

Department of State Parks and Cultural Resources
Strategic Plan
(Plan Period: July 1, 2014 – June 30, 2016)
FY 2015-2016

Wyoming Quality of Life Results:

- Wyoming values the unique aspects of its western heritage, providing residents and visitors expanding access to cultural, historical and recreational experiences.
- Wyoming's natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations.
- Wyoming families and individuals live in a stable, safe, supportive, nurturing, healthy environment.
- Wyoming state government is a responsible steward of state assets and effectively responds to the needs of residents and guests.

Contribution to Wyoming's Quality of life:

This agency contributes to the Wyoming quality of life through a combination of preservation, education/outreach, planning/construction/maintenance, public safety and economic development by providing opportunities to learn about and enjoy the state's arts, parks and history.

Basic Facts:

The Department of State Parks and Cultural Resources (Arts Parks & History) consists of approximately 167 full time, 14 permanent part-time, and 130-150 seasonal personnel. The Department consists of two divisions: the Division of State Parks, Historic Sites and Trails (SPHS&T), and the Division of Cultural Resources including the Wyoming State Historic Preservation Office (SHPO), the Wyoming Arts Council, the State Museum, State Archives, Office of the State Archaeologist and Wyoming Cultural Trust Fund. In addition, the department includes an administrative services section (Director's Office, Human Resources, Accounting, Information Technology and Public Information/Education) serving both divisions.

The department's headquarters is located in Cheyenne, with State Historic Preservation and State Archaeologist field offices in Laramie, Trails Program offices in Lander and state parks and historic sites located statewide. Our programs serve nearly 2.8 million people each year, in-state and out-of-state.

The total operating budget for the department for fiscal years 2013-14 was \$49,956,349, of which \$34,245,924 were general funds. The Department's budget accounts for less than 1% of the state's overall General Fund budget.

A major economic development survey conducted in 2009 indicated that Wyoming's state parks and historic sites had a \$78.1 million impact on the state's economy, "...supporting 1,123 jobs, generating \$28.9 million in wages and salaries and contributing \$3 million in state and local taxes."

The 2011/2012 Snowmobile economic impact report shows total economic contribution of \$175.5 million, supports the equivalent of nearly 1,300 annual jobs in Wyoming with labor income of \$35.3 million, and generates state and local government revenue in Wyoming of \$7.4 million.

Five primary functions of our department include:

Preservation and Education – Protecting and teaching Wyoming’s important cultural resources

Customer Service & Outreach – Providing high quality access to Wyoming’s cultural, historical, natural and recreational resources, and opportunities

Construction, Maintenance & Planning – Providing high quality facilities for the public’s enjoyment

Public Safety – Providing a safe and healthy environment for our visitors and staff

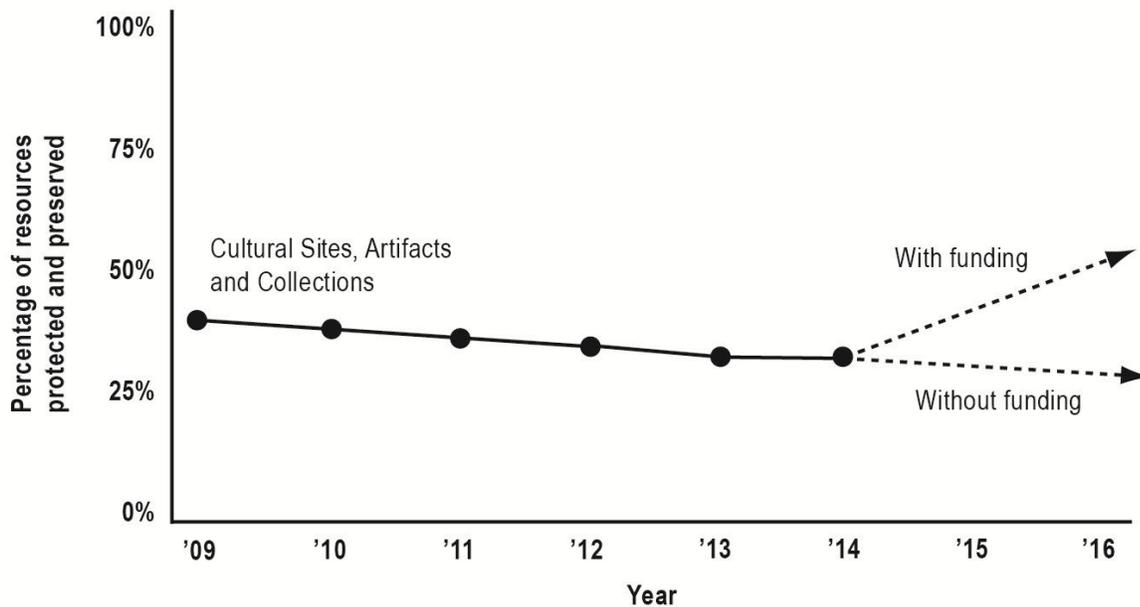
Economic Development – Supporting jobs, attracting businesses and generating revenue for the state of Wyoming and Wyoming communities

Performance Measures:

The performance measures most important to our work are:

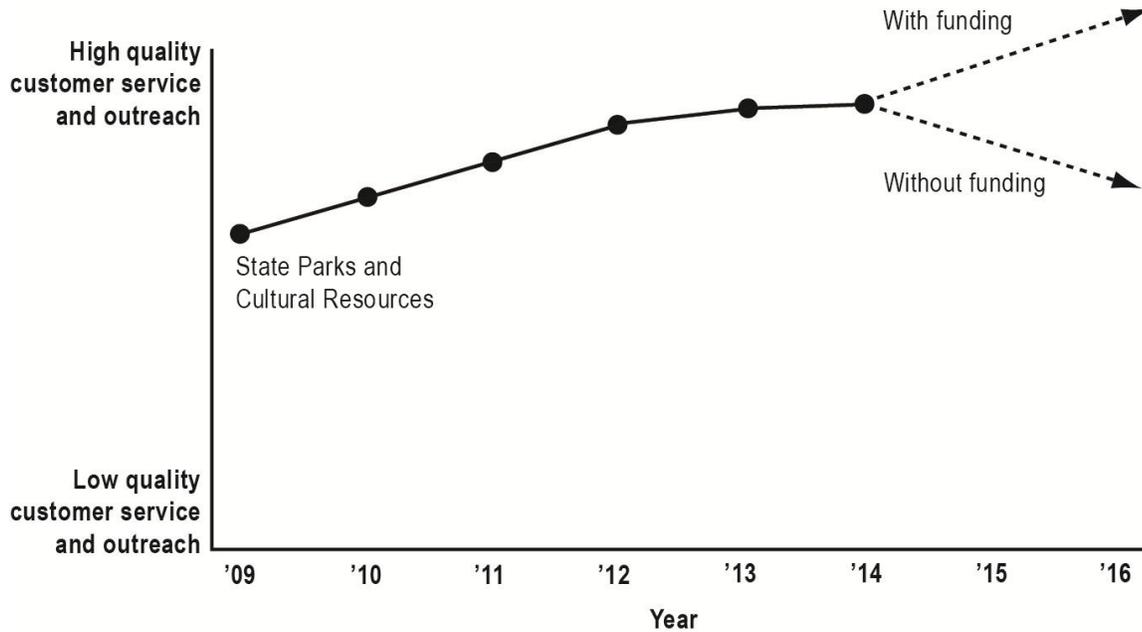
1. The percentage of Wyoming cultural resources protected and preserved
2. The level of constituent satisfaction with the customer service the agency provides
3. The level of constituent satisfaction with the quality of facilities the agency provides
4. The level of constituent satisfaction with the degree and quality of public safety the agency provides
5. The agency’s economic impact to the state measured in visitor spending and tax revenues

#1: Preservation and Education



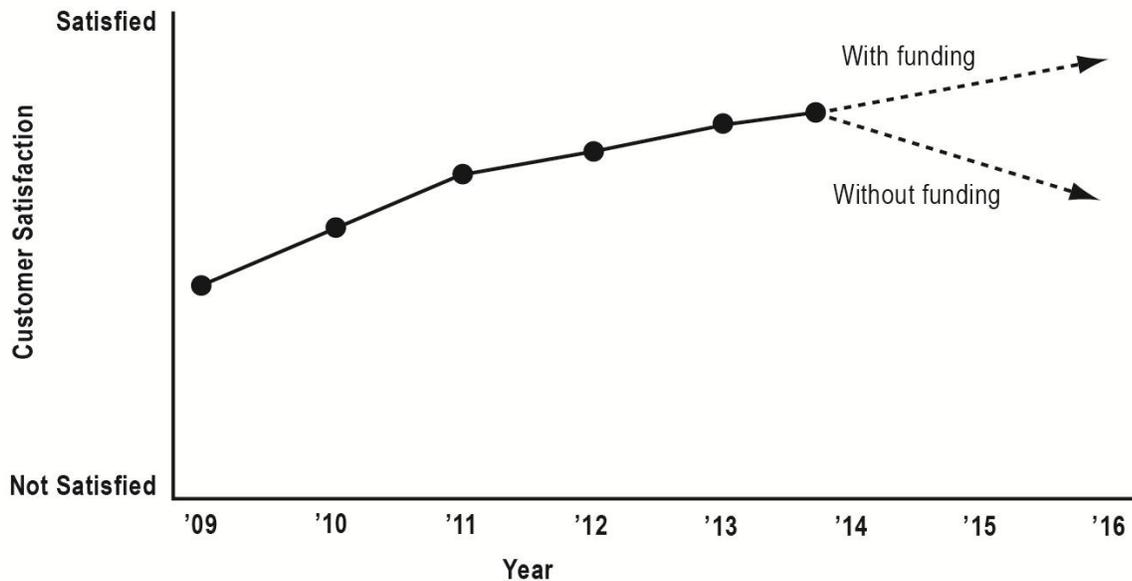
The above graph is a pictorial estimate reflecting the recent quality of historical preservation across all of the relevant agency programs and the desired qualitative outcomes.

#2: Customer Service and Outreach



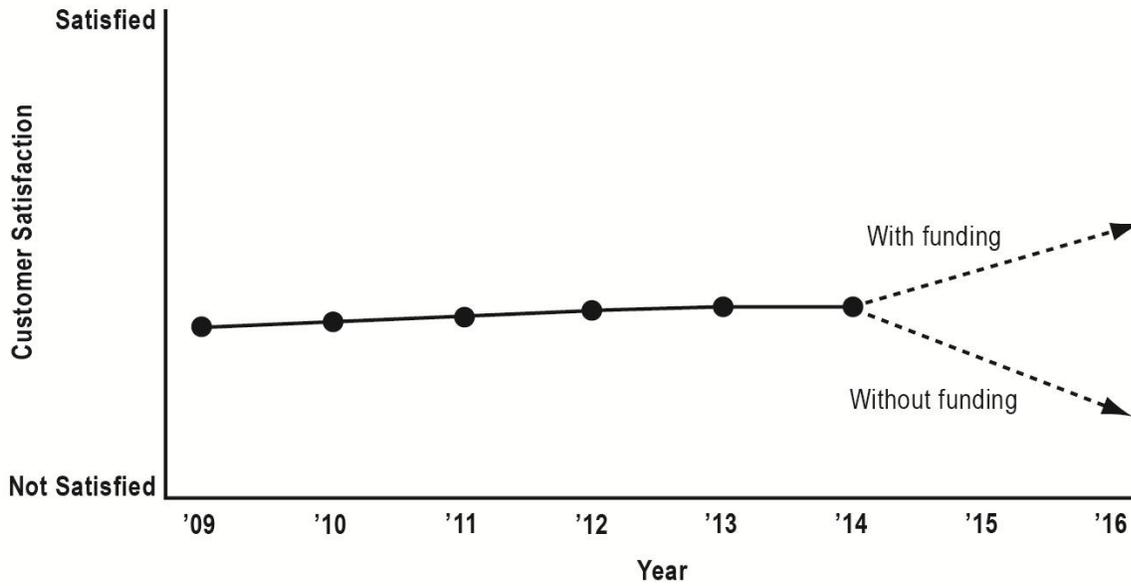
The above is a pictorial estimate reflecting the recent quality of customer service and outreach across all of the relevant agency programs and the desired qualitative outcome.

#3: Planning, Construction, and Maintenance



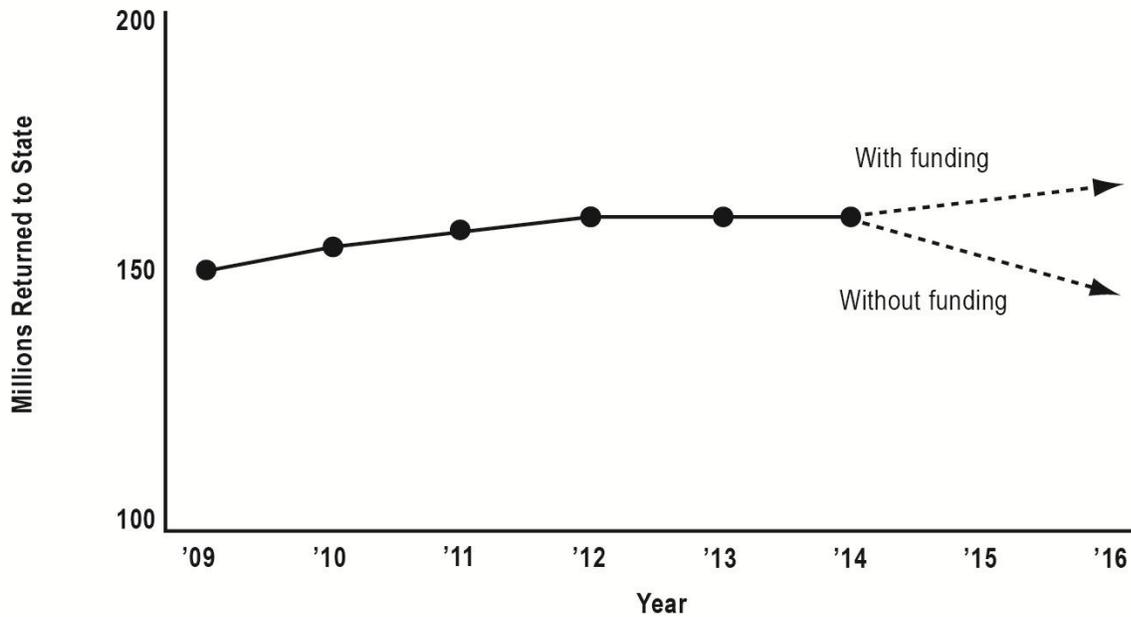
The above is a pictorial estimate reflecting the recent Construction, Maintenance and Planning across all of the relevant agency programs and the desired qualitative outcome.

#4: Public Safety



The above is a pictorial estimate reflecting the quality of customer satisfaction in relation to Public Safety across all of the relevant agency programs and the desired qualitative outcome.

#5: Revenue Generation



The above is a pictorial estimate reflecting the economic impact of the department on the state of Wyoming and the state's local communities.

The Story Behind (the last two years of) Performance:

#1: *Preservation and Education* – Protecting and educating the public about Wyoming’s important cultural resources

During the last two years, the State Archives has successfully implemented the first two phases of a legislatively funded multi-phase project to develop an electronic records program for the state of Wyoming. This program is key to addressing the Archives increasingly limited physical storage space and to bringing the state’s archival capacity into the digital era. Successful integration of electronic records storage will increase the state’s capacity to effectively and efficiently preserve Wyoming’s government and institutional records as well as provide access to these records for generations to come. The Archives, working with the Office of the Chief Information Officer (OCIO), developed and completed the first phase of the project in the fall of 2011. Based on the findings of the first phase, the second phase of the project is currently underway and includes the development and implementation of a pilot project with other State Agencies. We expect the pilot project to be completed in July of 2014.

During the last two years, the State Historic Preservation Office has placed a high priority on improving and developing the Monuments and Markers program including fully integrating the Historic Mine Trails and Byways program into this larger comprehensive program. The improvements have resulted in a more organized, deliberate and robust means of administering requests for new monuments and markers while preserving and maintaining existing ones. The establishment of an electronic database of monuments and markers and the dedication of several new historic mine trails and byways including the Black Gold and Black Diamond byways interpreting regional oil and coal industry history are accomplishments resulting from this priority.

During the last two years, the Cultural Trust Fund has expanded its scope to include the preservation of Wyoming cultural landscapes. New criteria has been developed along these lines and the first grant was made toward a conservation easement to preserve a historic home and associated property comprising a cultural landscape in north central Wyoming.

During the last two years, the SPHS&T division has succeeded in preserving important pieces of Wyoming’s ranching, military and emigrant trails history by acquiring, through legislation, three new historic sites: the LX Bar Ranch in northwest Campbell County, Camp Douglas WWII POW Officer’s Club in Douglas, and land at Warm Springs just south of Guernsey. These land acquisitions were accompanied with one time monies to shore up and preserve the buildings.

#2: *Customer Service & Outreach* – Providing high quality access to Wyoming’s cultural, historical, natural and recreational resources, and opportunities

A primary function of both divisions in this agency is to provide high quality access to Wyoming’s cultural, natural and recreational resources through excellent customer service and outreach. The agency accomplishes this goal for its customers by providing comprehensive, up-to-date information, recreational opportunities, safe environments, technical assistance, training, grant funding, interpretation, educational and award programs, and by convening statewide conferences designed to increase the knowledge and capacity of Wyoming citizens and organizations.

During the last two years, customer outreach in cultural resources has been enhanced by virtue of new and expanded statewide conferences. “Convergence”, held in Cody in the fall of 2011 was Wyoming’s first ever statewide cultural conference and it sought to unite Wyoming’s cultural sector and provide opportunities to work across disciplinary boundaries (the arts, museums, historic preservation, the humanities) to address common needs and goals.

The Wyoming Arts Council has implemented a new communications plan that has resulted in an enhanced website and a new public relations strategy and branding accompanied by enhancements to all facets of the Arts Council's public profile including the website, a promotional video and printed publications and materials.

During the last two years, SPHS&T has aggressively developed its customer service and outreach capacity by continuing to develop its children in nature programming. This programming provides robust outreach to children and families that, according to national trends, are spending less and less time in the outdoors. These programs with the branding, "Wyoming Kids Extreme" provides fun and educational outdoor recreation activities by developing sustained partnerships with fellow state and federal land management agencies to provide recreation programs, equipment and volunteers. During the last year, the focus has been to create a consortium of government agencies, nonprofit organizations and private businesses that works together under the moniker, "WY Outside" to raise public awareness about the various outdoors activities, recreation programs and educational activities available to children and families statewide.

#3: *Construction, Maintenance & Planning* – Providing high quality facilities for the public's enjoyment.

Part of SPHS&T's responsibility is to assess, plan, maintain, improve and develop the department's 745 facilities, 297 miles of state parks and historic sites roads, 2000 miles of snowmobile trails and up to 7000 miles of enrolled ORV trails and routes. It accomplishes this through the allocation of resources for capital improvement, critical, deferred and major maintenance; through a regimented and robust planning and customer use survey process and through the regular use and deployment of motor vehicles and equipment. The major challenges in achieving the 100% customer satisfaction goal include: lack of funding for addressing the remainder of a 30+ year backlog of work needed to keep the agency's roads maintained in a safe manner and up to proper standards; increasing operations and maintenance costs relative to available funds; a lack of adequate financial resources to institute quality public surveys and planning, and a continual drain on productivity and resources spent dealing with worn out vehicles and equipment; and the inability to hire or maintain a quality seasonal workforce to handle increased customer service expectations.

During the last two years, as enterprise fund revenue has increased thanks to legislation passed during the 2008 session that increased user fees while enabling the agency to charge for added services, the SPHS&T Division has been able to construct and introduce new recreation amenities at several Wyoming State Parks including camper cabins and yurts. These amenities have expanded the attractions to these parks and have generated significant interest among the recreation public.

There have also been significant strides in planning as the following programs have engaged in strategic planning at various levels of completion: The State Archives, The State Museum, Boysen State Park, The Wyoming Territorial Prison and Fort Bridger State Historic Site. An unprecedented development was the institution of a state-wide concession master plan evaluating all Parks and Historic Sites for opportunities to expand, improve and/or develop existing concessions and work to identify opportunities for new concessions such as zip lines, bike rentals and bouldering.

The Cultural Resources Division has also played a role in facilitating construction, maintenance and planning, through the Cultural Trust Fund and the SHPO's Historic Architects Assistance Fund (HAAF) program and Certified Local Government (CLG) grant program. Over the last seven years, the Wyoming Cultural Trust Fund has allocated over a half million dollars in support of the construction and maintenance of cultural facilities around the state. Beyond the support for historic preservation, the Cultural Trust Fund has actively supported the improvement of cultural programs by providing sound and lighting equipment for theater spaces, portable stages for arts festivals/fairs, exhibit equipment including lighting and hanging systems, and specialized equipment to aid the artistic development of our disadvantaged citizens (modified easels for wheelchair use, hearing assistance devices for auditoriums, etc.). The HAAF program has allowed local communities to hire the services of a qualified architect to assist in professional assessment of the state

of historic buildings and plans for preserving them. CLG grants continue to provide an important resource for local communities to conduct historic preservation efforts.

#4: *Public Safety* – Providing a safe and healthy environment for our staff and visitors.

Part of SPHS&T's responsibility is to ensure the health and safety of visitors to Wyoming State Parks, Historic Sites and Trails. It accomplishes this by ensuring adequate law enforcement personnel and equipment to enforce pertinent state laws and agency rules and regulations, by hiring seasonal personnel charged with keeping our parks and historic sites clean and well maintained, and by providing resources to federal partners to conduct law enforcement activities on state maintained trails on federal lands.

The major challenges in achieving the 100% customer satisfaction goal include a lack of funding for necessary law enforcement equipment that keeps officers and the public safe, as well as, the lack of funding necessary to employ qualified seasonal staff. When the State is seeing times of low unemployment rates, it is unreasonable to expect to hire seasonal staff at wage rates 45% less than the Department of Workforce Services' 2013 prevailing wage for general laborers.

During the last two years, the agency has focused on implementing a centralized model for the law enforcement program whereby parks law enforcement staff are part of a discreet organizational unit managed by a state parks law enforcement manager. Although progress has been made, this is an experimental model that will require more time to test, refine and review.

The agency has also attempted to gain legislative consideration of adding Parks law enforcement officers into the state law enforcement retirement system as a means of recruiting and retaining qualified personnel. Thus far, no legislation has been implemented.

Meanwhile, law enforcement staff has emphasized thorough training for its staff that meets evolving law enforcement challenges and needs such as responding to active shooter scenarios.

#5: *Economic Development* – Supporting jobs, attracting businesses and generating revenue for the state of Wyoming and Wyoming communities.

Economic development is a major result of the business the Department does. Whether by supporting artistic and cultural functions in local communities, or having a historic site that is a flagship destination for the nation, the department attracts visitors who spend money and bring revenue to the state of Wyoming and more importantly to local communities and businesses. By supporting the cultural and recreational life of the state, the Department is a true partner to local communities. This connection between the private and public sectors enhances Wyoming's quality of life by fostering an attractive personal and business climate that assists communities in developing their economies.

During the last two years, the Division of Cultural Resources has continued to provide technical expertise and resources to community based projects resulting in economic development. Downtown revitalization, technical assistance and artifact loans to local museums, access to the arts and cultural events, the development of tourist attractions and opportunities, and facilitation of attractive and active public spaces are some examples of key areas the Division has focused on in order to make more attractive, vibrant and livable communities throughout the State.

In support of these priorities, the State Museum during the last two years has undertaken an ambitious planning process identifying bold new directions that will enhance the economic impact of the museum, including a makeover in the Museum's approach to exhibit design and the establishment of a museum foundation organization.

Much of the philosophy of the Arts Council's Communication Plan described above in Community Outreach, is designed to communicate the arts as a key component of community development and economic vitality.

Cultural Tourism has continued to represent an important focus for increasing economic development in Wyoming. During the last two years, the Cultural Trust Fund has created new criteria for grant applications focused on developing these cultural tourism opportunities in Wyoming.

The SPHS&T Division has performed economic studies that have revealed a more than \$70 million annual economic impact from visits to Wyoming State Parks and Historic Sites with a \$9 return to the state and local

During the last two years, in addition to providing new and expanded amenities in its parks and sites, the SPHS&T Division has turned its focus to the State Trails Program, investing in a facilitated 10 year planning process including a major survey of snowmobile users conducted by the University of Wyoming. These activities have provided a focus for developing both the motorized and non-motorized trails programs with an eye toward enhancing economic development opportunities for communities attached to parks and the state in general.

What Do You Propose To Do To Improve In The Next 2 Years?

#1: Preservation and Education

During the next two years, the State Archives will continue the second phase and begin the third phase of its multi-year electronic records system development project. After the pilot project results are assessed, the Archives and Office of the Chief Information Officer (OCIO) will work to establish an enterprise system for electronic records management that will greatly enhance our ability to fulfill, efficiently, our records preservation obligations as the State's Archives.

The Archives will consider developing a one-time funding request for these phases based on the results of the initial study and results of the second phase in cooperation with the OCIO and Enterprise Technology Services (ETS). The funding will allow the development and implementation of a more efficient and more accessible method of both documents retention and re-distribution. All of the various constituencies the archives serve will benefit from this effort, including other State Agencies, County and Municipal Governments and the public.

During the next two years, the SHPO will continue to develop and maintain the State Monuments and Markers program. As the years have progressed, adequate funding has been lacking to adequately maintain the state's existing markers. The SHPO will also work to develop the volunteer site stewardship program so that volunteers can be recruited and retained to provide local citizen stewardship of the state's monuments and markers, which are numerous and distributed broadly around the state in often remote locations. The agency will consider requesting one-time funds to allow the SHPO to address the maintenance backlog and recruit and train these crucial site steward volunteers for the Monuments and Markers program.

Ensuring that the State Archives has the necessary equipment to preserve records will also be a priority over the next two years. The agency will consider requesting one-time funding request to replace the Canon scanner used by the State imaging center to scan archival records.

During the next two years, the Wyoming State Museum will embark on a program to provide technical assistance to small museums available via the internet so that Wyoming historic artifacts receive the best possible care no matter who oversees them. The Museum will also continue its ongoing effort to improve the protective environment used to house the State Museum's artifact collection. In addition, a considerable amount of staff time will be spent fully documenting the museum's 70,000 plus artifacts to be better able to routinely monitor them for deterioration.

To provide increased public involvement and facilitate non-general fund sources of funding, the State Museum will work to facilitate the establishment of a private nonprofit foundation led by prominent Wyoming citizens with a passion for developing the State Museum and for preserving and celebrating Wyoming's unique history.

The SPHS&T Division continues to be a leader in preservation. We have made a strong effort to protect, restore, and even re-construct many of our historic and cultural resources and structures to better interpret our cultural heritage. This has been shown in the recent Fort Fred Steele restoration/rededication and the Carissa Mine at South Pass City becoming operational. This effort has provided greater opportunities for the public's cultural education and expanded the economic impact of these sites.

During the next two years, two sites that are on the horizon for preservation/restoration are the Granger Stage Station in Granger and the newly acquired Camp Douglas in Douglas. In addition, SHPS&T will continue to work toward finalizing the acquisition of the LX Bar Ranch in northwest Campbell County so that stabilization funding allocated in the current biennium can be invested in this important historic ranch property.

The Division will also work to attain the means for providing fire suppression at the Carissa Gold Mine. With the new historic mining equipment coming on-line it is imperative to protect this one-of-a-kind resource. The agency will consider requesting one-time funds to allow for fire suppression to the Carissa Mine at South Pass City State Historic Site.

#2: Customer Service & Outreach

During the next two years, the State Museum plans to add interpretive components that use smartphone technology in response to the large demographic shift in smartphone owners and their expectations. More artifacts and interpretation are being added to the web to make the work of curators more available statewide.

During the next two years, to better address the needs of the state, the Cultural Trust Fund will fully implement a second grant deadline. With two grant deadlines per year, the Cultural Trust Fund can better address the projects and activities within the state, and avoid the unexpected consequences of delaying construction seasons or losing the chance to take advantage of a unique opportunity or the heightened involvement of a community and volunteers in getting that "special project done".

During the next two years, the Wyoming Arts Council will continue to develop its communications capacity by continuing to pursue its communications plan. The Council will also attempt to continue to provide general operating support grants, which is the most demanded type of grant funding. The Council will also attempt to continue convening statewide arts conferences and symposiums designed to improve the knowledge and capacity of Wyoming artists, arts organizations and local and regional government agencies and economic development entities to harness the arts to increase Wyoming's quality of life and economic impact. The agency will consider requesting a one-time appropriation to continue providing general operating support grants to Wyoming arts organizations and will consider requesting one-time funding to continue convening statewide arts conferences and symposiums

During the next two years, the SPHS&T Division will continue to respond to customer demand as reflected in visitor use surveys and other tracking methods by developing the new amenities, concession operations and facilities that its customers are asking for, by continuing to expand the non-motorized trails program within state parks, by pursuing methods to increase funding for the snowmobile trails program, by granting increased funds to ORV user groups to develop ORV use in the state and by continuing to develop and expand the Wyoming Kids Extreme program to Wyoming children and families.

To maintain an adequate level of service to customers throughout the state, the agency will consider requesting one-time funds for replacement of worn-out vehicles and equipment, and ongoing funding to compensate for increases in general operational costs related to utilities (electricity, trash removal, etc.).

#3: Construction, Maintenance & Planning

The SPHS&T Division continues to work to provide facilities that enhance and complement the site or park environment. Some of the construction is performed to stay in line with the original architectural design while other construction is focused on facilities that will require less maintenance and maximize energy efficiency thus addressing the economic and staffing resources concerns.

During the next two years, in a continuing effort to improve our planning, construction and maintenance for Wyoming's parks and historic sites, the agency will request continuation of the major maintenance funding within the A&I Construction Management Exception Budget. The Department is eligible for major maintenance funds based through both agencies and the State Building Commission for inclusion of the agency in the major maintenance formula defined in Section 300 of the last budget.

In addition, providing opportunities for the Wyoming Conservation Corps (WCC) to work on state parks and historic sites projects has proven to be an extremely productive and cost-effective way to accomplish construction and maintenance projects. Therefore, the agency will consider requesting ongoing funding to continue to contract with the WCC.

From a natural resource standpoint, being able to mitigate noxious or invasive species is a crucial maintenance component. The agency in recent years has requested funding to mitigate impacts of pine beetles and invasive species of weeds as persisting drought conditions and the arrival of new varieties of noxious weeds have created optimal conditions for beetle kill and for noxious weeds to flourish. We are not only seeing more weeds but have to change our strategies to combat new varieties. We want to control noxious weeds to protect our natural resources but also to protect wildlands and agricultural areas adjacent to our sites. The agency will consider requesting one-time funds to continue pine beetle mitigation and to start addressing these mounting noxious/invasive weed issues.

In terms of enhancing recreation opportunities, during the next two years, the state's first ever State Concession Master Plan will be completed with implementation beginning for plan components that will expand, improve and/or develop existing concessions and establish new concession opportunities. These will enhance the agency's economic impact by presenting enhanced opportunities for private business to provide concession services and by attracting an expanded and more diverse visitor base that will in turn expand local, regional and statewide economies.

In terms of the Cultural Resources Division programs, during the next two years, the State Museum, State Archives, Wyoming Arts Council and Cultural Trust Fund will work towards implementing the components of their recently completed long-term strategic plans. The State Museum, specifically, will continue implementing its new master plan, part of which will include developing a separate plan for the museum's exhibition program. This is the first phase of a multi-phase process that will bring the museum more into line with 21st century exhibit styles and interpretive techniques.

#4: Public Safety

During the next two years, the SPHS&T Division proposes to continue to refine and improve implementation of the centralized law enforcement model with a final decision on fully implementing the model within that time. The agency will also continue to work to ensure that the law enforcement program and staff are adequately and thoroughly trained and provided the necessary equipment to do the job.

Another priority will be to continue to work towards providing access for law enforcement staff to the state law enforcement retirement system.

The agency will consider requesting one-time funding to purchase new ballistic vests for the 22 permanent law enforcement Rangers and 18 seasonal rangers to replace the old vests we have, as ballistic vests should be replaced every three to five years.

The SPHS&T Division will also continue to educate the public on laws and regulations with emphasis on enforcement through education rather than the criminal justice system.

#5: Economic Development

Although no specific exception budget is requested in this category, it should be noted that all of the potential funding requests tied to the agency's other four primary functions generate increased economic impact for Wyoming.

During the next two years, Wyoming's first ever State Concession Master Plan will be completed and with implementation beginning for plan components that will expand, improve and/or develop existing concessions and establish new concession opportunities such as zip lines and bouldering. These will enhance the agency's economic impact by presenting enhanced opportunities for private business to provide concession services and by attracting an expanded and more diverse visitor base that will in turn expand local, regional and statewide economies.

During the next two years, the SPHS&T Division will continue to diversify its recreation portfolio by adding new amenities such as yurts and trails, and, through the use of the new Concession Master Plan, find new opportunities for good private enterprise/state relationships.

The agency cannot fulfill its economic impact potential without adequate resources to market the agency's parks, sites, trails and cultural resources programs. The agency is considering requesting one-time marketing funds to provide the agency with the tools to ensure that the its cultural programs, parks, sites and trails are leveraged to expand visitation, boost cultural and recreational tourism and foster local, regional and statewide economic development.