



# STRATEGIC PLAN

Keyhole State Park

DEPARTMENT OF STATE PARKS  
AND CULTURAL RESOURCES

PLAN PERIOD:  
JULY 1, 2021 - JUNE 30, 2024

**ARTS. PARKS.  
HISTORY.**  
State Parks & Cultural Resources

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# INTRODUCTION

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Wyoming State Parks and Cultural Resources (SPCR) developed an overall strategic plan to provide a guide for accomplishing the Department’s priorities over the next two years. This plan will establish cascading goals throughout the agency that will be measured through a balanced scorecard (BSC). Our vision and mission have not changed and neither have our overall goals for SPCR, however, the goal objectives, strategies and targets have been updated to reflect areas of emphasis for the next two years. This plan will provide a short explanation of the BSC methodology. All programs will continue to improve upon their own strategic planning by creating individual BSCs that will filter up to and align with the Agency’s overall BSC. The Agency utilizes the State’s Performance Management Initiative (PMI) system to align the Agency’s goals with their employees’ individual goals. This process completes the strategic planning cycle for setting an overall strategic plan, having programs set goals that are aligned with the overall agency plan, and finally having programs align their employee individual goals to the program’s goals.

**Mission Statement:**  
We provide memorable recreational, cultural and educational opportunities and experiences to improve communities and enrich lives.



Guernsey State Park

# IMPROVE COMMUNITIES & ENRICH LIVES



UW Dancers, Coe Library

**Vision Statement:**  
Provide the best opportunities and experiences in the Nation.

# OVERVIEW OF THE AGENCY

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The SPCR agency serves Wyoming citizens, out-of-state visitors, local, county and state governments and agencies, public schools and institutions of higher education, Wyoming nonprofit organizations and Wyoming businesses. Those served by this agency enjoy more enriched and well-rounded lives because the Department provides memorable opportunities to learn about and enjoy Wyoming's arts, parks and history through a combination of responsible recreation, preservation, education, outreach, planning, granting, conservation, construction, maintenance, public safety, economic impact and development.

The Department of State Parks and Cultural Resources consists of approximately 150 full-time positions and 71 part-time positions (11 permanent part-time, and 60 seasonal positions) and 15 at-will contract (AWEC) positions. The Department consists of three divisions: the Division of State Parks, Historic Sites and Trails (which includes the Office of Outdoor Recreation), the Division of Cultural Resources (Wyoming State Historic Preservation Office, State Archives, Wyoming Arts Council, the State Museum, Office of the State Archaeologist and Wyoming Cultural Trust Fund), and Administrative Services Division that services the entire agency (Director's office, Accounting, and Public Information/ Marketing/Technology).

The Department's Headquarters, State Museum off-site storage and State Archives off-site storage are located in Cheyenne, with State Historic Preservation Records Office and State Archaeologist offices in Laramie, Trails Program field office in Lander, Central Construction field office in Shoshoni, and State Parks and Historic Sites located statewide.

The total operating budget for the department for the 2021-2022 biennium is \$56,661,069, of which \$29,016,109 are general funds. The Department's budget accounts for roughly 1% of the state's overall General Fund budget.

SPCR accomplishes its mission in consultation with the Wyoming State Parks & Cultural Resources Commission, a nine-member advisory body representing seven geographically appointed districts with two additional at-large members. The commission meets quarterly and additionally as needed. SPCR has five additional boards/councils that assist individual programs, including; State Trails Council, Wyoming Arts Council, Wyoming Cultural Trust Fund Board, State Historic Records Advisory Board and National Register of Historic Places.

The Agency is currently under contract with the University of Wyoming to update our economic impact and we are looking forward to having this study in the Fall. Based on previous economic impact studies, Wyoming State Parks, Historic Sites & Trails has a cumulative economic annual impact of \$469 million, \$20 million in state and local tax revenue, and supports 3,891 jobs. In a 2009 economic study, Wyoming's state parks and historic sites had a \$78 million impact which supported 1,123 jobs and \$3 million in taxes. In a 2012 economic study, Wyoming's Snowmobile Trails had a \$146.8 million impact supporting 1,300 jobs and \$7.4 million in taxes. In a 2012 economic study, Wyoming's Off-Road Vehicle Trails had a \$244 million impact supporting 1,468 jobs and \$9.6 million in taxes.

***Primary functions of our department include:***

***Administration Division:***

**Administration Office** - to provide policy, strategic and budgetary planning, development and implementation support and leadership

**Support (Accounting, PIO/Marketing/Technology)** - to provide agency with centralized internal and external administrative support functions

***State Parks Division:***

**State Parks & Recreation Areas** - to provide outdoor recreation and educational opportunities throughout the state

**Outdoor Recreation Office** - to enhance and expand the outdoor recreation industry and improves outdoor recreation infrastructure/ access within the agency and statewide

**Historic Sites & Museums** - to provide preservation, interpretation, and educational opportunities throughout the state

**Trails (Motorized/Non-motorized)** - to manage and develop recreational trails throughout the state

**Support** - (Youth, Volunteers, Special Events, Construction/Engineering, Planning/Grants, Concessions/Revenue) - to support the division in its mission and grant funds to communities for recreation

***Cultural Resources Division:***

**State Historic Preservation Office** - to evaluate, protect and preserve Wyoming's significant archaeological and historic resources, and educate the public on their value

**Archives** - to ensure ready access to the documentary resources reflecting Wyoming's history and governmental functions

**State Museum** - to collect, preserve, interpret and exhibit artifacts that reflect the human and natural history of Wyoming

**State Archaeologist** - to preserve and educate the public of the archaeological heritage of the state

**Arts Council** - to provide resources to sustain, promote and cultivate the arts in Wyoming

**Cultural Trust Fund** - to support Wyoming's culture and heritage through grant funding



# OVERALL GOALS

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*The five overall goals for the Department are listed below. As a service driven agency, our staff is the foundation for the success of our mission and vision and SPCR cannot be successful with any of our goals without having a cohesive and well-trained staff.*

- #1** Improve Impact and Contribute to the State's Economic Diversification
- #2** Serve and Educate our Customers/Constituents
- #3** Perform Evaluation, Preservation, Conservation and Restoration
- #4** Exercise Brand Management
- #5** Have a Competent and Satisfied Workforce

# OVERALL STRATEGIES

*To assist our agency in achieving its five goals, the following strategic performance measures have been established.*

**#1** *Improve impact and contribute to the State's economic diversification by expanding and enhancing the agency's ability to directly/indirectly support jobs, attract businesses and generate revenue for the state of Wyoming and its communities.*

- Lead the State of WY to improve economic diversification through economic growth in the creative sector, tourism and outdoor recreation
- Increase capacity for organizations, private businesses, and communities to enhance economic development
- Increase ability for communities and organizations to use historic assets to their economic benefit
- Increase visitation numbers, focusing on underutilized assets
- Increase revenue while maintaining mission integrity

**#2** *Serve and educate our customers/constituents by providing high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety.*

- Provide consumer/constituent requested services and products
- Integration of education into our agency
- Work to increase grant funding and improve grant categories to meet current needs of constituents
- Increase volunteers and volunteer hours
- Increase electronic access to Agency resources
- Develop multilingual and inclusion outreach and opportunities
- Ensure operating policies and procedures, as well as personnel resource allocation are meeting customer needs

**#3** *Perform evaluation, preservation, conservation and restoration of our important cultural and historic resources in the state of Wyoming and educate the public regarding these resources and their historic and cultural significance.*

- Restore, maintain, or stabilize SPHS facilities
- Properly manage all objects, artifacts and records in collections facilities following accepted professional standards
- Buildings and archaeological sites are evaluated, preserved and/or restored
- Place a high focus on natural and recreation resource management

**#4** *Exercise brand management consistent with our mission and through department planning and strategies to enhance and showcase agency's programs and educate the public of our brand value.*

- Lean more about our costumers/constituents
- Improve Brand recognition and awareness through public outreach, programming and events
- Improve Brand Awareness through internal and external teams
- Showcase accomplishments, recognition, awareness, and economic impact

**#5** *Have a competent and satisfied workforce through recognition, retention and recruitment of employees to ensure a cohesive, well trained, happy, safe and healthy workforce.*

- Improve environment to reduce number of worker's comp claims
- Have a vigorous training and professional development program to create a well trained and competent workforce
- Have a high employee satisfaction rating (overall)
- Maintain employee recognition program with robust nominations
- Increase efficiency and productivity

# PERFORMANCE MEASURES

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*The performance measures are updated when needed and shown on the **Balanced Scorecard** below.*

The agency adopted the BSC process as it focused on these critical areas: Impact and Diversification, Customer Service, Resource Stewardship, Marketing, Employee Satisfaction. This template will be utilized by all programs to develop their own BSC that will strengthen the agency's mission/vision and performance.

**#1**

*Improve impact and contribute to the State’s economic diversification by expanding and enhancing the agency’s ability to directly/indirectly support jobs, attract businesses and generate revenue for the state of Wyoming and its communities.*

Goal	Objective	Strategy	Target
<b>Improve Impact and Contribute to the State’s Economic Diversification</b>		Expand and enhance the positive impact of the Agency to directly/ indirectly support jobs, attract businesses and generate revenue for the state of Wyoming and its communities.	
	Lead the State of Wyoming to improve economic diversification through economic growth in the creative sector, tourism and outdoor recreation	Work with all related agencies, communities, counties and NGO’s to develop and implement strategies	Increase the number of visitors to our state and increase the length of visit, develop baseline and track community livability
	Increase capacity for organizations, private businesses, and communities to enhance economic development	Facilitate collaborations with, and/or provide grant funding and strategic support to, communities and organizations who provide activities tied to economic development	Increase grant applications for economic development projects and activities as well as create one new outdoor recreation collaborative per year
	Increase ability for communities and organizations to use historic assets to their economic benefit	Provide technical assistance and grant funding for renovation/ restoration projects that contribute to economic development strategies or plans for an organization	Increase technical assistance and increase efforts to encourage economic development projects/activities
	Increase visitation numbers, focusing on underutilized assets	This is measured through a best practice visitation capture systems; focus energies on, and track visitation at underutilized assets	5% increase in underutilized asset visitation
	Increase revenue while maintaining mission integrity	Analyze fee elasticity and implement accordingly, expand revenue generating opportunities and products	Increase revenue by 10%

**#2** *Serve and educate our customers/constituents by providing high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety.*

Goal	Objective	Strategy	Target
<b>Serve and Educate our Customers/Constituents</b>		Provide high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety for our customers/constituents	
	Provide consumer/constituent requested services and products	Reserve funding for new product development, launch as appropriate	New products/ services focused on impact and revenue generation
	Integration of education into our agency	Assist with creation of education standards and standards based teaching guides; increase staffing resources dedicated to education	Development of 10 standards/guides
	Work to increase grant funding and improve grant categories to meet current needs of constituents	Review programs and require grant recipients to provide feedback on funding and grant categories	Survey all grant recipients and evaluate future needs
	Increase volunteers and volunteer hours	Improve marketing and incentives to recruit, and training to improve utilization to be brand ambassadors	23,000 hours and 400 volunteers
	Increase electronic access to Agency resources	Continue to develop electronic access to records and information	Add records/ information and increase users
	Develop multilingual and inclusion outreach and opportunities	Investigate need and technology assistance tools	Determine multilingual needs per program
	Ensure operating policies and procedures, as well as personnel resource allocation are meeting customer needs	Continually review all policies, procedures, and existing personnel allocations	All aspects of operations are functioning at optimal efficiencies

### #3

*Perform evaluation, preservation, conservation and restoration of our important cultural and historic resources in the state of Wyoming and educate the public regarding these resources and their historic and cultural significance.*

Goal	Objective	Strategy	Target
<b>Perform Evaluation, Preservation, Conservation and Restoration</b>		Evaluate, protect, conserve and restore important cultural and historical resources in the state of Wyoming and educate the public regarding resource significance	
	Restore, maintain, or stabilize SPHS facilities	This is measured by determining funds spent on cultural, historic and recreational sites including planning that keeps these assets viable into the future	At least \$100,000 /yr
	Properly manage all objects, artifacts and records in collections facilities following accepted professional standards	Evaluate condition of objects, artifacts and record and provide appropriate conservation methods. Evaluate and add to collections following collections policies	Increase number of artifacts conserved, objects stabilized and entered into database by 10%
	Buildings and archaeological sites are evaluated, preserved and/or restored	Provide funding and technical assistance through SHPO and WCTF grants for restoration and stabilization or documentation of historic and archaeological properties	Increase number and diversity of constituents assisted and number of grants awarded by 5%
	Place a high focus on natural and recreation resource management	Integrate resource management plans in master planning process	All future master plans will include a resource management plan component

**#4** *Exercise brand management consistent with our mission and through department planning and strategies to enhance and showcase agency’s programs and educate the public of our brand value.*

Goal	Objective	Strategy	Target
<b>Exercise Brand Management</b>		Provide high quality consumer evaluation, department planning and strategies to enhance and showcase Agency’s programs and educate the public of our brand value	
	Learn more about our customers/constituents	Survey customers/constituents and non-consumers/constituents	Complete three market surveys
	Improve brand recognition and awareness through public outreach, programming and events	Analyze all existing programing and events for efficiency and effectiveness including cost benefit, community benefit and program awareness	Develop and implement process and standards to analyze effectiveness of programming and events
	Improve brand awareness through internal and external teams	Develop strategies that maximize agency and division awareness	100% compliance with proper agency/division branding, Increase website redirects/hits, Increase social media numbers by 10%
	Showcase accomplishments, recognition and awareness, and economic impact	Maintain and expand our offerings that can receive recognition of excellence and seek opportunities for increased public awareness of accomplishments	Every program to have an appearance on TV and radio and one print article; completion of updated economic impact study



**#5** *Have a competent and satisfied workforce through recognition, retention and recruitment of employees to ensure a cohesive, well trained, happy, safe and healthy workforce.*

Goal	Objective	Strategy	Target
<b>Have a Competent and Satisfied Workforce</b>		Recognize, retain and recruit employees to ensure a cohesive, well trained, happy, safe and healthy workforce	
	Improve environment to reduce number of worker's comp claims	Improve our employee safety program	Less than 10
	Have a vigorous training and professional development program to create a well-trained and competent workforce	Review staff and duties, provide training opportunities to effectively assist in efficiency; supervisors identify deficiencies to managers for budget planning	Enable a minimum of ten staff training opportunities
	Have a high Employee Satisfaction Rating (Overall)	Survey employees annually	Greater than 70%. Establish baseline data on employee movement sorted by division, section
	Maintain employee recognition program with robust nominations	The established employee recognition programs as approved by HRD requires well written nominations	At least 10 nominations a year
	Increase efficiency and productivity	Investigate and develop plans for alternative work schedules and locations	Establish baseline measurement. Insure it works for employee, supervisor and Agency as a whole

# ORGANIZATION CHART

## WYOMING DEPARTMENT OF STATE PARKS & CULTURAL RESOURCES

