

Department of State Parks and Cultural Resources

Mission and philosophy

The mission of the Wyoming Department of State Parks and Cultural Resources is to provide excellent Wyoming experiences for everyone. The department is a quality of life organization dedicated to improving the well being of Wyoming residents and visitors through programs and services. The department recognizes that Wyoming's vast recreational and cultural resources provide Wyoming people with unique opportunities. The department believes that responsible attention to, and stewardship in, developing, conserving and providing education about and access to these resources will enable this and future generations to attain an unparalleled quality of life. Thus, by wisely managing programs and services, the department dedicates itself to facilitating the enrichment of the lives of the residents of Wyoming.

Results of outcomes

Goal I: enrich, educate and provide for the preservation, evaluation and development of cultural and recreational resources under the stewardship of the department.

Objective I: through museum exhibits, programs and collections activities, visitors will have a better understanding of Wyoming's heritage and culture.

Outcome Measure: Museum staff surveyed 197 visitors, one historic site and three local museums to determine level of satisfaction with how they have used museum resources and the quality of experience.

Strategy: facilitate collections research and access and enable staff to maintain and care for state-owned museum collections.

Output Measure: Staff entered 1,080 catalog cards into the museum system database this year.

Strategy: provide education and outreach activities for museum constituencies.

Output Measure: A total of 600 people participated in 26 programs and/or training sessions.

Objective II: stimulate and encourage public interest and participation in the study, performance and presentation of the fine and performing arts and related crafts.

Outcome Measures: conduct surveys in targeted areas to assess the positive impact of Wyoming Arts Council programs, technical assistance or funding.

All Wyoming Arts Council grants require final reports

General information

John T. Keck, director

Agency contact

Kathleen L. Murphy
2301 Central Ave.
Cheyenne, WY 82002
307/777-6303
kmurph@state.wy.us

Other locations

Arts Council, Cheyenne; State Archaeologist, Laramie; State Historic Preservation Cultural Records Office, Laramie; State Parks and Historic Sites, statewide; Collections Center, Cheyenne; and Archives South, Cheyenne

Year established and reorganized

Established 1895, reorganized July 1, 1999 as the Department of State Parks and Cultural Resources

Statutory references

W.S. 9-2-1701 through 9-2-1708, 9-2-2001, 36-4-101 through 36-4-123, 36-8-105 through 36-8-106, 9-2-401 through 9-2-419, 9-2-901, 9-2-91; 9-2-2017, 11-10-113, 16-6-801, 24-14-102, 36-8-301 through 36-8-320, 36-8-401 through 36-8-407, 36-8-501 through 36-8-502, 36-8-601 through 36-8-602, 36-8-801, 36-8-1001, and 39-17-111

Authorized personnel

163 full-time, 126 part-time

Organizational structure

Administration and Support (includes Executive Office), Division of Cultural Resources, Division of State Parks and Historic Sites

Clients served

General public (resident and nonresident), local governments, federal agencies, nonprofit organizations, special friend groups, state boards and commissions, State Legislature and specific interest groups

Budget information

General fund	\$8,002,895
Federal	\$2,039,848
Other	\$2,221,760
Total	\$12,264,503

Goal I, Objective 1	\$509,696
Goal I, Objective 2	\$948,989
Goal I, Objective 3	\$1,030,676
Goal I, Objective 4	\$705,277
Goal I, Objective 5	\$1,008,436
Goal I, Objective 6	\$12,000
Goal I, Objective 7	\$6,915,741
Goal II, Objective 1	\$477,845
Goal II, Objective 2	\$655.843

that survey the grantees to gather the information on the cost of arts events, number of people attending, number of artists taking part, etc. A survey was sent to all persons and organizations on the WAC newsletter mailing list to get input on the new **Casper Star-Tribune** weekly news articles; 4500 surveys mailed out, 202 responses. Public luncheons are held in conjunction with Wyoming Arts Council Board meetings to gather constituent comments, concerns and suggestions about arts council programs and policies. Forty people attended four luncheons this past year.

Strategy: serve as a principle resource for funding, technical assistance and programming in Wyoming.

Output measure: provide grants or programming for every Wyoming county.

Arts council programs serve every county in Wyoming. In FY01, 20 counties were represented in the grants pool. The other three counties (Converse, Crook and Weston) have grant programs available and are served by **Litmail**, as well as other mailings.

Strategy: develop visibility and advocacy plans designed to create an awareness of the impact and importance of the arts to Wyoming's quality of life.

Output measure: target at least one population group each year (i.e. political decision makers, general public).

Political decision makers and arts constituents are invited to the Wyoming Governor's Arts Awards presentation and annual dinner each year to listen to the impact the award recipients have made on the quality of life in Wyoming. At this event, the governor delivers his "State of the Arts Address" where he offers additional information about the impact of the arts on the state.

The department implemented and expanded the **Casper Star-Tribune's** weekly articles to include arts, state museum, archives, parks, etc. The interactive calendar, <<http://www.wyarts.com>>, involves 50 subscribers who provide calendar information on events to the general public through the World Wide Web.

Objective III: perpetuate an understanding and stewardship of Wyoming's prehistoric and early historic archaeological record and share that knowledge with the public.

Outcome measure: number of programs provided.

Strategy: conduct archaeological research increase public knowledge of Wyoming's prehistory and archaeology, and serve as the principle repository of archaeological records.

The Office of the Wyoming State Archaeologist tracks three output measures that, combined, represent the agency's contribution to the outcome measure delineating number of programs provided. These measures are:

- 1) number of formal projects initiated,
- 2) number of programs/contacts, and
- 3) number of University of Wyoming Archaeological Repository boxes initiated in the inventory. Counts for each are listed below.

Formal projects initiated

The Office of the Wyoming State Archaeologist conducts archaeological field investigations on sites and projects every fiscal year both through compliance efforts by the archaeological survey section and basic research through the general fund portion of the office. Each of these projects furthers the understanding of Wyoming archaeology. Many fulfill regulatory requirements for clients, and some provide volunteer opportunities for members of the public. This fiscal year, the Office of the Wyoming State Archaeologist initiated 53 projects through the archaeological survey section and two projects through the research section for a total of 55 initiated projects.

Number of programs/contacts

The Office of the Wyoming State Archaeologist tracks the output by keeping a list of various outreach activities conducted by staff, including educational programs, certain correspondence, lectures and the like. A public presentation form is filled out for each activity, and the number of people attending or benefiting is estimated on the form. Thirty different communities in Wyoming and other states benefited from the agency's outreach efforts this fiscal year. Between July 1, 2000, and June 30, 2001, staff documented 63 outreach programs that reached approximately 4,048 people.

UW Archaeological Repository boxes

The department's efforts for this output are tracked by collection management activities at the University of Wyoming Archaeological Repository.

For the last several years, staff have been conducting a box inventory of existing archaeological collections on campus and entering that information into a computer database. Slightly more than 40 per-

cent of the collections have been inventoried, so these activities will continue for the next several years before the task is finished. The department measures progress on this output by counting the number of boxes that have been initiated into the inventory each fiscal year. Between July 1, 2000, and June 30, 2001, inventory procedures on 153 boxes from the repository were initiated.

Objective IV: preserve, promote and interpret Wyoming's archaeological and historic records.

Outcome measure: Seven national register nominations were submitted and listed on the National Register of Historic Places.

Strategy: provide technical and economic assistance, education, information, resource oversight and training to the historic preservation field.

Output measures: Staff processed requests for technical assistance through 62 mailings, 3,655 file search requests and 10,664 Website queries. Five grants were issued. Staff conducted 29 presentations, educational activities and training sessions. Staff participated in 2,861 consultations relating to the preservation, promotion and interpretation of Wyoming's archaeological and historic records.

Objective V: provide complete and accurate documentation of Wyoming's governmental history for the public, ensuring efficient use of the resources through access and accountability.

Outcome Measure: Surveys were distributed by each unit (records management, archives and historical research and technical services) and 208 were returned during the fiscal year, with 88 percent indicating excellent services were received from the state archives. There were no negative surveys.

Strategy: establish and promote high standards of record-keeping, ensuring that significant documents telling the history of Wyoming are preserved.

Output measures: Twenty-four training workshops, orientation programs and tours were sponsored or co-sponsored by the state archives.

A consultant was employed to provide the state archives with information on alternatives toward developing an electronic records program, an overview of best practices in other state archival agencies and information relative to the funding necessary to implement such a program. This has been completed and, using what resources are available, the state archives is seeking ways to develop an electronic records management strategy and implement these plans, which can be started right away with limited resources.

Strategy: make it easy for researchers/users to retrieve the information they seek.

Output measures: An in-house review of the balance between user guides and human assistance

was conducted. This resulted in one employee shifting from the archives and historical research unit to the technical services unit, the development of several user guides, and the movement of indexes to provide easier access to findings aids for the public. The state archivist and the state records manager from Montana were brought in to evaluate the function. Although they supported the ways and methods that are currently in place, they did recommend some alternatives that are currently under review. The department's information technology group has been working with the section for more than a year on a database that will allow access by staff and patrons to records currently on microfilm.

Staff of the technical services unit microfilmed 883 cubic feet of state government records from various agencies, resulting in 653 16mm and 130 35mm rolls of microfilm produced, and 1,572,183 images taken. Each image is equal to one sheet of paper and the paper is destroyed after the film is checked for quality.

A Collection Management Policy was developed this fiscal year that includes information about or relating to the historical photo collection. Work has already begun on a plan for the daily or more specific management of the photo collection.

Objective VI: increase public awareness of department programs and provide support and/or coordination of the informational and educational activities.

Outcome measure: survey targeted populations to determine awareness of cultural resources programs (i.e. legislators, Wyoming Association of Municipalities members).

Strategy: coordinate with all programs in the division.

Education programs, one

Staff developed a partnership with the *Casper Star-Tribune* involving a quarter page advertisement provided weekly with additional ad space (expanding to a half page) when sponsors are acquired. These advertisements are now exposed to a daily circulation of 31,110 (provided by the Wyoming Press Association) and a daily estimated readership of approximately 45,000.

Staff produced a brochure promoting the State Historic Preservation Office that was distributed to participants at the Wyoming Interdisciplinary Conference in Casper. Staff also developed a brochure for the promotion of the work of the State Historic Records Advisory Board.

Staff processed 118 news releases leading to a total of 3,057 contacts. (A contact is any news outlet to which staff sent a press release or call concerning story.) Staff produced 38 radio and television stories and developed four newspaper ads to promote Wyoming Archaeology Awareness Month.

Increase public awareness

Although hard to quantify, the increased exposure provided through the *Casper Star-Tribune* project has resulted in favorable responses from the public statewide. The public has seen the “advertisements” and is beginning to take notice and look for the next advertisement.

Additionally, interest generated by Assistant State Archaeologist Danny Walker’s project at Devil’s Gate drew the interest of many state media outlets including the Associated Press, which ran the story nationwide. In addition to the *New York Times*, the article was printed in a variety of newspapers including those in Omaha, Tampa, Phoenix, Billings and Des Moines and was posted on Webster for CNN and MSNBC among others.

Output measure: develop a strategic plan for public information.

Strategy: increase visibility of division programs.

Objective VII: annually provide for the preservation, protection, development, use, enjoyment and education of cultural and recreational resources under the stewardship of State Parks and Historic Sites.

Outcome measures: number of visitors at state parks and historic sites.

	FY00	FY01
Number of visitors	2,494,496	2,582,689
Visitor days	2,852,457	2,604,996

Although the number of visitors increased at the state parks and historic sites, visitor days were down. This downturn can be attributed to a “soft” tourism season, rainy cool weather that discouraged weekend visitation at large reservoir parks and the fourth of July holiday falling in the middle of the week.

The large water parks are reaching capacity on summer weekends very quickly. To accommodate this problem, visitors need to be encouraged to come to the smaller parks and historic sites.

Major issues include:

- finding summer help to work at the remote parks,
- finding the correct balance for the law enforcement program in the face of major alcohol and drug situations at the large water parks,
- lack of adequate funding to significantly improve visitor services, and
- need for more public awareness of the historic sites.

Some of the historic sites are in excellent condition and staff are doing a good job of telling the sites stories. However, many historic sites are in very serious disrepair, and staff are doing an inadequate job

of preserving and interpreting the site and its resources.

There are very few up-to-date master plans for the parks and there are limited resources to update them. The Legislature did give the department the authority to use 80 percent of the fee revenues for capitol construction projects on the parks and historic sites. Because of that authority, the department will be making a great deal of infrastructure improvements at all of the parks and sites.

The Land and Water Conservation Fund (L&WCF) is receiving federal dollars again. The department has seen significant federal dollars flow to Wyoming communities for recreational improvements this year. The department anticipates increases in the federal apportionments in the upcoming years. The trails program continues to grow. The Winter Use issue at Yellowstone and Grand Teton National Parks will continue to take a significant portion of staff time and resources. At the last session, the Legislature did authorize the department to develop an off-road vehicle trail system. The department will be working to develop that system during the next few years.

Customer satisfaction

State parks has historically conducted a Visitor Use Survey every four years. The survey will be conducted again in the summer of 2002. The department is submitting a budget request to fund an Annual Visitor Survey that will provide demographic information, as well as customer satisfaction ratings on an annual basis at every park and historic site.

Snow machine permits

	FY00	FY01
Resident permits	18,043	18,197
Non-resident permits	17,453	16,320
Commercial permits	1,013	1,137

Goal II: operate the Department of State Parks and Cultural Resources responsibly, effectively and efficiently in an open, ethical and accountable manner.

Objective I: annually provide policy-level support and leadership, prioritize and coordinate activities, establish and direct department programs and policies, allocate department resources and provide for effective coordination with other entities.

Outcome: The following is a performance evaluation of the department director and division directors submitted by Jeanne Hickey, president, State Parks and Cultural Resources Commission in a letter to John T. Keck, current department director:

“The Department of State Parks and Cultural Resources Strategic Plan lists as one of the output measures an “administrative performance evaluation by board and commission members.” While the State Parks and Cultural Resources Commission (SPCRC) does not have specific procedures developed

for a formal performance evaluation, you and the division directors regularly confer with the commission and do receive regular feedback from the commission members. As you are aware, although the commission represents a diverse cross-section of the state, we do have some common concerns that can form a basis of an informal evaluation of performance. These common concerns include:

- willingness to work with local constituents to resolve issues in a manner fair to the people of Wyoming while accomplishing our legislative mandates. Regarding this concern, you and your division directors have shown a willingness to meet with local groups concerning numerous significant issues. Specifically, Ft. Bridger, the Keyhole Boat Club and the increased usage of Glendo State Park have resulted in specific actions to resolve issues that take into consideration the needs of the local residents;
- developing and supporting creative solutions to best use the financial resources of the state. This has been demonstrated by you and your division directors by the manner in which the grant programs have been administered. The process for allocating the capital construction monies has provided a great opportunity for department staff to collectively assess the needs of the department and to come to a consensus on prioritizing those needs. Further, the small intra-agency grant program allows department staff to use their creativity in accomplishing those projects that will enhance state programs and enhance the public's enjoyment of those programs.
- cultivating and maintaining cooperative partnerships with other businesses and organizations within Wyoming that are mutually beneficial to the various participants. The actions of you and the division directors have clearly shown your interest in pursuing such partnerships. An example of such a partnership is the work that the arts council has done with Qwest Communications and the University of Wyoming. The leadership shown by the department has been beneficial to all involved. Also, the department's critical support to the Wyoming Historic Governors' Mansion Foundation is an example of the department's willingness to work with interested residents in enhancing projects within the state.
- maintaining a staff that is committed to the goals of the department and aware of responsibilities that are involved in being a public employee. As the commission has traveled around the state, we have witnessed a high level of commitment and competence in the numerous department employees that we have met. There is in every level of employment within the department a "sense of ownership." Employees are dedicated and willing to put

forth the extra effort to insure the success of their programs and properties. This is a result of thoughtful leadership, which is providing opportunities for the employees to grow within their jobs. The public is the beneficiary of having good people who take pride in their work.

While the above list is not inclusive of all aspects of the work that you and the division directors perform, it does highlight those areas we as a commission feel are important to the success of the department."

Outcome: A survey to determine the confidence of the department employees with department administration was mailed to 169 full-time employees of the agency; 71 surveys were returned with 84 percent of the responses indicating "satisfied" to "very satisfied" with the department's coordination and direction.

Objective II: annually provide support services to external and internal customers through responsible management of the human, procurement, financial, legal and management information services resources.

Outcome: A survey to determine the percent of satisfaction of the department employees with the support services provided by the administrative support division was mailed to 169 full-time employees of the agency; 71 surveys were returned with 90 percent of the responses indicating "satisfied" to "very satisfied" with the overall services.

Department of State Parks and Cultural Resources organization chart

