

**Wyoming Department of State Parks and Cultural Resources  
ANNUAL REPORT –FY 2021 (July 1, 2020 – June 30, 2021)**

**Agency Information:**

Agency Name: Wyoming Department of State Parks & Cultural Resources (SPCR)  
Director's Name & Title: Darin J. Westby, P.E., Director  
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**Other Locations:**

Cheyenne: State Museum Off-site Storage  
State Archives Off-site Storage  
Laramie: SHPO Cultural Records Field  
Office Office of the State Archeologist  
Lander: State Trails Program Field Office  
Shoshoni: Central Construction Field Office  
Statewide: State Parks and Historic Sites

**Statutory References:**

Established 1895, reorganized July 1, 1999, as the Department of State Parks & Cultural Resources.  
W.S. 7-4-106 Archaeological Human Burials Recovery  
W.S. 9-2-401 through 9-2-419 – State Archives, Museums and Historic Department  
W.S. 9-2-901 through 9-2-911 – Wyoming Arts Council  
W.S. 9-2-1701 through 9-2-1708 – Reorganization of State Government  
W.S. 9-2-2017 – Department of State Parks and Cultural Resources Creation  
W.S. 9-2-2301 through 9-2-2308 – Wyoming Cultural Trust Fund Act  
W.S. 11-10-113 – Wyoming Pioneer Memorial Museum  
W.S. 16-6-801 through 16-6-805 – Works of Art in Public Buildings  
W.S. 24-14-101 through 24-14-102 – State Parks Road Program  
W.S. 31-2-401 through 31-2-409 – Snowmobiles  
W.S. 31-2-701 through 31-2-707 – Off-road Recreational Vehicles  
W.S. 36-4-101 through 36-4-123 – State Parks and Cultural Resources  
W.S. 36-8-103 through 36-8-107 – State Parks and Reserves – In General  
W.S. 36-8-301 through 36-8-320 – State Parks and Reserves – Hot Springs State Park  
W.S. 36-8-501 through 36-8-502 – State Parks and Reserves – South Pass City State Historic Site  
W.S. 36-8-601 through 36-8-602 – State Parks and Reserves – Curt Gowdy State Park  
W.S. 36-8-701 through 36-8-702 – State Parks and Reserves – Sinks Canyon State Park  
W.S. 36-8-801 – State Parks and Reserves – Fort Fred Steele State Historic Site  
W.S. 36-8-901 through 36-8-902 – State Parks and Reserves – Bear River State Park  
W.S. 36-8-1001 through 36-8-1002 – State Parks and Reserves – Wyoming Territorial Prison  
W.S. 36-8-1203 through 36-8-1204 – State Parks and Reserves – Designated Transfer of Lands  
W.S. 36-8-1402 – Wyoming Historic Mine Trail and Byway  
W.S. 36-8-1501 – Other Designations  
W.S. 36-8-1601 through 36-8-1602 - State Parks and Reserves – Quebec 01 State Historic Site  
W.S. 39-17-111 – Snowmobile Gas Tax Distribution

**Clients Served:** The SPCR agency serves Wyoming citizens, out-of-state visitors and inquiries, local, county and state governments and agencies, public schools and institutions of higher education, Wyoming nonprofit organizations and Wyoming businesses.

**Budget Information/Expenditures:** The total 2021/2022 original biennial budget for the Department of State Parks and Cultural Resources was \$59,295,200, of which \$32,808,485 was general funds. Legislation in 2021 reduced the general fund appropriation by 11.6% to \$29,016,109. This general fund appropriation accounts for roughly 1% of the State's overall general fund budget. During fiscal year 2021 (July 1, 2020 thru June 30, 2021), the Department expended \$23,686,263, consisting of \$15,951,931 of general funds, \$2,792,692 of federal funds, and \$4,941,640 of other funds. Additionally, the Department applied for and received \$9,996,309 through the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Distributions from the CARES Act allocation to the State accounted for 95.8% of the funding received or \$9,576,209. Of these distributions, \$6,518,635 is earmarked for increasing capacity at State Parks and Historic Sites. All remaining CARES Act funding was expended for multiple eligible and approved purposes during fiscal year 2021.

**Commission:** 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 (SHRAB) and National Register of Historic Places.

**Economic Impact:** The Agency is currently under contract with the University of Wyoming to update our economic impact and we look 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. Per the Outdoor Industry Association, Wyoming's Outdoor Recreation industry generates \$5.6 billion in annual consumer spending, \$1.6 billion in wages and salaries, \$514 million in state and local tax revenue, and is directly responsible for 50,000 jobs. Cultural Resource grant awards in FY21 totaled \$3,672,569 dollars and these funds went to every county in the State. Almost all of the grant funds awarded require a one-to-one match and generate matching local investments. Many of these grants generate full or part time employment opportunities across the state and contribute to tourism statewide and local economic development efforts.

**Core Business/Primary Functions:** The Department of State Parks and Cultural Resources consists of 150 full-time positions, 71 part-time positions (11 permanent part-time, and 60 seasonal positions) and 15 At-will contract (AWEC) positions. The Department consists of three areas shown below along with their primary functions:

Division of State Parks, Historic Sites and Trails and Outdoor Recreation Office:

- State Parks & Recreation Areas - to provide outdoor recreation and educational opportunities throughout the state.
- 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.
- Outdoor Recreation Office - Enhances and expands the outdoor recreation industry and improves outdoor recreation infrastructure/access within the agency and statewide.

Division of Cultural Resources:

- State Historic Preservation Office (SHPO) - to evaluate, protect and preserve Wyoming's significant archaeological and historic resources, and educate the public on their value.
- State Archives - to ensure ready access to the documentary resources reflecting Wyoming's history and governmental functions.
- Arts Council - to provide resources to sustain, promote and cultivate the arts in Wyoming.
- State Museum - to collect, preserve, interpret and exhibit artifacts that reflect the human and natural history of Wyoming.
- State Archaeologist (OWSA) - to preserve the archaeological heritage of the state and bring archaeology to the public through a variety of free programs, events, and activities across the entire state of Wyoming.
- Cultural Trust Fund (WCTF) - to support Wyoming's culture and heritage through grant funding.

Administrative Services Section that services the entire agency (Director's office, Accounting, Human Resources (HR), and Public Information Office (PIO)/Marketing/Technology):

- Provides policy, strategic & budgetary planning, development and implementation support and leadership.
- Provides the agency with centralized internal and external administrative support functions.
- Although HR services were consolidated with A&I, HR and the services they provide are vital and very much part of our agency's management team.

**Contribution to Wyoming Quality of Life:** Wyoming's residents and visitors enjoy more enriched and well-rounded lives because the Department provides memorable opportunities to learn about and enjoy Wyoming's arts, parks, history, culture and outdoor recreation through a combination of responsible recreation, preservation, education, outreach, planning, granting, conservation, construction, maintenance, public safety, economic impact and development.

**Performance Measures/Major Accomplishments of FY21:** SPCR developed the strategic plan with the Agency's goals and objectives. Below are the five measurements used to gauge performance and how they have been met. To view overall agency strategic plan, balanced scorecard, and previous annual reports, please refer to <http://wyospcr.state.wy.us>

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

**“Improve Communities and Enrich Lives”**

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

**Performance Measure #1: Improve Impact and Contribute to the State’s Economic Diversification:**

Expand and enhance the agency’s ability to directly/indirectly support jobs, attract businesses and generate revenue for the State of Wyoming and its communities.

**Division of State Parks, Historic Sites, Trails (SPHS&T) and Outdoor Recreation Office (WyoRec):**

- Wyoming State Parks & Historic Sites:
  - In 2020, SPHS&T served over 5.8 million visitors, which was 1.4 million more than the previous year. This constituted a 32% increase for all parks and historic sites combined over 2019, and a 36% increase from the five-year average.
  - While system-wide visitation increased by 32%, some parks saw a substantial increase in 2020.
    - Boysen State Park saw a 200% increase in visitation.
    - Curt Gowdy State Park saw a 181% increase in visitation.
    - The 2020 shoulder season (November-April) visitation constituted nearly 848,500 visitors. SPHS&T continues promoting shoulder season uses. This included ice fishing, trail and day users, and special events such as Wyoming’s First Day Hikes and holiday events throughout the system.
  - SPHS&T added new fee-generating amenities at several parks, including electric pedestals at Seminoe, campground expansions at Curt Gowdy, Boysen, and Keyhole State Parks.
  - SPHS&T engaged local businesses as selling agents for annual day use, camping, off road vehicle (ORV), and snowmobile decals, encouraging diversity in opportunity and increasing economic diversification in our communities.
  - The 100% reservable camping system that was put into place in May of 2020 continued through the rest of the season. In 2021, 19% of all campsites were placed back into a first come, first serve capacity. This allowed the public flexibility in how they like to camp. Wyoming state residents were given a two week preference to allow them more opportunity to book popular campsites in our parks.
  - As compared to the 5-year average, 2020 fee revenues were up by over 50%. Looking at 2019 versus 2020, revenues were up by 21% despite being closed to camping from April 1st to May 15th. This increase is the result of the recent fee increases, but also represents an increase in visitation. Since Glendo is our most popular park and brings in around 25% of all revenue, for example, their visitation increase of 36% played a big part in the revenue increase.
  - Several SPHS&T facilities, including South Pass City, Fort Bridger, Fort Phil Kearny, Trail End, Historic Governors’ Mansion, Curt Gowdy and the Wyoming Territorial Prison partnered with active friends groups. Members donated hundreds of hours of time and raised thousands of dollars, most of which was spent on the host facilities.
    - Bear River Friends Group started and is the newest non-profit group to support our parks.
  - Gift shops at the Wyoming Territorial Prison, Bear River State Park, Medicine Lodge State Archaeological Site, Fort Bridger, Fort Phil Kearny and several more facilities - some operated by the state and others by friends groups - sold thousands of dollars worth of books, souvenirs and other merchandise to visitors from around the world. All worked to increase sales and improve facilities and increase brand awareness.

- Glendo State Park was the latest park to add a small gift shop to their headquarters.
- All parks and sites have ramped up community outreach and partnerships, including working with local chambers of commerce, local leadership, and tourism boards. Superintendents around the system are active members of these community institutions. The Deputy Director is a Wyoming representative on the board of the National Association of State Park Directors.
- Cancellation of programs and events at the historic sites due to COVID-19 decreased historic site attendance throughout the 2020 summer season by 50,000 visitors.
  - Several large 2020 events such as the Fort Bridger Rendezvous, Fetterman Days, Gold Rush Days, Pumpkin Walk and Kids Outdoor Day were cancelled by their respective planning groups to comply with state and county restrictions.
  - 2020 Fall programming and smaller events were offered to the public following all state and county COVID-19 protocols.
- Historic Sites across the state have seen an increase in 2021 visitation in the early months. The first six months of 2021 has seen an increase of 50,000 visitors over the same time period in 2020, when many sites were closed from March to May.
- Sinks Canyon State Park master plan was finished in 2020.
- An opportunity to increase much needed camping capacity across State Parks and Historic Sites through COVID-19 CARES funding was enacted in June of 2021. By the end of June, the SPHS&T was able to increase capacity by 150 campsites in Glendo and Buffalo Bill State Parks and put in a new primitive day use area at Curt Gowdy State Park. Planning for additional camping capacity under the CARES act funding continues into the fall with 333 total campsites or cabins installed by year end and all money expended by December 2021.
- Wyoming State Parks instituted the Passport Program in May of 2021. This program allows families and users the opportunity to learn about all of the State Parks and Historic Sites. Sponsorship was received for the printing of the passport pamphlet and this Program offers prizes for the completion of visiting and receiving site specific stamps in the pamphlet.
- Social media was used at all sites to reach new audiences and educate the public on the importance of Wyoming history.
- The Division's Economic Impact Analysis (2010-2019) will serve as a baseline by which to measure the Division's growing impact on the economy. The analysis is scheduled for completion in fall 2021.
- Future Visitor Use Surveys will be augmented so that surveys will provide more specific data on community and park/site needs. A small-scale survey at Curt Gowdy will be finished during the summer of 2021 and may serve as a pilot for future community needs surveys. The planning section is committed to hosting engaging master planning processes to involve the public.
- The State Parks Concessions and Revenue section has worked with our reservation company, Reserve America, to streamline the process to make reservations for our camping customers. Law enforcement and field staff are ensuring campsites are utilized and not left vacant/unused through enforcement of our "no-show policy". This policy allows a site to be marked as a no-show which then places that site back into an active inventory status for another customer to book.
- Site superintendents continued to send in requests for seasonal concessions to increase offerings to the public. In addition, the agency has advertised a Request for Information

(RFI) for a concession management opportunity in Hot Springs State Park. The RFI suggested the following opportunities: hotel, convention center, swimming pool, spa facilities, and other possibilities.

- Wyoming Office of Outdoor Recreation:
  - The Office of Outdoor Recreation continues to operate four community-based outdoor recreation collaboratives, with more planned for the future. These groups work to promote the development, growth, and management of outdoor recreation opportunities.
    - The Office of Outdoor Recreation together with the Wind River Outdoor Recreation Collaborative has developed a concept and built community support for the creation of a via ferrata at Sinks Canyon State Park, which is planned to be operated by a concessionaire and will have a significant economic impact on the local community.
    - Sweetwater County Outdoor Recreation Collaborative was started in the southwest district to help improve community involvement in WyoRec opportunities in the district.
  - 2021 was the launch of the WONDER map, which highlights thousands of recreation opportunities statewide, including parks, historic sites, trails, and museums.
  - Partnerships such as the Southwest Wyoming Off-Road Trails (SWOT) working group and relationships with the operating recreational collaboratives allow the office to learn about statewide community needs.
    - Through the partnership with the Southwest Wyoming Off-Road Trails (SWOT), the Office of Outdoor Recreation has made historic sites in Southwest Wyoming destinations for Off Highway Vehicles (OHV) riders visiting the state by connecting them with other communities and points of interest in the region through a motorized trails system.
  - The Outdoor Recreation Office coordinated fundraising efforts among seven county tourism boards to provide funding for the launch of the Backcountry Discovery Routes (BDR) adventure motorcycle trail and map, which is expected to bring in up to three million dollars in direct spending in Wyoming the first year alone.
- SPHS Trails Program:
  - Reaching out and listening to the interests of the public is vital to this program and is done through the Trails Advisory Council, attendance at snowmobile and All Terrain Vehicle (ATV) club meetings, the Wyoming State Snowmobile Association, economic impact studies completed by the University of Wyoming and interaction with trail users in the field.
  - In order to obtain access to the many historic sites that rural Wyoming has to offer, the program provided input on the creation of interpretive trails such as the German POW camp located north of Dubois and actively sought opportunities to make trail connections to lodges and towns.
  - The Trails Program educated non-motorized user groups on the benefits of purchasing ORV and Snowmobile registrations as all our trails systems allow for multiple users. The program has officially enrolled the Town of Evanston, Uinta County roads/streets, and the Three Poles recreation area in Sheridan County into the trails system, a trend we hope will spread quickly throughout the cities and counties statewide. This will give licensed drivers the ability to operate unlicensed ORVs on these road ways, city streets, and riding areas solely having an ORV registration displayed. This will increase registration sales in these areas.

- The Trails Program successfully administered over \$5,000,000 in grants through three programs:
  - Six Land & Water Conservation Fund (LWCF) grants totalling \$1,411,482 issued to a mixture of cities, towns, and agencies.
  - Sixteen Recreational Trails Program (RTP) grants totalling \$1,762,416 issued to a mixture of state, federal, and non-profit organizations.
  - Fifty-seven OHV Partnership grants totalling \$1,984,252 issued to federal and land management agencies.

Division of Cultural Resources:

- Wyoming State Historic Preservation Office:
  - In FY21, SHPO managed a Certified Local Government grant program which supports local historic preservation boards, providing over \$96,000 in grants to our local communities. Over \$20,000 will support historic preservation boards in developing local preservation plans; \$32,400 will support surveys of historic sites/buildings in the communities; \$14,200 will support development of National Register of Historic Places nominations; \$20,000 in restoration projects; and over \$1,100 in education of historic preservation board members.
  - In FY21, the SHPO applied for and received two unique grants from the National Park Service. \$50,000 was awarded through the Underrepresented Communities program to support a consultant to research African-American sites in Wyoming with the goal of increasing National Register of Historic Places nominations of African-American history in this state. SHPO also received over \$355,000 to support “bricks and mortar” work for restoration/rehabilitation of historic buildings in Wyoming’s rural main streets.
  - Staff reviewed Historic Architectural Assistance Fund (HAAF) proposals in the communities of Cheyenne, Dubois, Gillette, Green River, Jackson, Meeteetse, Rawlins and Riverton. Four sites were selected to receive assistance.
  - Staff worked with property owners to promote the use of tax credits in the state. The part one application for First Security Bank Building in Rock Springs and part two application for the Hynds Building in Cheyenne were submitted to the National Park Service.
  - SHPO will host the Archaeology Fair in Laramie on September 25th.
- Wyoming State Archives:
  - The Wyoming State Archives’ Digital Archives saves funding and staff time across state and local government, providing enterprise-wide records storage and access services. This means that State agencies using this service no longer have to seek funding for separate digital management systems. The Records Management unit supervised the destruction of 4677 cubic feet of paper as well as 469 digital state agency non-permanent records which had passed their approved retention periods, saving storage costs assessed by A&I or ETS to each agency. In addition, the Records Center provided lower cost records storage than agency office space. We provide certified copies of high school transcripts allowing Wyomingites efficient and inexpensive access to the credentials they need to continue their education, apply for jobs or professional licenses, or join the military.
  - The State Historical Records Advisory Board (SHRAB) (via a grant from the National Historical Publications and Records Commission) funded an award for \$2500 to the Jackson Hole Historical Society and Museum to continue their efforts to organize and digitize photographs from their local newspaper to provide a picture of the community

over time. These photos will soon be available to local businesses, genealogists, local historians, Western aficionados and more, online. Not surprisingly, we had an unusually low number of applicants for these grants this past year. However, we learned that success with a SHRAB grant encouraged a Hot Springs County museum to apply for and receive a \$50,000 grant from the Institute of Museum and Library Studies.

- Our land records and probate files continue to support research into land ownership and mineral rights for Wyoming's minerals industries
- Wyoming Arts Council:
  - The Arts Council granted 118 Community Support Grant grants to nonprofit organizations, plus 40+ individuals for professional development and career advancement.
  - The Arts Council, through support from the CARES funding to help organizations during COVID-19, granted an additional \$1.4 million to arts organizations and \$1 million to individual artists.
  - Working with partners, the Arts Council created the 2021 Wyoming Road Trip playlist. This playlist of juried Wyoming artists was distributed to tourists through the visitor centers and via online streaming apps. This playlist has allowed individual artists to see an increase in online streaming activities, name recognition, and ties into the shift in the office of tourism's marketing campaign which is focused on people within a day's drive of Wyoming.
  - In partnership with State Parks, the Arts Council hosted the 3rd Plein Air in the Parks. This was a three day event at Buffalo Bill State Park where visual arts created 2-D work that was then for sale to the public.
- Wyoming State Museum:
  - 35,423 individuals visited the museum or participated in education programs in FY21.
  - Of this total, 23,405 were walk-in visitors and 12,018 were participants in one of the museum's education programs. The museum taught a total of 340 educational programs last year.
  - The museum provided free traveling exhibits to 16 institutions in 10 Wyoming counties and one other state. These exhibits reached 30,657 people.
  - During the contract reporting period (April 16, 2020 thru April 15, 2021) the Wyoming State Museum Store generated \$290,233.25 in gross revenue for BBA Solutions, the concessionaire. 54.8% of gross revenue came from the sale of SPCR permits and passes.
  - Staff generated \$25,891 in grant funding and \$10,000 in sponsorships for the Wyoming State Museum and the Wyoming State Museum Volunteers, Inc.
  - The Wyoming State Museum received \$8,303.63 in private donations.
- Office of the Wyoming State Archaeologist:
  - Completed emergency cultural resource surveys for State Parks as part of campground expansions funded by COVID relief money. Cultural resource surveys completed promptly and well under industry cost standards, saving State Parks money and allowing them to efficiently expand their camping opportunities at Glendo, Guernsey, and Boysen State Parks.
  - Funded 10 temporary at-will employees through grants, agreements, and contracts for part time to full time work. Employment with OWSA diversifies employment options for students at the University of Wyoming and other residents of Laramie.
  - Facilitated collaboration between landowners of the Horner National Historic Landmark and the Jackson Hole Land Trust with the goal of preserving the significant



archaeological site while diversifying the economic potential of the landowners' holdings.

- Organized and promoted Public Excavation at Medicine Lodge Creek Archaeological Park. Medicine Lodge Creek may have benefitted from some increased use due to excavation. More extensive promotion of public excavations may be an additional source of use for Wyoming State Parks and Historic Sites.
- Wyoming Cultural Trust Fund:
  - In FY21, over \$292,000 in grant awards reached 35 organizations in 16 communities in Wyoming, assisting with a wide variety of cultural and preservation activities.
  - FY21 grants directly supported 20.82 full-time equivalent positions in cultural organizations and programming throughout Wyoming.

**Performance Measure #2: Serve and Educate our Customers and Constituents:** Provide high quality customer service, facilities, opportunities, experiences, educational resources, outreach and public safety for our customers/constituents.

**Division of State Parks, Historic Sites and Trails and Outdoor Recreation Office:**

- Wyoming State Parks & Historic Sites:
  - SPHS&T oversaw approximately \$2.578 million worth of capital construction projects to improve, maintain, or stabilize SPHS&T facilities including:
    - Seasonal staff dormitories at Seminoe and Glendo
    - Cabins at Curt Gowdy
    - Electric pedestals at Seminoe
    - Campground expansions at Curt Gowdy, Boysen, and Keyhole
    - Bank stabilizations at Hawk Springs and Keyhole
    - Bridge feasibility at LX Bar
    - Historic log structure repair at South Pass City
    - Restroom replacements at Keyhole, Curt Gowdy, and Buffalo Bill
    - Asphalt pavement and gravel road rehabilitation at Guernsey
    - Concrete aprons on fee booths at Buffalo Bill
    - New cabins at Curt Gowdy, electric pedestals at Seminoe, and campground expansions at Curt Gowdy, Boysen, and Keyhole State Parks are constituent/visitor-requested products that provide high quality customer service.
  - In response to COVID-19 and an increased demand for outdoor recreation during the pandemic, SPHS&T improved our offerings by going to a 100% reservation system in 2020, opening more campgrounds in response to demand, and returning many of our campsites to a first come, first served system in 2021.
  - The division also effectively oversaw more than 65 special/short-term permits, 54 cabin leases, six cooperative agreements, 19 easements, 12 friend agreements, five grazing leases, seven long-term concessions, 23 leases, nine MOUs, and over 170 selling agent contracts.
  - In an effort to continue to provide a high level consumer experience, SPHS&T continued to foster a comprehensive, robust volunteer program. From July 1, 2020, through June 30, 2021, SPHS&T recorded 18,660 hours donated by 180 volunteers, a value of \$532,556. A variety of volunteer opportunities were available, from tour guides to camp hosts.

- A hunter education in classrooms program as well as the Reading with a Ranger program continued with the Shoshone District schools in southwest Wyoming.
- Edness Kimball Wilkins State Park is used as an outdoor classroom by Kelly Walsh High School. Students are taught paddling skills, how to use a compass on our compass course, fire building, and other outdoor skills.
- In conjunction with site staff, the Wyoming Conservation Corps and the Veterans Trail Crew worked on a multitude of projects at SPHS&T facilities, including trail creation and maintenance.
- SPHS&T continued planning construction work on the Little House on the Park at Curt Gowdy State Park. Paid for through the generosity of the Gowdy Family Fund, the mission of Little House is to teach and promote kindness through youth programming and animal adoption events. A soft opening of programming is scheduled for August of 2021.
- SPHS&T continued to participate in the “Every Kid In A Park” program, which mirrors a national Department of the Interior initiative established during the National Park Service’s 100th year. It allows all Wyoming 4th grade students and their families to enter parks and historic sites for free.
- SPHS&T staff added new exhibits at the Wyoming Pioneer Museum, Trail End, Historic Governors’ Mansion, and the Wyoming Territorial Prison.
- The SPHS&T Visitor Survey was used to determine demographics of current visitors as well as what amenities they prefer. This information was also used for target marketing through social media platforms.
- Due to COVID-19 and the safety of our visitors, many programs were cancelled, scaled back, or remodeled to conform with state and county restrictions. Despite this, SPHS&T staff continued to do an amazing job in hosting fun, innovative and/or educational programming for the public, including:
  - First Day Hikes continued to be popular across parks and sites.
  - Plein Air in the Parks (a joint venture between the Cultural Resources Division and SPHS&T) was held in the fall of 2020 at Buffalo Bill State Park.
  - Keyhole hosted its Paddle the Park event.
  - Girl Scouts Love State Parks was hosted with various programs for the girls at four parks and sites.
  - Historic Governors’ Mansion Tinsel Through Time, Ft. Bridger Christmas and Wyoming Territorial Prison Holiday Trail Walk events were augmented to comply with county regulations.
  - Halloween events were hosted around the state at parks like South Pass City, Fort Bridger and Glendo. Glendo held a Trick-or-Treat program at Two Moon Campground that promoted a safe and family oriented environment while maintaining social distancing of staying 6 feet away from other participants.
  - The Interpretive Committee was revamped and met during the year to plan for the future of interpretation in State Parks. This committee provided training and partnered with other organizations to improve our skills and capacity for events and educational programs.
- South Pass City obtained a grant to refurbish the Smith Sherlock store. The Friends of South Pass were an integral part of obtaining the grant and the ongoing process of the project.

- Wyoming Territorial Prison focused efforts on increased community collaboration, which resulted in several community centered projects such as food giveaways to better serve our communities.
- Visitors to Glendo asked for a gift shop where they could purchase State Parks items and it opened to the public in 2021.
- Fort Bridger reached out to local community organizations in order to get more volunteers involved at the site. They are working with local schools, churches and community organizations to increase and train new volunteers and to create future advocates. The district also developed an internship program, partnering with Southwestern Oklahoma State University in Weatherford, OK.
- Requests for proposals went out for self pay kiosks to better serve the customer.
- Improvements to the five-year Visitor Use Survey and working on organizing smaller surveys to conduct at parks and historic sites to better understand our constituents. Master planning processes are focused on gathering information from the public and ensuring that our parks and sites cater to community needs.
- The Planning Section developed a Memorandum of Understanding with other agencies and organizations to streamline data/information requests and provide quality control for SPSHS&T data. Planning documents are posted on the SPSHS&T website to facilitate public engagement, and the most up-to-date data is used for applications like the WONDER map, the Monuments and Markers Database, and systems like Reserve America and OnX.
- SPSHS&T worked together with outside agencies and groups to participate in public outreach events, such as BioBlitz, the Wyoming Master Naturalist Program, and University of Wyoming field courses.
- Wyoming Office of Outdoor Recreation:
  - The Office of Outdoor Recreation helped develop and manage recreational opportunities through collaboration with stakeholders at the grassroots level in local communities. The needs and interests of local communities drive these processes and conversations.
  - The Office of Outdoor Recreation sponsored and attended several outdoor recreation events, including the Magpul Wyoming Governor's Match, the Sweet Sixteen Snowfest, the Battle of the Bighorns, National Public Lands Day, and the Bighorn Basin Outdoor Recreation Summit.
  - All grant opportunities are shared with stakeholders and collaboratives.
  - The non-motorized trails section organized a group of volunteers to assist with various projects at Sinks Canyon State Park, resulting in over 1,000 hours of volunteer service valued at \$28,540.
- SPSHS Trails Program:
  - An economic impact study for both Snowmobile and ORV programs is scheduled for completion in fall 2021. The 2012 study showed that annually Snowmobiling contributes \$175.5 million to the State's economy and that off-road vehicle recreation contributes \$244.2 million to the economy.
  - The Trails program works diligently toward the development of customer requested products including GEO PDF maps of all trail systems, interactive maps that provide grooming updates, free avalanche awareness trainings, trailside avalanche beacon checkpoints, trailhead improvements (including bathroom facilities and parking area expansions), and both permanent and mobile trailside safety shelters. The expansion of these types of services and products grows yearly.

- Private contractors were utilized for ORV trail projects reducing the need for an increased internal workforce while increasing the amount of work completed in the very short window of opportunity.
- The program partners with the Bridger Teton Avalanche center to provide:
  - Free avalanche training statewide.
  - Ride-on Wyoming campaign educates trail users on responsible motorized recreation.
  - Share the Trail campaign educates all types of users on trail sharing etiquette.
- Recreational Trail Program grants \$1.4 million annually and the office is always looking for ways to streamline processes to get grants awarded.
- The program has oversight of the LWCF federal grant program. This program is utilized by communities and parks and awards an average of \$1.8 million annually.
- SPHS&T has an internal grant system available for Federal Land Managers to apply for assistance to accomplish trail work, planning, construction of trailhead facilities, education and enforcement. These are broken down into three categories: Trail crew, Trail Ranger, and Maintenance construction and Planning (MCP). The totals awarded between Snow and ORV programs is \$1.6 million annually.
- The SPHS&T Trails program utilizes volunteers from OHV and Snowmobile clubs. The volunteer tasks these various clubs tackle statewide consist of trail clearing, rock hauling and safety shelter maintenance. The recorded volunteer hours spent directly on trail related tasks totaled 13,090 hours, valued at \$373,589. This is an increase of 3,900 hours over last year.

#### Division of Cultural Resources:

- Wyoming State Historic Preservation Office:
  - The office worked to improve communication with our preservation partners throughout Wyoming. We met with the Alliance for Historic Wyoming, Wyoming Main Street advocacy groups, and multiple local governments.
  - Staff architect is providing design review consultations for the National Park Service's Wyoming Main Street Facade Improvement Grant Program. Three communities have been selected to receive the assistance: Laramie, Rock Springs and Thermopolis.
  - Held annual meetings with the USFS, BLM, and NRCS.
  - Collaboration with USFS to review the Recreation Residence Maintenance Guide and develop an appendix to the statewide Programmatic Agreement.
  - Sheridan and Cheyenne Veterans Administration annual review of projects and proposals.
  - Staff helped organize the 20th Annual George C. Frison Institute of Archaeology and Anthropology and WAAM sponsored lecture held at the University of Wyoming in Laramie.
  - The 2021 Centennial Farm & Ranch celebration will be held in conjunction with the Wyoming State Fair on Saturday, August 21st, as the 2020 event was not held due to COVID.
  - Staff is developing an educational brown bag luncheon series to be held via remote platform for members of local historic preservation boards. Staff is also working to add informative PowerPoint training to the SHPO YouTube channel to help educate interested citizens.

- The office continues adding new National Register of Historic Places-related photos to the web-based photo database LUNA. SHPO digitized a total of 10,972 images. Over 1,000 images were added in the past year and are available on the SHPO website for researchers and the general public.
- Wyoming State Archives:
  - This past year, we served 2582 research patrons: 478 in person, and 2054 by phone, fax, snail mail and email. Of those, 1081 were from Wyoming. The rest hailed from nearly every U.S. state and eight countries. Our most common queries (937) are for school transcripts, as well as court case files (divorce and probate) and vital records. We provided scans of 500 photos from our collections. Significant research topics included a variety of uses of the Wyoming Tribune Eagle photo morgue, donated a few years ago, with images from the 1970s through the 1990s. They were requested for memorials for longtime WTE photographer, Fred Yates, and a BBC Tik Tok story on unusual elections and practices around the world: we found the photo of Governor Sullivan deciding a tied election by drawing a ping pong ball from his hat. Other topics included the Cheyenne airport, African Americans in Wyoming, election pamphlets, public library funding - and of course land/mineral rights, cowboys, cowgirls, and rodeo, family history, house history, brands, and women's suffrage.
  - Online access to digital collections: We continued to prioritize making our resources available via our website and via other databases online. We are now a member of the *Digital Public Library of America* where users can now search 53,422 images of our collections, including maps, oral history interviews, and 39,206 of our photographs. We have also made great strides in adopting ArchivesSpace collection management software, which will soon be our online catalog as well as back end database. It will eventually host all of our finding aids (guides) to our collections, as well as digital surrogates for documents such as records of the Governor's office and historical documents of well-known and everyday Wyomingites. A true digital treasure trove!
  - Near the end of the year we returned to public programming, sponsoring several talks by local historian, Dave Marcum, on Wyoming's pioneering airmail history, across the state, in June of 2021(thanks to a generous WCTF grant). These were also livestreamed on Facebook and added to our YouTube page and continue to receive views.
  - An archival graduate student became our first remote intern, creating three online exhibits for us, from her home in Tennessee, on Wyoming in WWI, Women's Suffrage, and the lynching of an African American prisoner.
  - We continued to add user guides to our records, including an online guide to brand research, as well as blog posts on African Americans in Wyoming history, how we worked from home, and local historical topics.
  - Records Management analysts had 1467 contacts with state agency and local government staff this year, including 27 phone/in-person RIMS database training sessions. Government staff continued to clean out their offices during the pandemic, and had records management questions for our staff.
  - At the request of the State's Human Resources Division (HRD), we developed guidelines for records care for HRD's new agency director onboarding process. And, Digital Archivist, Cindy Brown consulted with many agency and local staff working from home and needing to learn how to access their digital records remotely.
- Wyoming Arts Council:

- Through funding from the Seymour Thickman Family Foundation, and support from the Piatigorsky Foundation, the Arts Council presented over 10 virtual outreach opportunities for students and community members to enjoy and learn about classical music.
- Through funding from the National Endowment of the Arts, and support from the National Poetry Foundation, the Arts Council hosted the state competition for Poetry Out Loud in a virtual environment. Students from around the state were recorded and the state judges viewed the videos of the finalists to choose the state winner.
- The Arts Council awarded 10 fellowships in creative writing, visual arts, and performing arts. These funds are used to help artists develop their artist output, adding economic and social outcomes for Wyoming communities.
- The Arts Council organized and administered seven or more committees to select art through the Art in Public Buildings program.
- The Arts Council assisted the Department of Education in developing the Innovations conference and awarded the first Arts Education Award for Innovation at their virtual conference.
- The Arts Council administers six partnership grants with different statewide arts education associations to help provide professional development for music, theatre/dance, and visual arts teachers to help support their work during COVID-19.
- The Arts Council hosted a series of online sessions with the Wyoming Arts Alliance to help support the work of arts organizations during the pandemic.
- Wyoming State Museum:
  - 42,287 individuals visited the museum or participated in education programs. Of this 1,081 students engaged with the teaching collection through the museum's hands-on traveling *Discovery Trunk* program. These trunks were sent to 37 different classrooms.
  - 672 students and adults visited the museum and participated in on-site programming. Twenty three different on-grounds programs were held in FY21.
  - 802 youth and adults participated in off-site in-person programming.
  - 1,694 children and adults engaged with the museum through our *Family Day at Home* programs.
  - 7,769 students were impacted through our *Virtual Field Trip* programs. This is an increase of more than 4,600 students over last year.
  - The museum created 13 new school programs in FY21 that can be taught on-grounds or as a virtual field trip.
  - The museum began work on a new Museum Classroom. Upon completion, it will be the first time in the museum's 125 year history that we have had a dedicated education space. The classroom is being completed without expending general funds. It is supported by grants, donations, the CARES act, and revenue from the museum store. We anticipate a completed space for the Fall 2021 semester.
  - The museum opened 6 new exhibits during FY21. These exhibits represent approximately 20% of the museum's exhibit space.
    - Opened the Newell Collection Exhibit
    - Opened the Art from the GCAE Collection exhibit
    - Opened the Highlights of the Collection exhibit
    - Opened the Spanish American War Flag exhibit
    - Opened the COVID collecting mini-exhibit
    - Opened the Yellowstone supercomputer unit exhibit

- The museum is moving into the final design/planning phase of a substantial 1,400 square foot exhibit about prehistoric Wyoming, which will also include new and corresponding educational programs.
- The museum assisted 55 patrons researching their own artifacts or objects held in the state museum collections in which they had a special interest.
- Responded to 10 requests from other museums regarding artifact care or museum methodology.
- During the last fiscal year, the museum loaned 1,382 objects to 35 different institutions and offices.
- Returned Art in Public Buildings artworks to the Wyoming State Hospital following building renovations.
- Staff judged student projects at Wyoming History Day.
- Created 42 social media posts about museum artifacts.
- Produced ePublications for the Cheyenne Deadwood Stage and the Newell collection.
- Wrote four articles about museum artifacts for Cheyenne Living Magazine.
- Created three Wyoming State Museum newsletters.
- The museum created and filled the position of Curator of Community Engagement in order to better meet the needs of our constituents and increase our ability to offer educational programs to the public.
- Office of the Wyoming State Archaeologist:
  - Organized and helped compile a Virtual Archaeology Fair held in place of an in-person archaeology fair in 2020. Produced seven original videos with assistance from SPCR videographer and housed them on an OWSA YouTube channel. To date, these videos each have between 300 and 2,500 views.
  - Presented three virtual and two in-person presentations to the Colorado Archaeological Society, the Texas Panhandle Archaeological Society, the Wyoming Archaeological Society, the Rockpile Museum, and the National Trails Center.
  - Incorporated avocational volunteers into two archaeological field projects at the Willow Springs site and Medicine Lodge Creek. Total volunteer time for 2021 field season equals around 100 person days.
  - Hosted the first 'Public Excavation' at Medicine Lodge Creek Archaeological Park. Public excavation took place near a barn at Medicine Lodge Creek in a highly visible location conducive to engaging the public. Public excavation attracted around 600 people during the 2-week stint.
  - Facilitated donation of the Madsen collection, a collection of around 6,500 prehistoric stone tools amassed from the southern Bighorn Mountains in the 1970's and 1980's. The Madsen family is a long-standing Buffalo, WY family whose generous donation of the materials will serve as educational and interpretive materials for students at the University of Wyoming and local museums.
  - Stabilized bison bones from the Courchaine bison jump (Sundance, WY) for display in the Old Stoney Crook County Museum.
  - Interviewed by local and state media outlets to provide content for radio and print. Outlets include Wyoming Public Radio, Channel 5 News, The Laramie Boomerang, the Sheridan Press, and the Buffalo Bulletin.
- Wyoming Cultural Trust Fund:
  - In 2021 the Wyoming Cultural Trust Fund developed the plans to move the grant application process to an online platform, per the updated strategic plan. That plan was put on hold pending budget cuts. The board and staff will re-evaluate the grant

application process in conjunction with the Division of Cultural Resources for improved efficiencies in 2021.

- FY21 brought many challenges to WCTF grant recipients with projects facing delays and uncertainties due to COVID and associated revenue loss. While the WCTF staff and board worked diligently with grant recipients and constituents through the process with advice and grant extensions to approximately 35% of active grants. The WCTF staff remained available to grantees with normal office hours throughout the crisis.

#### Administrative Services Section:

- Accounting has gone 100% electronic with all documents, increasing efficiency and reducing printing costs and archiving expenses. This new process was also instrumental to the team during the COVID-19 pandemic, enabling contactless work flow and successful telework plans.
- Human Resources continues managing the Volunteer Program. We advertise in a national magazine and on a couple of websites for Workampers who contact us because they want to spend their summers in our awesome state, accept/review their applications, forward them to SPHS superintendents for placement, provide uniform shirts and a couple of other swag items so they are identifiable to the public, ensure their hours are logged into the system for reporting purposes and provide a thank you gift to them at the end of the season. Our volunteers are invaluable and we couldn't do what we do without them. HR also advertises for seasonal employees to work in the parks and historic sites, and trails. In 2020 and 2021, SPCR was authorized to hire 150 seasonal maintenance, fee, and interpretation employees, 25 seasonal park rangers, plus 40 additional CARES funded employees to assist with the increased capacity efforts, and 16 seasonal trails employees for both the ORV and Snowmobile seasons. In 2021, the number of applicants was down from previous years. In addition to our normal advertising with government jobs, we also advertised with Indeed, and in many newspapers across Wyoming, both online and in print.
- Public Information through continued dedication to social media saw "Friends and Followers" increase on Facebook, 13% (13,053 to 15,350); Twitter, 3% and Instagram, 38% ; as well as an engagement increase on Facebook of 23% ; Twitter, 52% increase); and Instagram 32%.

#### Performance Measure #3: Perform Evaluation, Preservation, Conservation and Restoration:

Evaluate, protect, conserve and restore important cultural and historical resources in the State of Wyoming and educate the public regarding resource significance.

#### Division of State Parks, Historic Sites and Trails and Outdoor Recreation Office:

- Wyoming State Parks & Historic Sites
  - Resource management was a focus throughout the SPHS&T system. Highlights include:
    - Planning for future construction such as the Civilian Conservation Corps (CCC) bridge in Guernsey.
    - Linseed oil sprayed on the logs at the main museum and on the bathroom at Fort Bridger for building preservation.
    - South Pass City worked on the restoration of the Smith-Sherlock store using grant funding, agency funds, and donations from the Friends of South Pass. They also stabilized the Cody Cabin and provided maintenance on several buildings at the site.
    - SPHS&T reopened an archeological excavation at Legend Rock to evaluate a potential paleo-Indian cultural level.





### Cultural Resources Division:

- Wyoming State Historic Preservation Office:
  - Recent National Register nominations include the Lucerne Valley Archaeological District in Sweetwater County, Powars II Paleoindian Hematite Quarry in Platte County, Wheatland Downtown District, Alcova Redoubt in Natrona County, and the Darwin Ranch in Teton County. Additionally, a nomination for the Wold Rock Art District in Johnson County has been forwarded to the Park Service.
  - The office hired six University of Wyoming student interns and five At-Will Employee contractors who added 1,125 sites and 1,178 projects to our database, and added 3,512 sites and 1,482 projects to our GIS database.
  - SHPO staff worked throughout the design and construction phases to ensure treatment met the Secretary's Standard for Rehabilitation. A consultant is currently working to update the National Historic Landmark nomination for the Capitol to reflect changes made during the restoration process.
  - The Site Stewardship Program installed signage, motion activated security cameras, and did site monitoring at the Dinwoody Petroglyph site near Dubois in an effort to curtail vandalism on the Wind River Reservation at the request of the Eastern Shoshone Tribal Historic Preservation Office (THPO). An on site stewardship training was conducted in order to help provide a monitoring plan for the site. The training was a collaborative effort involving the Wyoming SHPO, the Eastern Shoshone THPO and the BLM. New motion activated cameras were installed at the Castle Gardens site near Riverton and signage was given to the Piedmont Charcoal Kilns, in efforts to deter ongoing problems with site vandalism.
  - A free public booklet on Medicine Lodge State Historic site has been developed with Sacred Sites Research and the site Superintendent.
  - Research continued at the Hole-in-the-Wall Ranch near Kaycee with Sacred Sites Research. Recording of newly discovered rock art panels was completed. This research was compiled into the Wold Rock Art District National Register nomination.
- Wyoming State Archives:
  - To document the pandemic's effect on Wyoming, the State Archives collaborated with the State Museum and the UW American Heritage Center on a website showcasing donations revealing the serious - but occasionally lighthearted - ways that Wyomingites coped with COVID-19. (<https://sites.google.com/wyo.gov/covidinwy/home>)
  - Preserving records of the Wyoming State government, regardless of format, is the primary function of the State Archives. The Wyoming Digital Archives provides agencies a way to preserve and manage their electronic records. The State Imaging Center scans state agency records for digital preservation and advises agencies wishing to do their own scanning on specifications. We also consult with local government staff on preserving their digital files, including an increasing number of local government clerks and treasurers choosing to join the Digital Archives.
  - From our one millionth document last year, the Digital Archives now contains 4,833,124 files, serves 201 licensed users, 20 state agencies, 17 county agencies, and two municipalities. Just added this year is the WYDOT HR office. Newly updated software and additional user licences were a great boon to this effort.
  - The State Imaging Center scanned 455 rolls of microfilm and 1,931,048 images for state agencies, including the Wyoming Business Council, DEQ-Air, Public Service Commission, Legislative Services Office, Department of Family Services, and SPCR's

own Wyoming Cultural Trust Fund; 1,335,921 of these images were added to the Digital Archives. We scanned 340 cubic feet of paper; they were either removed from Records Center shelves or agency office space and securely destroyed.

- Records management staff added 2552 boxes to the State Records Center, while securely destroying 4677 boxes whose required retention periods had been met. We were able to update the software which controls this service which will be a huge time saver to our staff!
- We added 34 new historical collections and 926 cubic feet of archival records; the latter included nine counties (courts and school districts) and four state agencies. Of particular interest was a collection related to Calamity Jane with clues about her life and possible heirs.
- Ancestry continues to scan death, marriage, and divorce certificates in our collections, from Wyoming's counties, adding 240,000 images this past year. These records, always available in the State Archives' reading room, are now also accessible via *Ancestry.com*, in every Wyoming library. This will increase public access save wear and tear on these frequently consulted records. We also collaborated with the Campbell County Clerk, allowing a vendor to scan County records, in our holdings, for their website.
- Wyoming State Museum:
  - The Museum received 90 donations of 521 artifacts.
  - Received 16 incoming loans of 100 artifacts.
  - Continued to catalog newly donated artifacts, update records, and store the artifact collections: 580 artifacts were cataloged; 1,515 artifact records were edited; 660 were stored
  - Continued to edit artifact records in the PastPerfect database in order to prepare them for presentation for an on-line platform. 3,598 artifacts can currently be researched by the public on-line.
  - Continued project to professionally conserve and oversee creation of video documentary for Wyoming 1st Battalion Spanish-American war flag. Created exhibit for the completed project. Hosted events for flag unrolling and reception for exhibit installation.
- Office of the Wyoming State Archaeologist:
  - In cooperation with the Vore Buffalo Jump Foundation, we began work on a 3-year long grant obtained through the Institute for Museum and Library Sciences to catalog and rehouse artifacts from the Vore Buffalo Jump. This project will preserve for future research the Vore collection, one of the largest assemblages of bison bone in the world.
  - We organized a working group to facilitate the transfer of archaeological collections from Western Wyoming Community College to the University of Wyoming Archaeological Repository. The loss of WWCC's department of anthropology poses a threat to the long term stability of archaeological collections housed at the College. Transfer of these artifacts will be a long-term project overseen in part by OWSA.
  - Completed a National Register of Historic Places nomination for the Powars II red ocher quarry and successfully listed it on the Register at the National level of significance.
  -
- Wyoming Arts Council:
  - Provided four Folk and Traditional Arts Mentoring/Apprentice grants to master artists who worked with apprentices to learn traditional arts skills such as native american beading, leatherwork, and metalsmithing.
- Wyoming Cultural Trust Fund:

- In FY21, \$63,500 or 21.74% of all grant awards supported historic preservation
  - Activities including: restoration and repair of the historic Rawlins Odd Fellow Lodge #4; The Wyo Theater, Laramie, pre-development planning for facade restoration; handicapped accessibility and front porch restoration at the Historic Bishop Home in Casper; restoration of the Smith Sherlock Company Store and stabilization of the Lemley Miller, both in South Pass. Additionally, \$17,000, or 5.8% of grant awards supported the construction and renovation of the backstage/greenroom area of the Stage III Community Theatre in Casper; new flooring for the Frontier Prison historic guards' quarters in Rawlins; and the basement renovation for classrooms and conference space at ART 321 in Casper.

**Performance Measure #4: Exercise Brand Management:** Provide high quality consumer/constituent evaluation, department planning and marketing to enhance and showcase Agency's programs and educate the public of our brand value.

**Division of State Parks, Historic Sites and Trails and Outdoor Recreation Office:**

- Wyoming State Parks & Historic Sites:
  - SPHS&T continued to brand its programs, merchandise and advertising with its recognizable WyoParks logo. Logos developed in a similar style were used by the Trails Program, Wyoming Office of Outdoor Recreation, and the Law Enforcement program. Glendo introduced a gift shop program in the last year featuring items that host the WyoParks brand.
  - As COVID-19 pandemic restrictions were lifted, SPHS&T remained committed to the safety of staff and visitors, and implemented safety measures like hand sanitizer and appropriate distancing while encouraging outdoor recreation and reinstating interpretive programming throughout the state.
  - SPHS&T facilities continued to be recognized for their excellence.
    - Google Review stats were impressive, with nearly half of SPHS&T's facilities receiving an overall rating of 4.7 or higher.
  - The Division had over 2 million pageviews, up 700,000 from 2019.
  - Public Information through an continued dedication to social media during 2020 saw "Friends and Followers" increase on Facebook, 13% (13,053 to 15,350); Twitter, 3% and Instagram, 38% ; as well as an engagement increase on Facebook of 23% ; Twitter, 52% increase); and Instagram 32%.
  - National advertising and editorial content on social media, in group tour magazines, and on television educated constituents about SPHS&T products and brand. Sites around the state work closely with their local tourism boards to advertise on a national scale. Several parks and sites participate in joint marketing efforts to keep tourists in our areas year-round.
  - SPHS&T continued to recognize and show gratitude to our nation's veterans by offering and promoting the availability of the SPHS&T Lifetime Veteran's Permit, which is available to all Wyoming veterans with 50% or more service-connected disabilities. In addition, Parks for Patriots programming gave all veterans the opportunity to visit state parks and historic sites free of charge on Flag Day and Veterans Day.
  - Due to recent budget reductions, the agency lost marketing positions and several marketing plans were scrapped due to staffing levels. However, current marketing efforts

include efforts to increase visibility of programs going forward using an increase in paid social media ads.

- A small committee has been formed to assist the existing Public Information Office staff as needed. Members of this committee continue to push brand awareness to the public. The planning team has assisted with developing updated, data-driven marketing strategies, especially targeting new visitors and visitation to lesser-known assets in the system.
- When changes are being made to day use and camping fees or our reservation system, or when life/health/safety concerns need to be shared, we utilize the email database from Reserve America to keep users "in the know." The database is generated when customers place orders for decals or when making reservations. This allows SPHS&T to stay in touch with our customers, providing vital information in a timely manner.
- To improve our brand management to our consumers, staff are always offered training in the fee program, reservation program, cabin leases, and event planning special use permits. Modules are provided by our reservation company to allow staff continual access to training in the reservation system.
- The Division completed a Central Construction Office (CCO) yard reorganization reducing the amount of clutter therefore providing a more enjoyable view of the CCO office.
- We are also working to sponsor more internships at parks and historic sites through a number of colleges and universities, in and out-of state.
- Wyoming Office of Outdoor Recreation:
  - The Office of Outdoor Recreation has sponsored and attended several outdoor recreation events, including the Magpul Wyoming Governor's Match, the Sweet Sixteen Snowfest, the Battle of the Bighorns, National Public Lands Day, and the Bighorn Basin Outdoor Recreation Summit.
  - The updated Outdoor Recreation website (wyorec.com) includes the new WONDER Map, a one-stop web-based database with thousands of recreation opportunities across the state. The website lists dozens of educational opportunities related to outdoor recreation management, certification, and safety.
  - In conjunction with the PIO, the office issued a press release, television and radio coverage to recognize state parks for receiving \$1.7 million in grants from the Helmsley Charitable Trust.
- SPHS Trails Program:
  - The Trails Program works with the Outdoor Recreation office, the Wyoming Office of Tourism, and University of Wyoming to develop innovative ways to educate the public on new motorized recreation opportunities, trails use etiquette and responsible motorized recreation. A year-round marketing and advertising plan has been created utilizing the multi-media rights partner for University of Wyoming Athletics, working closely with the Outdoor Recreation office to assist with the management and oversight of various marketing tasks. The program budgeted \$18,500 this past year in its efforts. This was accomplished mostly through radio, as COVID-19 cancelled many of the other in-person educational streams.
  - New signage has been incorporated for use at our Federal partners' offices, lodges, selling agents, trailheads, and project locations to educate the public on the funding use and improvements the Trails Program provides on public lands.

- The Trails Program offered education opportunities for the motorized and non-motorized trail users that included Avalanche Awareness training and are working on ATV safety training courses through National Off-Highway Vehicle Conservation Council (NOHVCC) and Tread Lightly to incorporate a helmet campaign.
- Private contractors were utilized for ORV trail projects reducing the need for an increased internal workforce while increasing the amount of work completed in the very short window of opportunity.
- The Trails program has a yearly awards program on the Snowmobile side of the program that recognizes the very dedicated volunteers and grooming operators.

#### Cultural Resources Division:

- Wyoming State Historic Preservation Office:
  - SHPO staff updated web pages and social media posts throughout the year including consistent logos and branding.
  - In FY20 we expanded our social media presence with more posts on Facebook, Instagram, and Twitter. SHPO has also launched its YouTube channel and will be adding training videos for public use.
  - Our Facebook reach now extends beyond Wyoming and the United States to 44 countries.
- Wyoming State Archives:
  - The State Archives continues to revise our web pages, and we had 134,707 total page views for the year. Our topical LibGuides, particularly those on women's suffrage and vital records, were popular, receiving 21,750 total views, an increase of 66%.
  - We saw a 15% increase in Facebook post views (191,049) and a 32% increase in Twitter views (157,890); our blog also received 24,367 views, an 83% jump in viewer numbers.
  - We continued to add brief researcher interviews to the "I Heart WSA" portion of our home page, showcasing how they have benefited from using our services.
  - Staff were interviewed five times by local TV stations, as well as Wyoming PBS about our collections (with over 1000 views!), and pandemic collecting efforts.
- Wyoming Arts Council:
  - The Arts Council has over 5,000 contacts in its directory, and sends out monthly emails to specific targeted individuals based on their interest in what information they would like to receive. These emails are specifically focused on areas of interests picked by the individual subscriber.
  - The Arts Council grew its social media presence to over 4,990 followers on Facebook and over 1,000 on Instagram. There are daily scheduled posts and geographically focused marketing and promotion, including weekly engagement through Twitter.
  - Two issues of the *ArtScapes* magazine were produced and distributed to over 5,000 households and businesses across the country.
  - The Arts Council does multiple mailers to over 5,000 Wyoming constituents for major events including the Governor's Arts Awards application.
  - The Arts Council virtually released the 39th annual Governor's Arts Awards recipients which will be honored at the 2021 awards ceremony.
- Wyoming State Museum:
  - The museum continues to maintain a strong online reputation with a 4.7 star rating on Google and 4.5 star ratings on Yelp and TripAdvisor. It remains the number one thing to do in Cheyenne according to TripAdvisor.

- The Wyoming State Museum completed a redesign of its website. The site launched in January, 2021.
- Facebook posts/YouTube presence for FY21:
  - Forty three social media posts about museum artifacts were placed on Facebook, Instagram, and/or Twitter; and seven videos were posted to YouTube.
  - Produced 13 *Firearms Friday* videos which feature the history and type differences of various firearms in the collection. The museum's YouTube videos received 57,804 views from July 1, 2020 to June 30, 2021 for 3.8 thousand hours of watch time. There were 329 new subscribers.
  - Facebook Live Videos (Does Not Include Youtube Videos or Non Video Posts on Facebook)
    - 13 - Total Number of Facebook Live Educational Videos posted
    - 12,870 - Total Impressions (total number of times a post appeared on someone's screen - including multiple times for the same person)
    - 11,406 - Total Reach (total number of times a post appeared on a unique person's screen - each person is only counted once per post)
    - 4,985 - Total Video Views (total number of views for the 13 Facebook Live videos)
  - Facebook Posts (Does Not Include Facebook Live Videos)
    - 178 - Total Number of Facebook Posts (non-video)
    - 153,510 - Total Impressions (total number of times a post appeared on someone's screen - including multiple times for the same person)
    - 137,987 - Total Reach (total number of times a post appeared on a unique person's screen - each person is only counted once per post)
  - Total Facebook Interactions (Facebook Live videos and Facebook posts)
    - 659 - Total Comments
    - 6,687 - Total Likes
    - 786 - Total Shares
- The Barrett Building front desk is the primary point of public engagement at agency headquarters. In the past, museum volunteers performed this important role. They suspended operations for the majority of FY21. Upon their return in May, 2021, they were unable to fill desk shifts due to a reduction in membership. Currently there is a seasonal parks employee assigned to the front desk when volunteers are not available. There is no long term plan for staffing the Barrett Building desk.
- Office of the Wyoming State Archaeologist:
  - Maintained an active and growing social media presence with a total of 3,720 Facebook and 1,003 Instagram followers. Other social media stats include:
    - Total Facebook reach (sum of individuals reached from all posts): 157,113
    - Total Facebook engagements (sum of engagements for all posts): 15,711
  - Maintained an active social media presence for the University of Wyoming Archaeological Repository, a division of OWSA, which posted weekly updates on the Vore Buffalo Jump curation project. Posts routinely reached several thousand people through the Vore Buffalo Jump's social media account
  - Printed additional OWSA-logo items for distribution to volunteers, program participants, and employees including t-shirts and hats to promote OWSA and the programs and activities that we offer.
  - Wrote proclamation text for the 2021 Wyoming Archaeological Awareness Month. Distributed posters and brochures by hand to the BLM, Forest Service, Park Service,

local museums, and other institutions throughout Wyoming in the absence of in-person meetings where these distribution efforts typically occur.

#### Administrative Services:

- Public Information Office:
  - Continued to encourage use of the “Marketing Calendar” by State Parks, Historic Sites and Cultural Resources programs resulting in better promotional strategization.
  - Entered into a partnership with the “WyomingNewsNow” television network to begin the “Wyoming Wednesdays” morning show segment. This partnership has resulted in weekly interviews with personnel from throughout the department who discussed a variety of departmental issues, programs and events.
  - During the past year, PIO, at different times, managed the WyoParks, social media sites and oversaw operations of all other departmental sites.
  - Updated website site specific videos

**Performance Measure #5: Have a Competent and Satisfied Workforce:** Recognize, retain and recruit employees to ensure a cohesive, well trained, happy, safe and healthy workforce.

#### Division of State Parks, Historic Sites & Trails and Outdoor Recreation Office:

- Wyoming State Parks & Historic Sites:
  - Through careful budget management, the use of scholarships and discounts, and utilizing staff instructors, SPHS&T was able to fulfill training needs in a number of ways:
    - Two staff members went through the Wyoming Certified Public Manager course.
    - Two staff members attended the National Association of State Park Directors Leadership School.
    - Many (56) employees received National Association of Interpretation certifications.
    - Several staff members received EMT Basic Training and National Wildland Coordination Group (NWCG) Wildland Firefighting (red card) certification.
    - SPHS&T employees throughout the system obtained all required certifications in CPR/first aid, water, sewer, herbicide/pesticide application, and law enforcement training.
    - SPHS&T staff around the state continued to job shadow and had opportunities to learn from colleagues and co-workers.
    - The Division continued monthly safety training, management courses, State of Wyoming training, Certified Playground Safety Inspection courses, OSHA classes as well as webinars and online courses.
    - Members of State Parks, Historic Sites, Trails Division attended confined space training to improve confined space awareness and reduce potential injuries.
  - Improving safety was a main goal of 2021 throughout the SPHS&T system. Districts have continued to embrace a culture of safety through the Safety Committee and District Safety Coordinator. Monthly gear checks were instituted and Safety Data Sheets were updated at the majority of facilities.
    - In addition, the SPHS&T Safety Committee was instrumental in setting guidelines and providing adequate amounts of personal protection equipment for parks and sites personnel during the COVID-19 pandemic.
    - The Wyoming OSHA office conducted site visits of facilities around the state.



- The SPHS&T last employee survey showed a small increase in satisfaction and the Employee Satisfaction Committee is being revamped to better function for staff satisfaction.
- Increased communication through district-wide and site level staff meetings and training resulted in an uptick in productivity and efficiency. The division-wide newsletter, sent to all staff and SPCR commission members, was one means by which information was exchanged between field sites, headquarters and department staff.
- Several employees were recognized via the Employee Recognition Committee process, including our Law Enforcement officers, who were recognized for their efforts in protecting the state offices during the troubling events surrounding the 2020 presidential election. This program is currently revamping to increase exposure and recognition of parks staff.
  - Utilizing individual skill sets, SPHS&T staff throughout the system worked more as a team to assist at facilities other than their own. For example:
    - Curt Gowdy staff assisted with tree limb removal at the Wyoming Territorial Prison and completed ground maintenance at Quebec 01.
    - Staff at all sites have worked to include more volunteer participation and the district has worked to share resources and staff more efficiently to complete projects.
    - Equipment sharing continues to be a statewide efficiency within and between districts.
    - District Managers travel and work as needed at all of their sites.
- Managed the construction of seasonal dormitories at Seminoe and Glendo which increase the ability to recruit and retain seasonal staff.
- The Central Construction Office manager position has been reinvisioned to be able to assist in capital construction project management duties statewide which increases section efficiency. The office is working towards instructional videos to streamline production of kiosks and signs as well as implementing a new process for sign orders to increase productivity.
- The planning section now has a drone license and a professional GIS certification. They have improved mapping, filing, and data management systems so records are well-organized and accessible.
- State Parks has worked with college degree programs to make internships readily available to interested students along with joining in on one college advisory board for Hospitality and Outdoor Recreation and Tourism Management.
- Workers' comp claims totalled 10.
- Many employees during the pandemic chose the state offered telework agreement option to be able to safely work from home. Those who couldn't work from home were diligent with cleaning, distancing, and masking protocols.
- Wyoming Office of Outdoor Recreation:
  - Outdoor recreation specialists received training and certification as Interpretive Guides through the National Association for Interpretation.
  - Two outdoor recreation specialists were nominated and received recognition as employees of the quarter.
- SPHS Trails Program:
  - The Trails Program had no workers' comp claims in FY21. This is due to the safe work environment that is put into place by the program.

- A variety of training opportunities available for all staff, including CPR/First aid, avalanche training, chainsaw operation, tree felling certifications and refresher courses, professional development and leadership training for program manager and management team members (including shop foreman, supervisors, and grant program manager), plus Wyoming Introductory Supervisory Education program completion for new supervisors.
- The Trails Program incorporated an Employee of the Month wall, with the winner nominated by at least one other member of the crew. In addition, employee recognition barbecues took place, during which employees and their families gathered and enjoyed each other's company in an environment that did not relate directly to work. These activities proved to be a great motivator for increased productivity.
- Due to the classification that the trail crew is at, our program has a very high turnover rate. The job duties that are expected from our Trades Specialist for the amount of pay they receive is very low compared to what the private sector or other agencies within the state government will pay for the same required experience. Through the Trade Study process we were unsuccessful getting the Trade Specialist positions reclassified, dealing a huge blow to the trail crew. The management team will continue to push for this very justified reclassification.
- In order to maintain high employee satisfaction and safety standards, the Trails Program held weekly crew meetings to discuss day-to-day tasks, both in the shop and in the field, and to ensure that crews were provided with the right tools and gear needed to safely complete all assigned job duties.

Cultural Resources Division:

- Wyoming State Historic Preservation Office:
  - The office participated in regional and national meetings sponsored by NCSHPO, the National Trust, and the National Association of Preservation Commissions.
  - SHPO Staff participated in the annual meeting of the Wyoming Archaeological Society.
  - The Wyoming Association of Professional Archaeologists has been delayed due to COVID-19, but plans for an in person meeting have been made.
  - Staff attended regional meetings on the development of cultural resources databases and GIS.
  - Staff attended training on the Wyoming State Accounting System, CGI Advantage and the new Employee Self Service (ESS) system.
  - Staff attended the Colorado Preservation Conference and the National Trust for Historic Preservation Conference in Denver.
  - Staff participated in fieldwork at Medicine Lodge and Willow Springs archaeological sites.
- Wyoming State Archives:
  - Staff continued to take advantage of distance learning opportunities during this year; Virtual meeting software has made numerous opportunities available to all of us, from training and webinars to full conferences. Topics included email management, ArchivesSpace implementation, and teleworking best practices. Multiple Archives staff were able to attend the National Society of American Archivists meeting (normally only one person can attend), as well as the annual Best Practices Exchange held each spring. This was a tremendous gain for our continuing education. Four staff attended the annual ARMA Spring Seminar, also online.

- Two staff members served on the Board of the Wyoming State Historical Society, attending meetings both in-person and virtually, and Carl Hallberg supervised the publication of two issues of the Annals of Wyoming, as Editor.
- Four staff judged in this year's virtual National History Day state competition, again benefiting from the ability to participate remotely, rather than having to juggle coverage in our reading room.
- We continued to have monthly all-staff meetings via Google Meets. Even after it was feasible to meet in person, this technology enabled more staff to attend on a regular basis, and seems to have encouraged greater participation.
- Wyoming Arts Council:
  - The Arts Council continues flexible working schedules including telework agreements for all seven staff members, and switching telework days by request of some employees. During the pandemic the staff were able to switch to a 100% work from home environment for the safety of staff.
  - Arts Council staff remain working from cell phones instead of landlines, giving staff more flexibility with where to physically be located for conversations with constituents.
  - Through some required training per the National Endowment for the Arts federal funding, the Arts Council has been able to provide professional development opportunities in a virtual environment. Additionally, the entire staff have taken part in training with WESTAF and the Rocky Mountain ADA Center.
  - The Arts Council has initiated a position audit for each staff member to better understand how to be more efficient with our work with the loss of a full time staff member.
- Wyoming State Museum:
  - Budget reductions resulted in a number of staff departures and reassignments, and the elimination of one full time position.
  - The museum received CARES funding to hire temporary staff to man the Barrett Building desk and sanitize the museum. The funding expired 12/15/20. Since then, State Parks has assigned a seasonal employee to assist with the Barrett Building front desk. This position has proven invaluable to the museum. The position has improved the quality of visitor interactions, increased donations, assisted with museum programs, and generally helped offset the loss in capacity due to staff reductions and reassignments outlined above.
  - Over the course of FY21, the museum emphasized cross training staff so that important skills and knowledge would not be completely lost in the event of additional layoffs or departures.
  - The museum continues to attract qualified candidates from all over the country for open positions. However the number of applications for positions opened in FY21 was dramatically lower than the number for positions opened in FY20.
- Office of the Wyoming State Archaeologist:
  - All staff participated in regional meetings and as members of local archaeological Foundations, including the Wyoming Archaeological Society, the Wyoming Association of Professional Archaeologists, the Wyoming Archaeological Foundation, the Rocky Mountain Anthropological Association, and the George C. Frison Institute for Archaeology.
  - Our at-will staff undertook several important job skills trainings directed by permanent OWSA employees and staff from the University of Wyoming. Key training includes the

use of 3-dimensional photogrammetry to document artifacts, bison bone identification, and building boxes for use in museum curation.

- OWSA arranged to conduct a volunteer excavation 20 minutes south of Laramie at the Willow Springs campsite, allowing State employees residing in Cheyenne and Laramie to participate in the excavation. Ten non-OWSA State employees participated in the excavation, including members of the State Historic Preservation Office, the State Museum, the State Archives, the Wyoming Arts Council, and WYDOT. Arranging for this excavation was a direct response to inquiries from SPCR employees suggesting widespread interest in participating in OWSA's fieldwork.

#### Administrative Services Division:

- Due to budget constraints, all Administrative staff were directed to seek low to no cost training and most staff attended a minimum of two training sessions.
- Agency continued to gather information on where we are with the satisfaction of our workforce. We continually analyze the results of the survey to effectuate changes that can assist in improving the employee satisfaction.
- In an effort to develop and maintain a successful, competent, and happy workforce, the Agency is developing an internal leadership academy program.
- Accounting: Attended Wyoming Online Financial System training sessions available at the State Auditor's Office to strengthen employee skill sets and create an overall knowledgeable staff.
- Human Resources:
  - HR continues to train staff on ESS and MSS time sheets. This makes it easier for employees and managers to enter and approve leave usage and hours worked, which in turn ensures employees are paid correctly and timely.
  - HR ensures staff is up to date on defensive driving, vehicle use and active shooter training.
  - HR continues to lead the monthly agency safety meetings, with committee member participation, seeking ways to reduce the number of workers' compensation claims within the agency.
  - HR is working with the managers and employees in the areas of employee satisfaction, compensation, classification, a seasonal housing policy, advertising and recruiting CARES positions, recruiting and hiring qualified permanent staff, seasonal pay issues, and overall agency organization, helping to implement any ideas that are feasible and seeking alternatives to those that are not.
  - HR is working with OSHA to schedule annual consultations at each building where employees work. Most of the state parks and historic sites have been visited by OSHA and remedies to any issues have been completed. The consultations assist the agency in maintaining a safe working environment for our employees.
- Public Information Office:
  - PIO has put together a series of training videos that walk employees through the process for daily online editing of their websites.
  - Due to the Covid pandemic and most of the PIO workforce teleworking, employees provided monthly reports to their supervisor detailing what they were working on and what had been accomplished.
  - PIO is also researching on-line and local training opportunities especially in the area of graphic design.
  - PIO developed a social media policy and training manual to assist program and SPHS administrators.

