Nevada combined and two more than Washington, a more populous state. Oregon continues to reach out to underrepresented populations to identify, document, and list properties in the National Register that fully represent the state's rich history.

Oregon added thirteen new properties to the National Register, including Camp Namanu in Sandy, recognized as the first girls' camp founded in 1924 by the Camp Fire Girls; the Maxville town site, a Wallowa County segregated logging town with a significant African American population; and Normandale Field, constructed in 1948 and renamed Erv Lind Field in 1965, constructed for major league women's softball and associated with the LGBTQ+ community. Advocates amended the Hotel Alma/Crystal Hotel nomination to address gaps in the historical record, recognizing the building's significance as an anchoring point for Portland's primary LGBTQ+ district from the late 1960s through the 1990s. Other recognized special places include Lakeview's premiere movie house, the Alger Theater, Lake County; the Malmgren Garage in Talent, Jackson County; and Dallas' historic downtown, Polk County. Two thousand one hundred twenty-five properties, including 137 historic districts, located across the state's 36 counties and representing many aspects of our rich history, are now listed in the National Register.

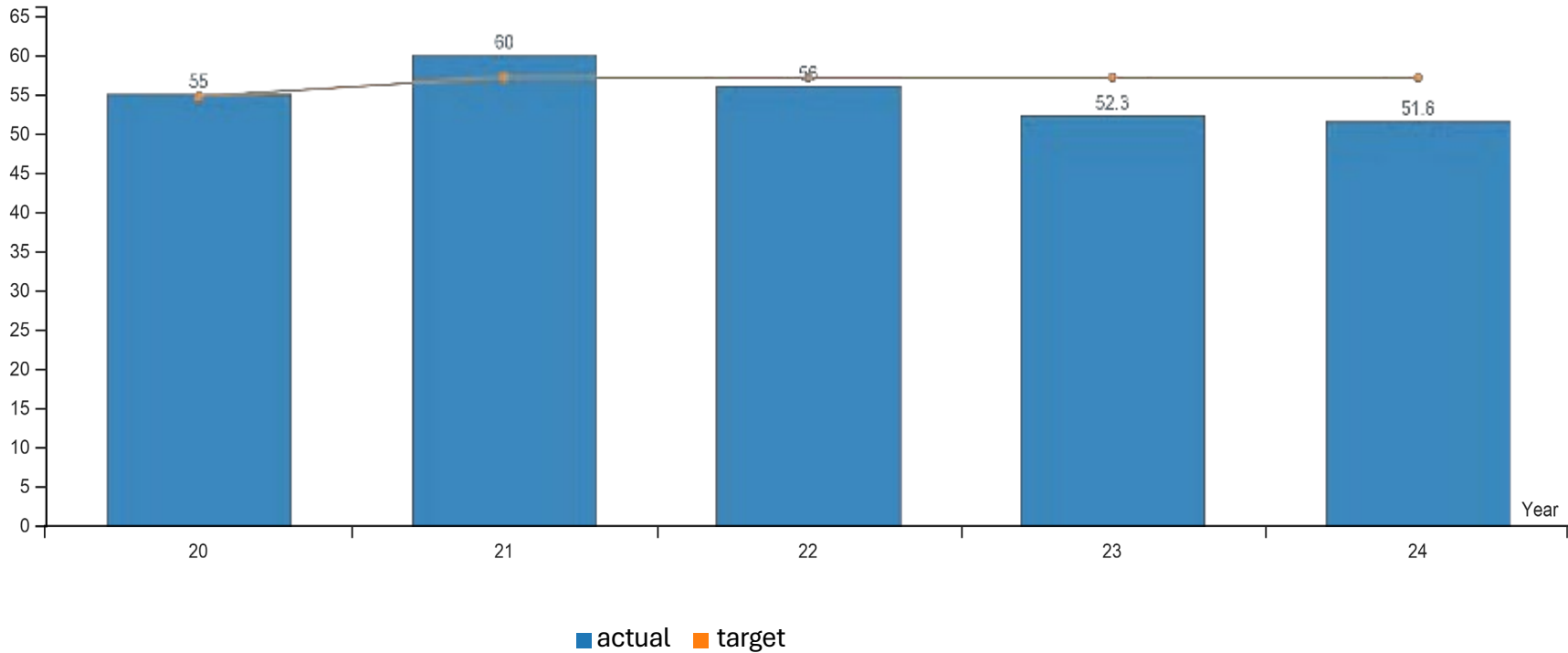
Factors Affecting Results

The overall number of new designations has been relatively steady in comparative states over the last several years. Primary drivers for program participation are public interest and OPRD grant-funded projects that enabled local governments and partner organizations to identify, document, and list properties in the National Register.

Efforts over the last several years under the Oregon Historic Preservation Plan and Oregon Heritage Plan focused on reaching out to underrepresented populations to achieve greater geographic and thematic diversity in the stories represented by our recognized historic places. This concerted effort began in fiscal year 2018 and continues under the recently adopted 2024 – 2033 Oregon Historic Preservation Plan. Key goals in the plan call for identifying more historic properties in rural and underserved areas associated with Native Americans, Oregon's early history, and not yet represented or underrepresented in the state's inventory, such as women, racial and ethnic groups and increasing the representation of these same groups in Oregon's list of properties in the federal National Register of Historic Places. Key strategies to achieve this goal include working closely with partner agencies and organizations and providing funding and technical assistance to community-driven efforts to identify and recognize these special places. In partnership with the African American community, the office recently completed a statewide study focusing on African Americans and their contributions to the state, which has resulted in several important places to this community listed in the National Register of Historic Places. The agency launched a similar study documenting the contributions of women in labor history last fiscal year and expects to complete the work in 2025. The agency also continues to work with rural communities to recognize historic downtown districts and notable historic places.

KPM #3	Grant Programs - Percent of Oregon communities that benefit from an OPRD-managed grant program.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percent of Oregon communities that benefit from an OPRD-managed grant program					
Actual	55%	60%	56%	52.30%	51.60%
Target	54.70%	57.10%	57.10%	57.10%	57.10%

How Are We Doing

FY 2024 results include an unduplicated count of the number of communities that were awarded Department grants. Results show that 51% of Oregon communities (143 of 277) have benefited from an OPRD-managed grant program over this time period, a slight decrease from the 52% reported the previous year.

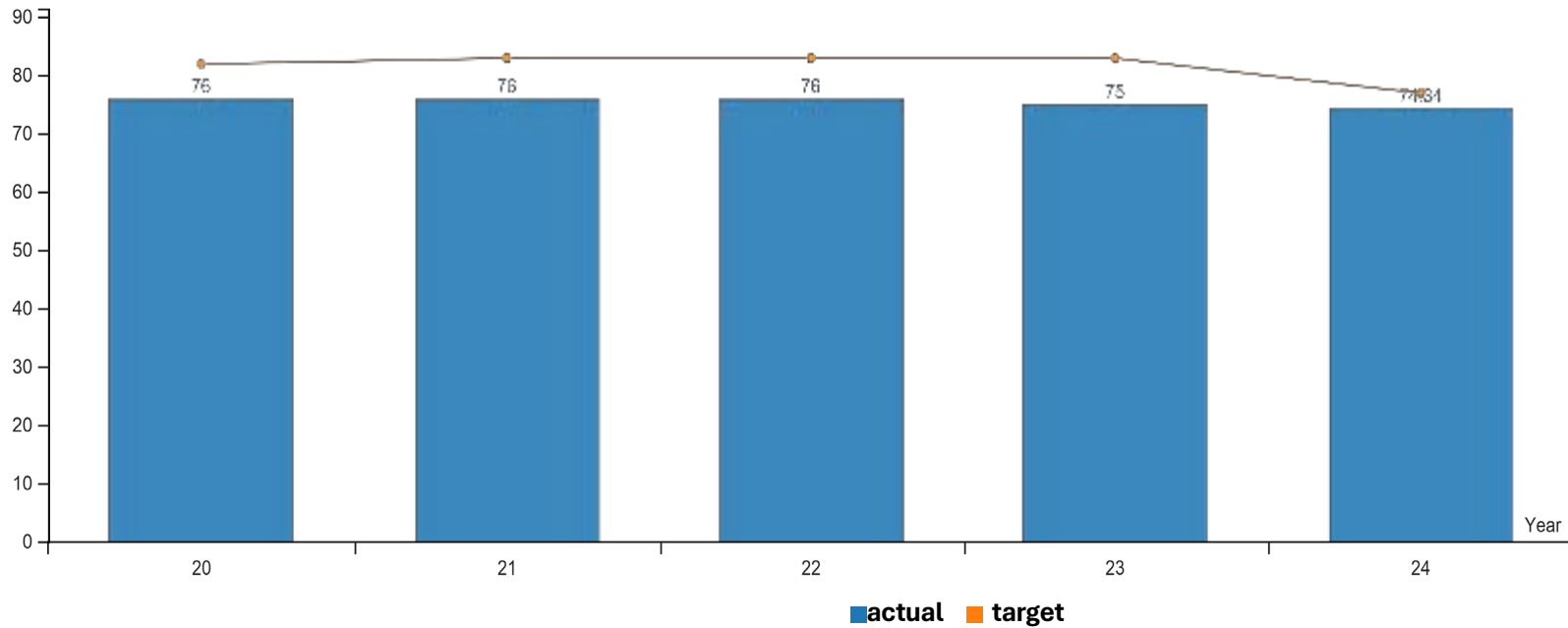
A decrease in this data in recent years is likely due to a decline of applicants since the pandemic years. Data reflects projects that were applied for 1-2 years prior. OPRD expects to see realignments to pre-pandemic numbers in upcoming years.

Factors Affecting Results

Factors affecting results include the availability of grant funding, grant program requirements for local match and other local commitments, maximum allowable grant award amounts, number of grant applicants, and geographic distribution of grant applicants.

KPM #4	PROPERTY ACQUISITION - Recreation lands index: Park lands and waters acquired by OPRD as a percentage of total goal. (Linked to Oregon Benchmark #91)
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Park Lands and Waters Acquired by OPRD as a Percentage of Total Goal					
Actual	76%	76%	76%	75%	74.34%
Target	82%	83%	83%	83%	77%

How Are We Doing

Targets for this measure indicate the desire of moving towards a total goal of approximately 35 acres per 1,000 population, with the data measured and reported by fiscal year. As park areas reach capacity, this information assists the Department in making decisions about future expansion of the system in keeping the balance between recreation opportunities and natural resource protection.

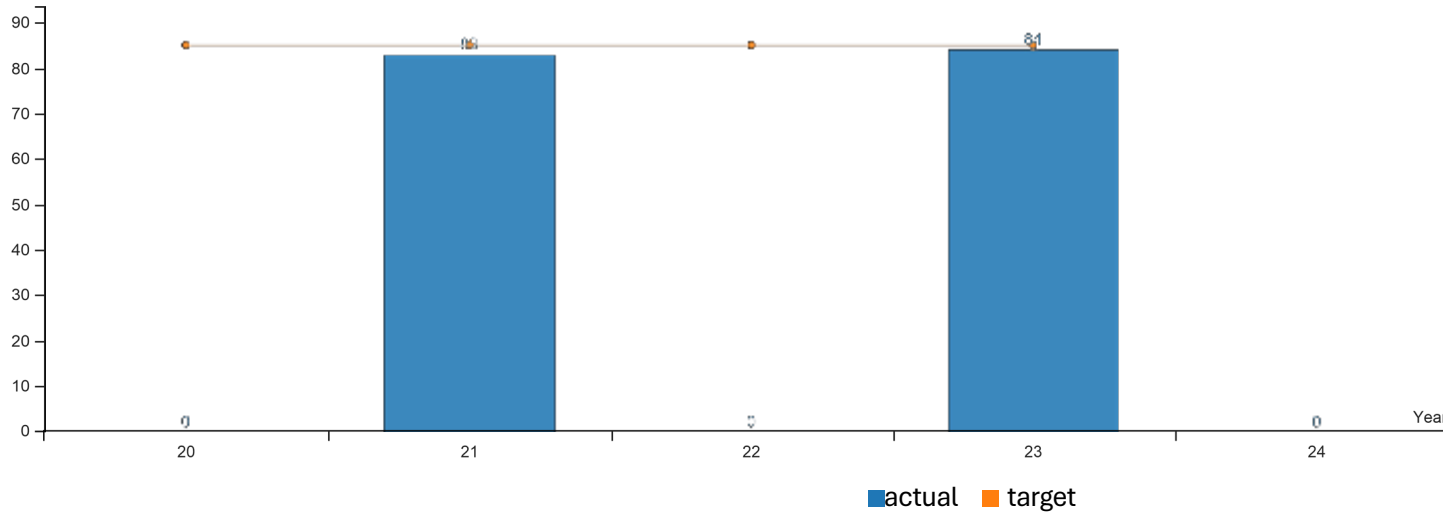
FY 2024 results indicate that the agency was at 74% of the total goal, below the target of 77%. Results show a slight decrease from last year as Oregon's population increased at a higher rate than the growth in park acreage.

Factors Affecting Results

Oregon's population continues to increase at a higher rate than other states, impacting the denominator of the calculation. Acquisition of property is affected by the availability of land meeting agency criteria, availability of adequate department funds to purchase property, and real estate prices.

KPM #5	FACILITIES BACKLOG - Percent reduction in facilities backlog since 1999.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percent Reduction in Facilities Backlog					
Actual	0%	83%	0%	84%	
Target	85%	85%	85%	85%	

How Are We Doing

While data is tracked continuously, it is reported on a biennial basis, with the next reporting of data to be done at the end of FY 2025. Current data shows that progress continues to be made in reducing the maintenance backlog. In the last 2 years, 6 projects have been completed. 152 projects remain of the original 1585 that were identified. Efforts are continuing to re-assess additional maintenance backlog and all deferred maintenance that has accrued since 1999.

Factors Affecting Results

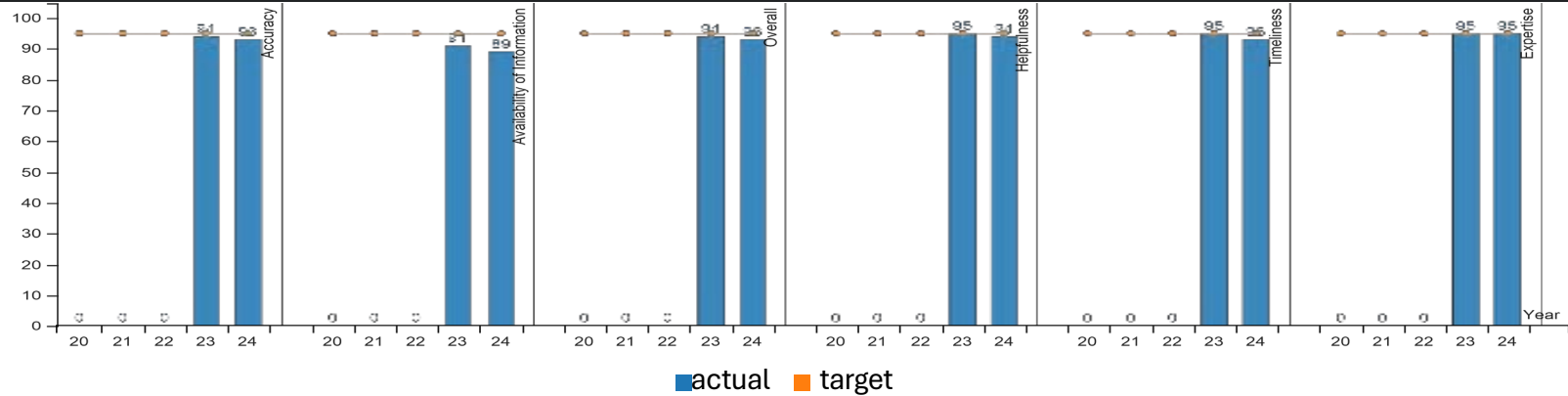
Park Construction priorities are funded each biennium from the Parks and Natural Resources Fund (Lottery); current financial implications have reduced this funding source. Investments are made in two areas:

1. Major maintenance to reduce backlogged repairs and deferred maintenance including improvements in efficiency and sustainability; and.
2. Enhancements to meet future needs. The backlog reduction could be impacted by decisions to increase or decrease the focus of resources on the

enhancement projects.

The Department is evaluating the continued emphasis on buying down of the original backlog and ensuring that the priorities are the most current and necessary. Emergent maintenance issues continue to arise that require more immediate funding with the Department feeling this list should be evaluated and updated more frequently.

KPM #6	CUSTOMER SATISFACTION - Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
Data Collection Period: Jul 01 - Jun 30	



Report Year	2020	2021	2022	2023	2024
Accuracy					
Actual	0%	0%	0%	94%	93%
Target	95%	95%	95%	95%	95%
Availability of Information					
Actual	0%	0%	0%	91%	89%
Target	95%	95%	95%	95%	95%
Overall					
Actual	0%	0%	0%	94%	93%
Target	95%	95%	95%	95%	95%
Helpfulness					
Actual	0%	0%	0%	95%	94%
Target	95%	95%	95%	95%	95%
Timeliness					
Actual	0%	0%	0%	95%	93%
Target	95%	95%	95%	95%	95%
Expertise					
Actual	0%	0%	0%	95%	95%
Target	95%	95%	95%	95%	95%

How Are We Doing

FY 2023 marks the start of the replacement data source for the KPM functioning again. For multiple years prior, this data could not be reported. FY 2024 shows a slight decrease in multiple areas from the previous year; although all areas are either slightly below or meeting target scores.

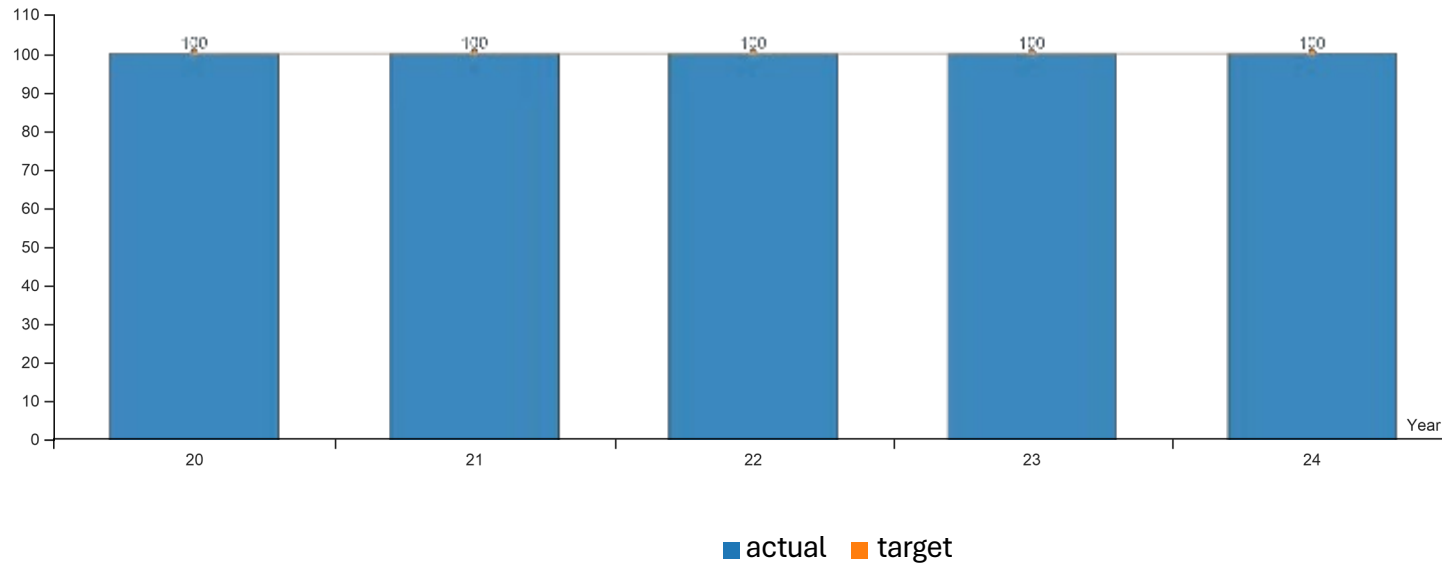
Currently, OPRD gathers data from web-based surveys and other sources to capture a wide array of agency customers. Overall, OPRD is receiving high survey results. The lowest area being "availability of information"

Factors Affecting Results

Satisfaction dips when parks are crowded, even if the quality of service remains high.

KPM #7	COMMISSION BEST PRACTICES - Percent of total best practices met by the State Parks and Recreation Commission.
	Data Collection Period: Jul 01 - Jun 30

* Upward Trend = positive result



Report Year	2020	2021	2022	2023	2024
Percent of Commission Best Practices Met					
Actual	100%	100%	100%	100%	100%
Target	100%	100%	100%	100%	100%

How Are We Doing

This measure is required of all agencies by the Department of Administrative Services. A list of 16 mandated best practices include business processes, oversight duties, budget and financial planning, and training.

Annual self-evaluation by members of the Oregon State Parks and Recreation Commission where commissioners independently evaluate group performance, then collectively discuss their findings to produce a consensus report. The process for self-evaluation and discussion will improve over time.

The first data was available in November 2007. The commission met in Feb. 2024, reviewing the data applying to Jul 2022-Jun 2023 (FY23).

Factors Affecting Results

Many measures are subjective and require experienced Commissioners to develop reasoned answers. Newly appointed Commissioners can affect results.

Appendix 4. "Other Fund" Ending Balance form

Other Funds ending balances for the 2021-21 and 2023-25 biennia. All "Other Funds" are of the "Limited" type.

Program area (SCR)	Treasury Fund name	Description	Statutory reference	2012-23 Ending Balance		2023-25 Ending Balance	
				LAB	Revised	CSL	Revised
200-10-00-00000 Central Services	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.134 (Operating Cash)	19,236,217	24,102,401	13,719,780	38,771,394
400-10-00-00000 Direct Services	6340000650 State Parks and Recreation Department Fund	Operations	ORS 390.848 (Deschutes Boater)	626,390	746,746	530,590	530,590
400-10-00-00000 Direct Services	6340000650 State Parks and Recreation Department Fund	Trust Fund	ORS 390.153 (Trust and Dedicated Funds)	11,016,812	11,987,656	10,531,443	10,531,443
500-10-00-00000 Comm Supp/Grants	6340000650 State Parks and Recreation Department Fund	Operations	ORS 358.480/690 (Ore Prop Mgmt Acct)	500,164	400,164	500,164	500,164
500-10-00-00000 Comm Supp/Grants	6340001553 State Parks and Recreation Department Fund	Grant Funds	ORS 390.262/264 Main Street Grant Program	812,439	11,575,000	1,575,000	-
500-10-00-00000 Comm Supp/Grants	6340000650 State Parks and Recreation Department Fund	Grant Funds	ORS 390.555/560 (ATV)	13,235,139	12,526,702	15,657,371	14,526,501
500-10-00-00000 Comm Supp/Grants	6340000650 State Parks and Recreation Department Fund	Grant Funds	ORS 390.134 (RV County Opportunity)	1,212,839	2,519,691	4,230,603	4,064,831

Notes:

- A. Ending balances in the Community Support and Grants SCR are for the Heritage programs, ATV program, Oregon Property Management Account (OPMA), Main Street Grants and RV County Opportunity Grants.
 - B. Ending balances in the Direct Services SCR are for the Deschutes Boater Pass program and Trust and Dedicated Fund balances.
 - C. Ending balances in the Central Services SCR is the overall operating cash and other reserves for the entire Department.
-
- 1. Operating Cash - in the Central Services SCR is up \$14,668,993. The primary reason for the increase an increase in fees, and an update to forecast methodology.
 - 2. Deschutes Boater Pass - in Direct Services SCR is down \$216,156 from the ORBITS ending balance due to reduced revenue projections.
 - 3. Trust and Dedicated Funds - in the Direct Services SCR is down 1,456,213. Revenues in preventive maintenance, business accounts and stewardship all exceeded projections and expenditures therefore, transfers have stopped until the funds level out at which time they will continue.
 - 4. OPMA - in Community Support and Grants SCR is up \$100,000 from the ORBITS ending balance. This is due primarily to cash balance from previous biennium and expenditures less than projections.
 - 5. Main Street Grants - in the Community Support and Grants SCR is reduced to 0 from the ORBITS ending balance. Heritage Program is planning for all funds to be distributed throughout the biennium.
 - 6. ATV Fund - in the Community Support and Grants SCR is up \$1,999,799 from the ORBITS ending balance. This is the result of higher than anticipated permit sales and higher unrefunded fuels tax transfers due to the increase in the gas tax.
 - 7. RV County Opportunity Grants - in the Community Support and Grant SCR is up \$1,545,140 as a result of higher than anticipated revenues from the current and previous biennium.

Appendix 5. Span of Control report

Appendix 6. Agency bills

[HB 2922](#)- Employee Address Disclosure

When OPRD enforcement officers report a crime, often it is their home address entered into the law enforcement system instead of their work address. Even when officers explicitly request work addresses be listed, their home address is provided in court records. This allows for criminal defendants to know personal information about our employees and routes important information about cases to individual employee homes instead of through the agency. This bill will allow OPRD park rangers to participate in an existing program within DMV that allows them to exchange their home address with their office address within the DMV system if they choose.

[HB 2925](#)- Ocean Shore Permitting

To improve ocean shore permitting processes, this bill proposes to address three of the outstanding difficulties within this program: a one-size fits all permit; unworkable timelines, and an inflexible fee structure. The bill aligns the OPRD permitting process with Department of State Lands by extending our timelines and adding more flexibility in the process to allow staff to work with applicants. It will also create a new category of permit for smaller less complicated projects and allow the agency to set fees in rule.

[SB 838](#)- Agency Efficiency

OPRD is unlike any other state agency given its role as a statewide recreation and heritage agency with significant frontline public service responsibilities. As an agency, we are taking a hard look at all our financials and businesses practices to improve efficiencies. Addressing needed changes in statute are critical to service we provide visitors and necessary for the stability of the agency. This bill addresses needed statutory changes to continue momentum for the agency by providing exemptions to purchasing and printing requirements.

Appendix 7. IT Projects

A summary of major information technology projects/initiatives that may exceed \$1,000,000 and follow the State CIO/LFO Stage Gate Process.

1. OPRD Campground Reservation System

The purpose of this project is to improve *business efficiency for park operations* and the *park user experience*; both which are currently limited by the existing reservation system. The project will identify the best technological solution that supports the needed business process improvements for providing reservations and park sales for the Oregon Parks and Recreation Department (OPRD). OPRD has relied on the existing reservation system since 1996. Despite updates over time, the current product fails to fully meet the agency's needs. It lacks efficiency, flexibility and adaptability required to support evolving business practices and customer expectations.

OPRD is legislatively mandated to manage the utilization of state parks and resources, "in a manner that upholds their scenic, historic, natural, cultural, and recreation values," (OAR 736-010-0005, ORS 390.111, ORS 390.121). The reservation system helps the agency do this, and it is OPRD's single most important technology investment seen by park users. For a park system of OPRD's size (within the top 5 most visited state park systems in the nation), a robust reservation system is a necessity. OPRD uses this system to process more than \$22 million in revenue annually, which represents over 400,000 nightly reservations. In addition, this system affects more than 209,000 customers and external partners, such as the Oregon Department of Forestry.

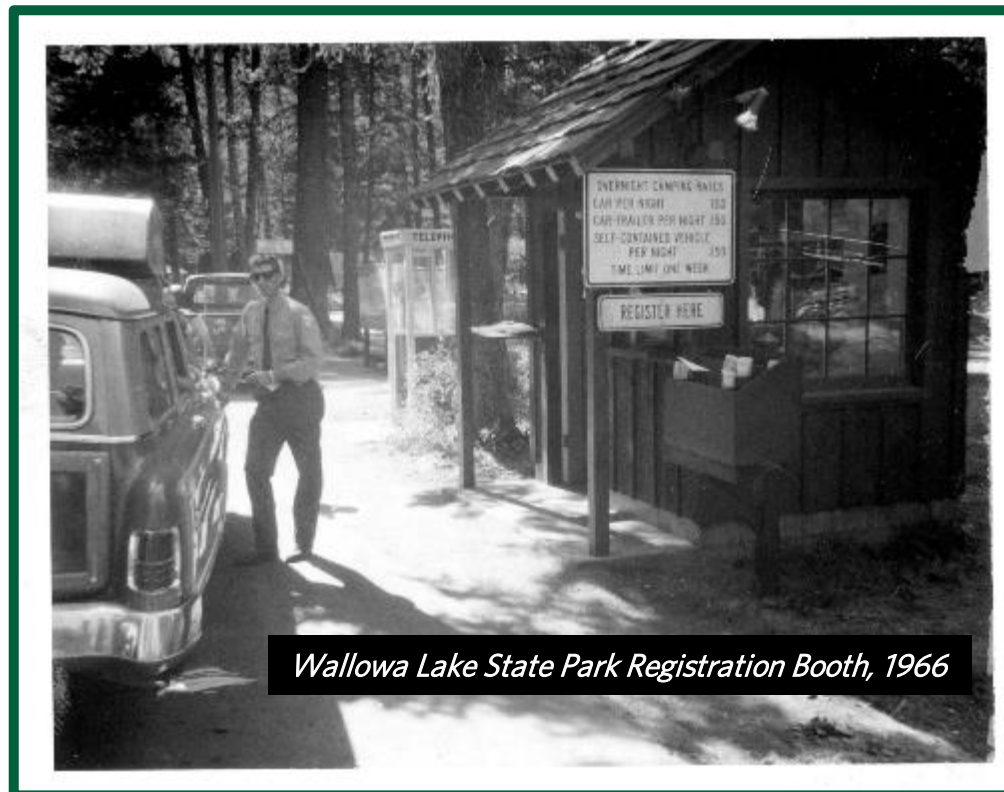
In 2024, OPRD initiated a procurement process to explore options for a new reservation system, but that process did not end with a secured contract. While that effort provided valuable insights, the agency is now taking a more action-oriented approach to determine the best path forward. OPRD is actively evaluating solutions that align with operational needs and customer expectations while ensuring the project remains within the estimated budget. Moving forward efficiently is a priority, as the current system no longer meets the agency's needs, and the current contract is near expiration. The focus remains on identifying and implementing a system that enhances business efficiency, improves the visitor experience, and supports the long-term success of park operations.

This system is crucial for a wide range of customers, including individuals, families, groups, and small businesses who use state parks for recreation or as a base for outdoor activities. At a broader level, it supports Oregon's tourism industry by connecting people with outdoor resources and driving tourists into local communities. In the long term, this system could be expanded to cover the entire public campground system, creating a centralized hub for county, city, and state park camping. Systems like this are essential for managing

access to the state's natural, scenic, historic, cultural, and recreational resources.

Furthermore, this project provides an opportunity to align with the State Enterprise Information Services (EIS) guiding principles to leverage technology to transform service delivery, policy and technology that leads to successful and measurable outcomes. Current systems fail to measure up to the EIS goals and the new solution would help achieve the EIS vision to "ensure accessible, reliable and secure state technology systems that equitably serve Oregonians."

This system could increase operational efficiency and thus "deliver quality public services efficiently and affordably" to Oregonians. It will also foster a "strong connection to nature" for newer generations by helping them spend time outdoors connecting with Oregon's beauty and history. It's this connection that will lead to passion for conserving Oregon and ensuring it remains the special place it is today.



Wallowa Lake State Park Registration Booth, 1966

Appendix 8. General Obligation Bond-funded state park repairs and improvements

The 2021 Legislature approved \$50 million in general obligation bonds to fund nine major repairs and improvements at eight state parks*, an extraordinarily unusual circumstance since no General Fund has been used for state park repairs or operations in more than 20 years. While Lottery is a crucial fund source for regular repairs and daily operations, it would be overwhelmed by projects at this scale. The state park system was originally founded as part of the Highway System, and the nation's first gas tax, begun in 1919 at a penny a gallon to fund roadway development, was also used for beautification and respite projects like state parks. The connection between gas taxes and state parks continue until the early 1980s, when a ballot measure passed after the oil shock of the 70s restricted gas tax spending to more traditional highway purposes and state parks were cut off.

Over the next 15 years, state park funding faltered as visitor revenue and recreational vehicle registration fee revenue were inadequate to the task of maintaining and operating an aging state park system. General Fund was occasionally allocated to support the system, but it wasn't until Lottery Funding was approved by voters in 1998 that a steady funding source finally replaced the gas tax. General Fund support for the state park system was zeroed-out starting with the 1999-2001 biennium. Lottery, originally anticipated as a way to fund major repairs, community grants, and acquisitions, soon also became a major source of funds for daily operations. With Lottery spread increasingly thin over the aging state park system and facing daily inflationary costs, truly significant state park improvement projects grew increasingly out of reach until the 2021 Legislature approved \$50 million in General Obligation bonds, which will be supplemented by Lottery and other fund sources and applied to the projects below. All dollar values are estimates. The bonds have been issued, and all projects are underway at different phases of design and construction. We are in the process of requesting an extension to expend funds through March 2028 for full completion. Record inflation and rising costs have reduced the impact of the GO Bond funds and required OPRD to put two projects on hold and divert a growing percentage of funds from other necessary projects to complete the work.

<u>State park</u>	<u>Project</u>	<u>Total Project Cost</u>	<u>GO bond \$</u>	<u>Description</u>
Beverly Beach (Newport)	Beverly Electrical Rehabilitation	\$7M	\$5M	Upgrade antiquated water lines and electrical systems throughout the campground that were well beyond replacement age and posed ongoing maintenance and safety issues.
Champoeg (Newberg)	Champoeg Camping Expansion	\$10M-12M	\$3.5M	Construct an additional camping loop, riverside cabins, and restroom/shower building. Champoeg regularly sees a higher demand for camping than what is currently available due to their proximity to I-5 and the Portland metro area. This expansion is also in alignment with the parks master plan.
Fort Stevens (Warrenton)	Fort Stevens Guardhouse	\$4.5M	\$2.5M	The Guardhouse is one of the few historic buildings that is owned by OPRD at Fort Stevens and is in dire needs of a new roof, including the roof structure, repointing the bricks and replacing windows and doors. Additionally, the project will tackle exterior access improvements, utilities and landscape improvements to stop water infiltration of the basement and provide upgraded/new water, sewer and electrical connections.
Fort Stevens (Warrenton)	Fort Stevens Sewer / Utilities Parkwide Upgrade	\$16.5M-18M	\$10M	Upgrade the utility services to four of the loops within the campground. It will be accomplished by improving electrical, water, and wastewater utilities including wastewater lift stations. Additional tasks will include replacement of a 1955 shower/restroom building, upgrading other restrooms and replacing the restroom that is sinking into the sand located at the Peter Iredale day use area within the park.
Kam Wah Chung (John Day)	Kam Wah Chung Interpretive Center/Collections Building	\$6.5M-8.5M	\$4.5M	Expand the park following acquisition of old city park swimming pool property and the construction of new facilities to house a visitor/interpretive center and collections materials.
Portland Women's Forum (Corbett)	Portland Women's Forum Parking Expansion, Sewer, & Restroom	\$0M	\$0M	On hold until funds become available: Construct a restroom building and drain field, provide landscaping with stormwater treatment, expand parking to meet current demand, and address ADA-compliance of pedestrian circulation at the Portland Women's Forum. Provide educational and wayfinding signage for visitors to the Gorge. All new site design features will meet National Scenic Area requirements.
Silver Falls (Silverton)	Silver Falls Camping Expansion North Falls Complex	\$16.5M-18.5M	\$7.4M	Begin north gateway development of Silver Falls generally following the master plan. Meet current and future visitor needs while also taking pressure off the currently overused South Falls day use area. Development will include a campground with restroom/shower facilities, a North Gateway Visitor Center, and a North Canyon trailhead and parking lot. Infrastructure improvements such as water, electrical, and

				sewer systems for the north end of the park will also be part of the project including the relocation of the current RV dump station.
Smith Rock (Terrebonne)	Smith Rock Visit Center/Congestion/Access	\$8.5M-10.5M	\$1.7M	Smith Rock regularly experiences a higher demand of visitors than the current infrastructure can accommodate. Construct visitor center, restroom, electrical upgrades, and parking/traffic improvements to meet current and future visitor needs taking pressure off the current parking limitations and overuse of the existing restroom. This will also include trail improvements.
Cape Lookout (Tillamook)	Cape Lookout Parkwide Rehab and Camping Enhancement	\$5.5M to \$7.5M	\$5.1M	Scaled back work: Originally included relocating A & B loops to higher ground, away from breached dune, but unexpected geological and safety concerns surfaced during planning. Now focus on reinforcing the existing foredune dynamic revetment to prevent seawater from entering the camp loops, upgrade electrical and water systems, resurface day-use parking lot, replace campground restroom/shower building.
Milo Mclver* (Estacada)	Milo Mclver Camping Expansion	\$0M	\$0M	On hold until funds become available: Add second loop with restroom/shower facilities to the campground. Milo Mclver is a large park along the Clackamas River with many recreational opportunities close to the Portland area. Expanding the campground will allow additional opportunity for overnight camping, also identified in the 2013 Parks Comprehensive Plan. This project also upgrades park sewer and aging water systems.
Nehalem (Manzanita)	Nehalem Parkwide Upgrade and Yurt Loop	\$12M	\$10.3M	Upgrade existing utilities to within the camp loops, add a new restrooms/shower building to serve C and D loops, renovate and add additional accessible campsites, repave and add traffic calming to the park entry road. Additionally, seasonal staff housing will be added along with upgrades to several day-use facilities.

*The project has been scaled back from the original 11 projects at 10 parks due to higher construction costs in part because of a steep rise in inflation. As a result, OPRD prioritized the projects that were furthest along to best steward the state's investment. Milo Mclver State Park and the Portland Women's Forum State Scenic Viewpoint were put on hold. Increasing costs and planning and design challenges may impact additional project



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