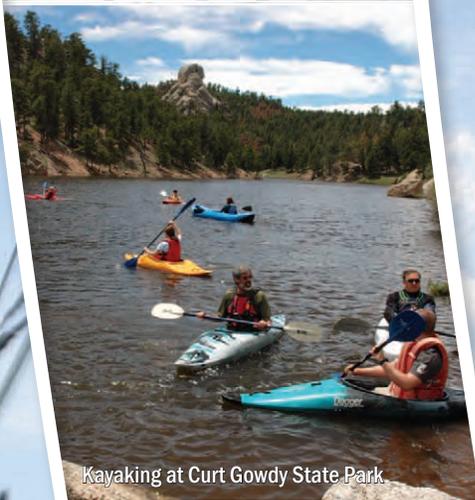


Kite Festival at Hot Springs State Park



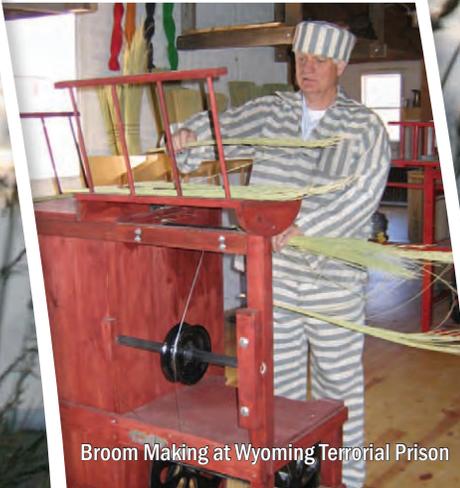
Black & Orange Cabins at Fort Bridger



Kayaking at Curt Gowdy State Park



CCC Castle at Guernsey State Park



Broom Making at Wyoming Territorial Prison

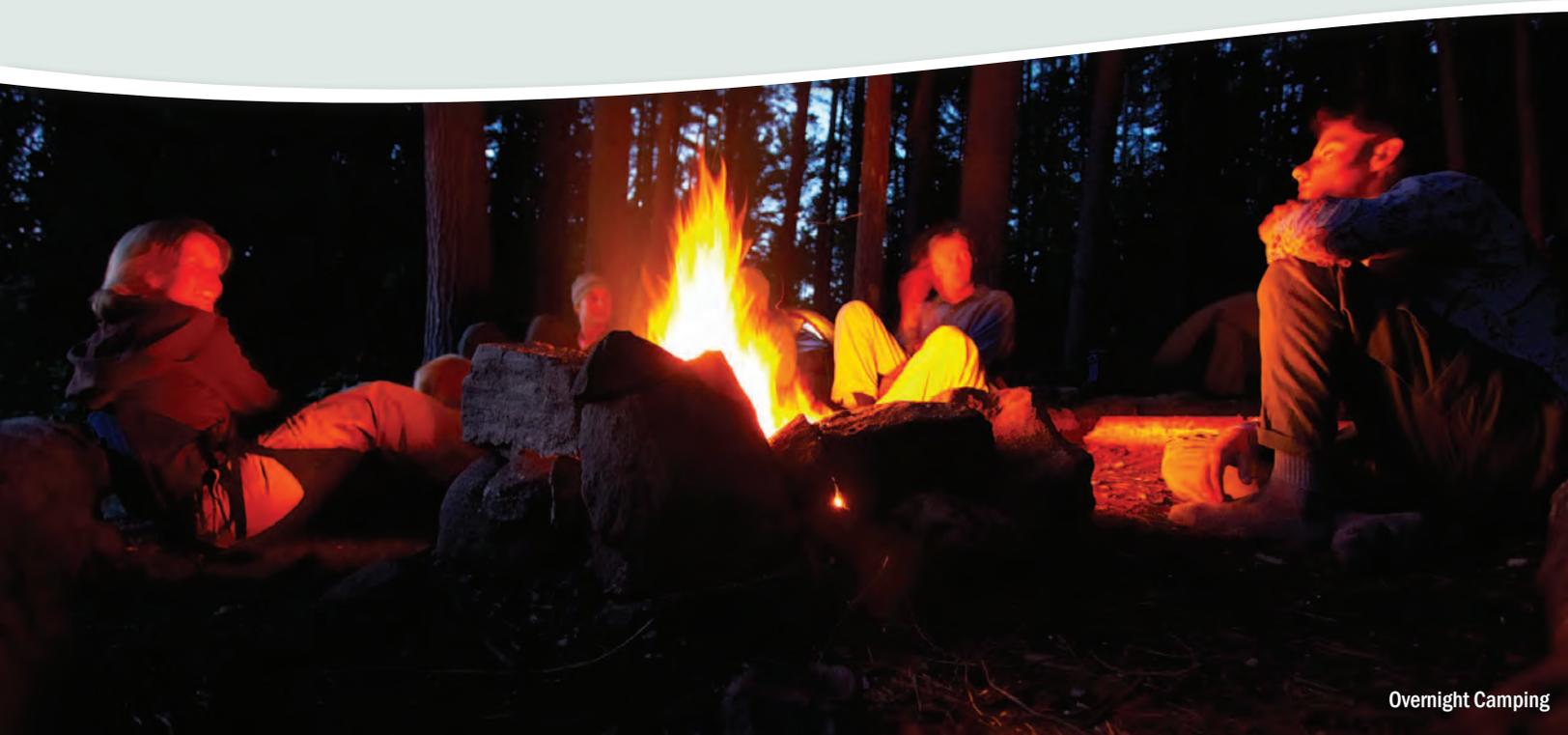
# SOAR 2021

## Wyoming State Parks, Historic Sites & Trails Strategic Plan



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### **Wyoming State Parks and Cultural Resources Commission**

The Wyoming State Parks and Cultural Resources Commission is a governor appointed citizen advisory commission. Their role is to provide informed guidance, consultation, and advocacy for the public and department staff. There are members representing seven regions statewide and two at-will members.

Dan Barks	Mary Hawkins
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We also want to recognize the efforts of the public and agency staff that participated in public meetings and provided input on the numerous iterations of the strategic plan.



Fort Fetterman State Historic Site



Legend Rock State Historic Site

## Executive Summary

Anyone that deals with government agencies has probably worked on a strategic plan at some point. Unfortunately, upon completion these plans are often quickly placed on a shelf never to again see the light of day. Our goal is to create a plan that is actually utilized and implemented.

The planning team started the process by reviewing other park system's strategic plans. We were trying to determine which states had strategic plans that were working. All of the plans that appear to be successful have four elements in common: 1.) they present a clear and concise long-term vision for the agency, 2.) there is flexibility in the implementation of goals and objectives, 3.) there is a mechanism for timely and consistent monitoring of agency accomplishments, 4.) agency leadership and staff are held accountable to the goals and objectives identified in the strategic plan. The SOAR 2021 was developed with each of these four criteria in mind.

We developed our agency goals with a focus on resource management. After considerable self-examination we developed our goals around the care and management of the following five resources.

- 1.) Cultural and Natural Resources
- 2.) Experience Resources
- 3.) Visitor Resources
- 4.) Financial Resources
- 5.) Human Resources

The SOAR is a ten year strategic plan that is updated every two years in coordination with the bi-annual budget. This plan represents the culmination of a two year process involving considerable research, evaluation and interaction with staff and public. With the assistance of the Wyoming State Legislature, federal colleagues and our public partners we look forward to the challenges and opportunities in bringing this plan to fruition.



Ice Fishing



Elk



Canoeing



## Mission and Vision Statement

### **Mission Statement:**

Wyoming State Parks, Historic Sites and Trails protect and enhance the natural and cultural environment by providing enjoyable, educational and inspiring experiences for present and future generations.

### **Vision Statement:**

Wyoming State Parks, Historic Sites and Trails offer exceptional and safe experiences that enhance the overall quality of life. Our guests gain an understanding and appreciation for the well-maintained amenities we manage, while exploring and enjoying Wyoming's natural and cultural heritage. Dedicated and professional employees provide outstanding customer service at adequately staffed and financed parks, historic sites and trails.





Piedmont Charcoal Kilns State Historic Site



Trails at Curt Gowdy State Park



Wyoming Pioneer Museum

# Introduction

The 2021 SOAR is a tool to incorporate public and staff input into policy development, priority setting and budgeting for Wyoming State Parks, Historic Sites & Trails (SPHST). The SOAR is a ten year strategic plan designed to be a living document. Developed in coordination with a Bi-Annual Implementation Plan the SOAR can be adjusted for unexpected challenges and opportunities that will present themselves during the life of the plan.

## Information Collection

The SOAR planning process began in 2009. Planners first reviewed existing documents that related to SPHST development and management. These include the 2000-2001 Wyoming Snowmobile Survey, 2002 Wyoming State Parks and Historic Sites Long Range Plan, the 2004 Wyoming Statewide Trails Plan, Vision 2010 Wyoming State Trails Program Plan, the 2004 SPHST Visitor Use Survey, the 2005 SPHST Non-Visitor Survey, the 2005 SPHST Economic Impact Report, 2006 ORV survey and 2009 Statewide Comprehensive Outdoor Recreation Plan. As some of these documents were updated the new information was incorporated into the SOAR. The 2000-2001 Snowmobile Survey, the 2006 ORV survey and the 2004 and 2009 SPHST Visitor Use Reports utilized extensive surveys to glean information about the demographics of trail users and park/historic site visitors, activities they take part in, and the types of facilities and management practices they would like to see at SPHST.

## Wyoming Tourism Industry Master Plan, 2010 – 2020

Beginning in 2007, with Project Front Door, the Wyoming Office of Tourism (WOT) embarked on a process to develop the Wyoming Tourism Master Plan. In 2010, WOT partnered with the Wyoming Department of Game and Fish and the Wyoming Department of State Parks and Cultural Resources to develop the Wyoming Tourism Industry Master Plan, 2010 – 2020. The purpose of a Master Plan is to present a comprehensive view of Wyoming’s collective tourism products and projects, both man-made and natural, including all state, federal, local, private and non-profit initiatives. It will provide a regional and statewide perspective of existing and proposed tourism projects. Most importantly it will direct input from the industry and related organizations throughout the state to set a vision and strategy for Wyoming’s tourism growth through 2020.

WOT and SPHST share many goals and challenges to further the tourism industry within Wyoming. Several recommendations within the Tourism Master Plan pertain specifically to SPHST. As such, the Division is incorporating those recommendations as Action Strategies for SPHST.

## Development of the SOAR

In the spring of 2009 the draft SOAR was developed and made available for internal review. The draft SOAR was modified based on staff comments. In June of 2009 the draft SOAR was made available on-line at the SPHST website for public review and comment. Following this SPHST staff set up a series of eight meetings throughout the state to receive additional public comment. These meetings were held in the following communities on the following dates:

Casper	June 8
Evanston	June 18
Rock Springs	June 25
Lander	July 13
Gillette	July 30
Laramie	August 20
Torrington	August 27
Cheyenne	December 3

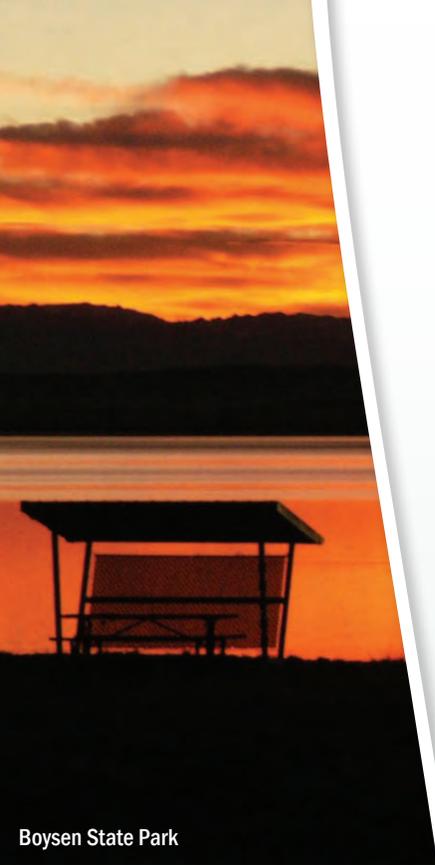
Following the public review period the SOAR was reworked and submitted to SPHST staff for another review and comment period. The draft SOAR was then reviewed by the State Parks & Cultural Resources Commission. Finally, the SOAR underwent a second 30 day public review period.

## Implementation and Tracking Progress Of The SOAR

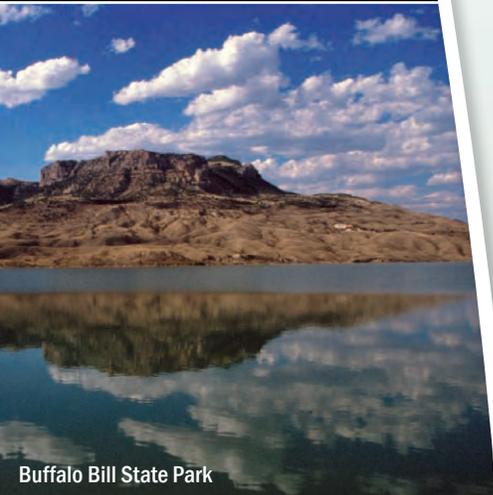
The SOAR is a dynamic document that will be augmented by a Bi-Annual Implementation Plan to account for changes in the economy, staffing and budgetary constraints, and shifting recreation and cultural heritage tourism trends. The goals and objectives in the SOAR should not change significantly during the ten year period, specific actions to achieve the goals and objectives will be revised bi-annually. For this reason, action strategies are not included in the SOAR, but are contained in the Bi-Annual Implementation Plan. Every other year at the fall staff meeting SPHST staff will review, identify and update key action strategies that correspond to goals and objectives outlined in the SOAR. Following this meeting the SPHST Senior Management Team will use this information to update and finalize the action strategies in the Bi-Annual Implementation Plan. The Plan will be finalized prior to the development of the bi-annual budget and used to guide budgeting and management decisions for the ensuing two year period.

Each staffed park/historic site currently prepares a monthly report. The format of this monthly report will be modified to relate to the goals and objectives outlined in the SOAR and the action strategies in the Bi-Annual Implementation Plan. At the end of each calendar year, these monthly reports will be combined into an annual SOAR Report of Accomplishments.





Boysen State Park



Buffalo Bill State Park



Wagon Box State Historic Site

## SPHST Overview and Statistics

### Philosophy

- A) First and foremost we are a significant part of Wyoming's infrastructure and an important contributor to the economy, outdoor recreation and cultural heritage.
- B) We strive for excellence in customer safety and service, resource protection, interpretation, education, and facility development and maintenance.
- C) As an agency that supports quality of life, we strive to connect the public with the natural and cultural environment by providing sustainable and high quality facilities and events.

### Function

We have been entrusted with the stewardship of some of Wyoming's most important natural and cultural resources. Our challenge is to provide for the preservation of these resources for future generations while providing for the safety and needs of today's visitors. We also strive to instill in the public an understanding and appreciation of Wyoming's unique cultural heritage and the importance of nature-based outdoor recreation.

Our job is to help our citizens have a better understanding of the history of Wyoming by interpreting the State's history at 29 historic and archeological sites. Some of our historic and archeological sites have significant infrastructure and visitor services while others have few or no amenities. Our goal is to increase public support to protect, restore, interpret and promote these sites.

Our job is to provide high quality recreation facilities and opportunities. At this time, the majority of our recreational sites cater to boating, fishing, camping and picnicking. Our goal is to maintain these excellent recreation opportunities while diversifying our recreation base.

Our job is to administer the State Trails Program. We operate large snowmobile and ORV trails programs that are funded by user fees. The majority of snowmobile and ORV trails are on federal lands and we have cooperative agreements with both the Forest Service and the Bureau of Land Management.

Our job is to administer the Land and Water Conservation Fund (LWCF) and Recreation Trails Program (RTP) grant programs. The LWCF provides funding to local communities on a competitive grant basis for the development of recreational facilities at the local level. The RTP provides funding statewide to develop and manage motorized and non-motorized trails.

# Organization/Staffing

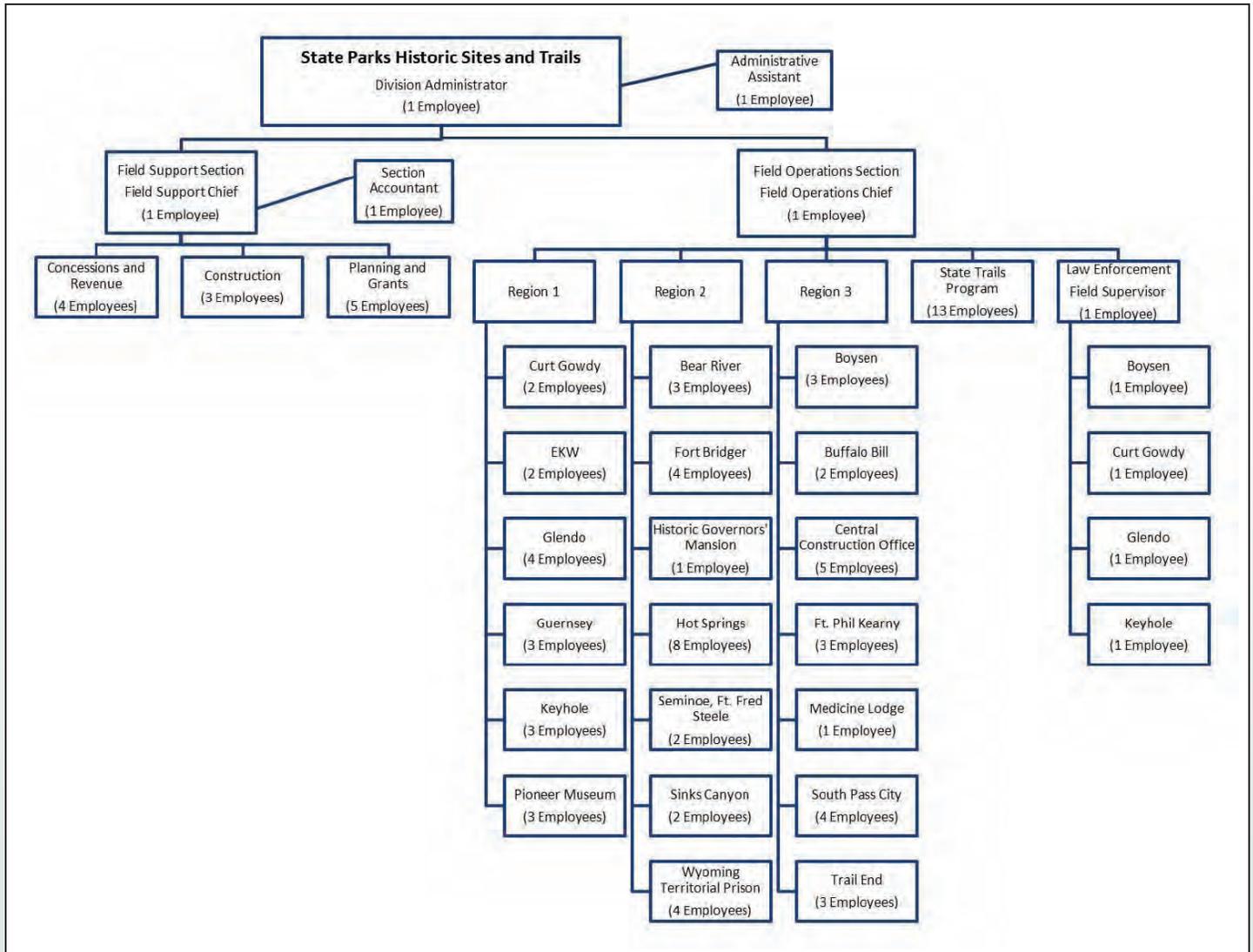


Figure 1. State Parks and Historic Sites Organizational Chart





Relaxing



The Rise at Sinks Canyon State Park



Catching Crappie

Wyoming State Parks, Historic Sites and Trails (SPHST), is a division of the Wyoming Department of State Parks and Cultural Resources. In 2010, SPHST employed 90 full-time positions and hired approximately 190 seasonal positions (Figure 1). The Division Administrator has an administrative assistant and oversees two Section Chiefs; the Field Support Chief and the Field Operations Chief.

The Field Support Chief oversees most of the headquarters staff located in Cheyenne, which consists of three sub-sections; Construction, Planning and Grants, and Concessions and Revenue. The Construction sub-section employs two engineers and a landscape architect. The Planning and Grants sub-section employs five fulltime staff positions and one seasonal staff, including a manager and staff with areas of specialty in non-motorized trails, geographic information systems, volunteer program management, interpretation, historic preservation and grants administration. The Concessions and Revenue sub-section employs 4 fulltime staff and 2 seasonal staff and administers all permit sales, licenses and agreements with concessionaries as well as Friend's Groups.

State Parks, Historic Sites and Trails are divided into three regions within the state and the state trails program. The Field Operations Chief supervises the three Regional Managers, who also serve as park/historic site superintendents; the Law Enforcement Field Supervisor; and the Trails Program Manager. Each of the three Regional Managers supervises 6-7 park/historic site superintendents. The Law Enforcement Field Supervisor manages four fulltime Law Enforcement Rangers that are based in the field. The Trails Program Manager manages the state trails program located in Lander and employees 12 fulltime positions. SPHST has an in-house construction crew known as the Central Construction Office (CCO). The CCO falls under the supervision of one of the Regional Managers and employs 5 fulltime positions.

SPHST manages 19 staffed park/historic sites and 21 unstaffed sites. Included in the 19 staffed sites are 11 state parks, 6 state historic sites, 1 state archaeological site, and 1 museum. Four state parks (Sinks Canyon SP, Edness Kimball Wilkins SP, Buffalo Bill SP, and Seminoe SP) employ 2 fulltime staff. Five state parks (Curt Gowdy, Guernsey SP, Keyhole SP, Boysen SP and Bear River SP) employ 3 fulltime staff. Glendo State Park employs 4 fulltime staff and Hot Springs State Park employs 8 fulltime staff. Two historic sites (The Historic Governors' Mansion SHS and Medicine Lodge State Archaeological Site) employ a single Site Superintendent. Three historic sites (Fort Phil Kearny SHS, Wyoming Pioneer Museum and Trail End SHS) employ 3 fulltime staff. Three historic sites (South Pass City SHS, Fort Bridger SHS, Wyoming Territorial Prison SHS) employ 4 fulltime staff.

# Facilities

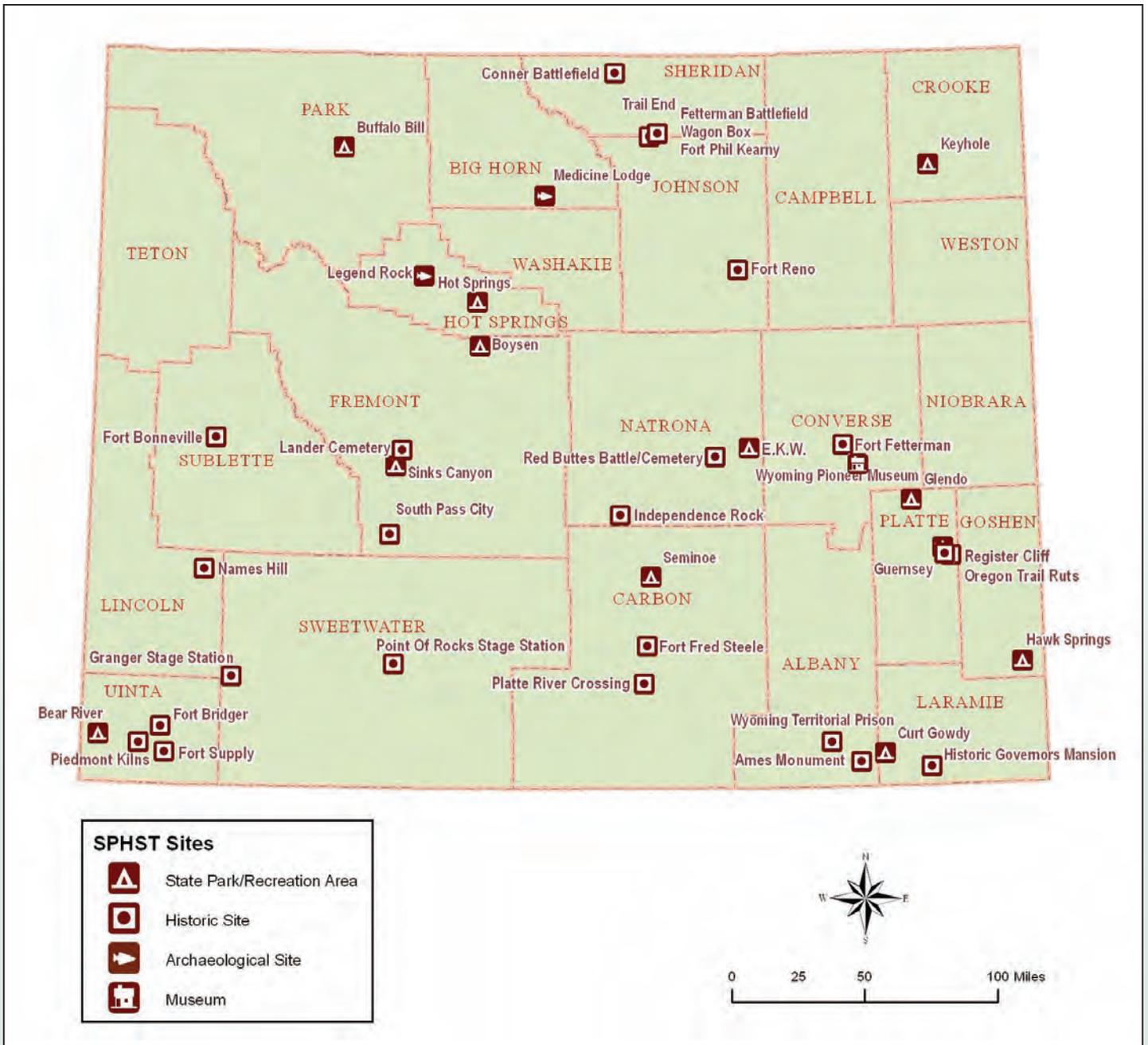
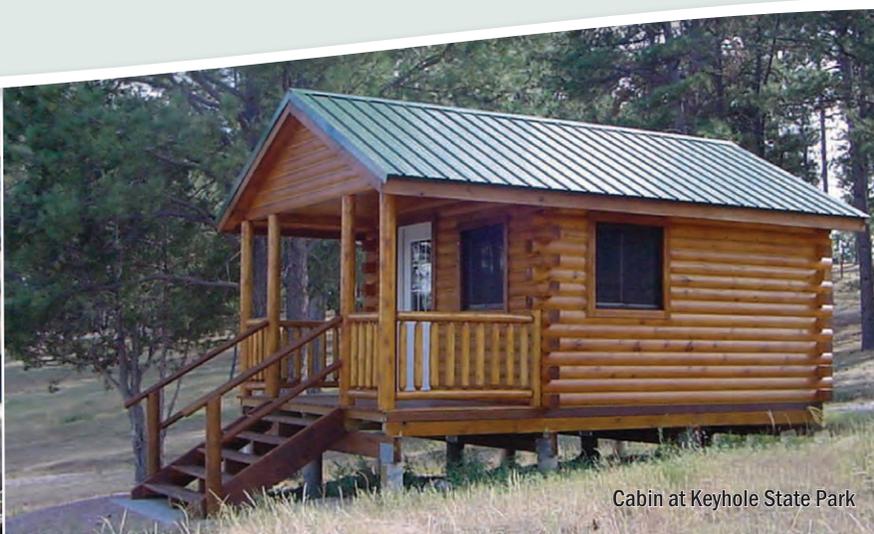


Figure 2



Cabin at Keyhole State Park



SPHST manages 40 facilities that include 11 state parks, 25 historic sites, 2 archaeological sites, 1 recreation area and 1 museum (Figure 2, Table 1). These facilities have a total acreage of approximately 119,265; consisting of 49,006 acres of land and 70,259 acres of water.

**Table 1. Facilities managed by Wyoming State Parks, Historic Sites and Trails**

SITE	Land Acreage	Water Acreage	Total Acreage
Ames Monument SHS	8.44	0	8.44
Bear River SP	324	0	324
Boysen SP	16,788	19,164	35,952
Buffalo Bill SP	3,582	6,694	10,276
Conner Battlefield SHS	13.2	0	13.2
Curt Gowdy SP	3,305	90	3,395
Edness Kimball Wilkins SP	355	6	361
Fetterman Battlefield SHS	444.32	0	444.32
Fort Bonneville SHS	1	0	1
Fort Bridger SHS	40	0	40
Fort Fetterman SHS	60.46	0	60.46
Fort Fred Steele SHS	138.5	0	138.5
Fort Phil Kearny SHS	713.06	0	713.06
Fort Reno SHS	14.8	0	14.8
Fort Supply SHS	0.38	0	0.38
Glendo SP	3,481	14,901	18,382
Granger Stage Station SHS	1	0	1
Guernsey SP	6,627	2,004	8,631
Hawk Springs SRA	59	937	996
Historic Governors' Mansion SHS	0.46	0	0.46
Hot Springs SP	1108.67	0	1108.67
Independence Rock SHS	202.93	0	202.93
J.D. Woodruff Cabin SHS	1	0	1
Keyhole SP	8,636	7254	15,890
Lander Cemetery SHS	4.65	0	4.65
Legend Rock SAS	30.98	0	30.98
Medicine Lodge SAS	200	0	200
Names Hill SHS	4.25	0	4.25
Oregon Trail Ruts SHS	34.17	0	34.17
Piedmont Kilns SHS	0.886	0	0.886
Platte River Crossing SHS	7	0	7
Point of Rocks Stage Station SHS	1	0	1
Red Buttes Battlefield SHS	30	0	30
Register Cliff SHS	0.16	0	0.16
Seminole SP	1,639	19,209	20,848
Sinks Canyon SP	600	0	600
South Pass City SHS	345.88	0	345.88
Trail End SHS	3.76	0	3.76
Wyoming Pioneer Museum	1.4	0	1.4
Wyoming Territorial Prison SHS	197.4	0	197.4
<b>TOTAL</b>	<b>49,006</b>	<b>70,259</b>	<b>119,265</b>



Of the 40 parks/historic sites managed by SPHST 13 offer camping (Table 2). Camping is mostly in primitive campsites defined as a campsite with a fire ring, picnic table and parking pad. Keyhole and Guernsey state parks have improved campsites defined as campsites with water and electrical hook-ups for campers. Curt Gowdy State Park has Hynds Lodge which has flush toilets, a commercial kitchen and can accommodate 20 overnight guests. SPHST recently constructed 4 camping cabins at Keyhole State Park; the cabins will be available by reservation the summer of 2011.

**Table 2. State Parks and Historic Sites which offer camping.**

<b>SITE</b>	<b>Primitive/Improved Campsites</b>	<b>Cabins</b>	<b>Total Number of Campsites</b>
Boysen SP	267	0	267
Buffalo Bill SP	99	0	99
Conner Battlefield SHS	15	0	15
Curt Gowdy SP	145	0	145
Edness Kimball Wilkins SP	18	0	18
Fort Fetterman SHS	2	0	2
Glendo SP	435	0	435
Guernsey SP	240	0	240
Hawk Springs SRA	22	0	22
Keyhole SP	274	4	278
Medicine Lodge SAS	28	0	28
Seminole SP	60	0	60
Sinks Canyon SP	34	0	34
<b>TOTAL</b>	<b>1,639</b>	<b>4</b>	<b>1,643</b>



SPHST has 21 parks/historic sites that have approximately 87 miles of non-motorized trails. These trails are primarily for hiking, biking, and equestrian use. Curt Gowdy State Park has over 35 miles of trails. This Park has become nationally renowned for its mountain biking trails. Glendo State Park is currently undergoing development of an approximately 75 mile trail system.

Water Recreation accounts for a large portion of SPHST visitation. Ten total facilities have water recreation access; 9 state parks and 1 recreation area. SPHST has a total of 33 boat ramps, most of which are for reservoir access (Table 3).

**Table 3. State Parks and Historic Sites with water access.**

Site	Reservoir Access Ramp	River Access Ramp	Total Number of Boat Ramps
Boysen SP	3	0	3
Buffalo Bill SP	4	0	4
Curt Gowdy SP	2	0	2
Edness Kimball Wilkins SP	0	1	1
Glendo SP	7	1	8
Guernsey SP	4	0	4
Hawk Springs SRA	1	0	1
Hot Springs SP	1	1	2
Keyhole SP	4	0	4
Seminole SP	4	0	4
<b>Total Boat Ramps</b>	<b>30</b>	<b>3</b>	<b>33</b>

SPHST oversees approximately 1,500 miles of groomed snowmobile trails and 1,000 miles of ORV trails. These trails are primarily on federal lands administered by the United States Forest Service, National Park Service and Bureau of Land Management. SPHST oversight can consist of physically constructing and maintaining trails, grooming and signing trails, funding trail grooming, maintenance and construction projects, and administering the snowmobile and ORV permit programs.



## History

The history of Wyoming State Parks, Historic Sites & Trails is an account of three separate entities that were eventually merged into one agency. The story begins with the creation of the Wyoming Historical Landmark Commission (HLC) in 1927. Governor Emerson appointed three members to the commission to acquire historically significant properties and provide for their restoration and preservation. Two years later, in 1929, the commission acquired Fort Bridger as Wyoming's first state historic site. In 1959 the HLC was abolished and responsibility for Wyoming's historic landmarks was transferred to the Wyoming State Archives and Historical Department. Four years later, in 1963, the functions of the state landmarks commission were transferred to the State Parks Commission, but the Archives and Historical Department retained the authority to designate and name new historical sites and to authenticate legends and markers.

In 1979, the legislature changed the name of the Archives and Historical Department to Wyoming State Archives, Museums and Historical Department (AMH). In 1990, the state legislature abolished the AMH and combined its programs and functions into the Wyoming Department of Commerce (DOC).

In 1999, the Department of State Parks and Cultural Resources replaced the Department of Commerce. The new department consists primarily of the Division of State Parks and Historic Sites, and the Division of Cultural Resources. The Wyoming Pioneer Memorial Museum was transferred from the Department of Agriculture to the Division of State Parks and Historic Sites at this time.

The history of state parks began with the creation of the State Parks Commission in 1937. The commission was composed of the governor, the commissioner of public lands, and the state engineer. It empowered the commission to acquire title to lands suitable for state parks, public camp grounds, or public recreational uses. The commission was also authorized to set aside for recreational use, state-owned land not appropriated for other purposes. Additional powers included leasing and operating recreation areas; receiving money or property in trust, for park and recreational purposes; contracting with the United States government regarding the management of state and federal recreation areas and improvement of state parks; and issuing permits to private associations and individuals to improve state parks. The law also allowed the commission to employ, as funds were available, directors and supervisors of state parks.



Biking at Curt Gowdy State Park



Fort Fetterman State Historic Site



Fort Phil Kearny  
State Historic Site



In 1953, the composition of the State Parks Commission was changed to consist of the state game and fish commissioner and the state engineer as ex-officio members, and three Wyoming citizens appointed by the governor. In addition, the law authorized the parks commission “to lease or rent concessions of all lawful kinds and nature” in the state’s recreation areas.

The parks commission’s membership was increased to five appointed members in 1963. In the same year control of all historical landmarks and sites was transferred from the Wyoming State Archives and Historical Department to the State Parks Commission.

In 1967, the Wyoming Recreation Commission was established succeeding the State Parks Commission and the State Land and Water Conservation Commission. The governor appointed nine commission members, of which at least one member was required to be from each of the state’s judicial districts. The governor was to serve on the commission as an ex-officio member.

The Wyoming Recreation Commission was empowered to acquire lands for use as outdoor recreation areas. Historical landmarks and sites were acquired with the approval of the director of the Wyoming State Archives and Historical Department. Additional powers included naming sites and landmarks; entering into agreements with the federal government for the improvement and maintenance of state outdoor recreation areas; receiving in trust “any money or property of any kind or character donated, granted or bequeathed for outdoor recreation areas and facilities;” granting permits to private associations and individuals desiring to improve state recreation facilities; and making and enforcing rules and regulations as need.

In 1969, the Wyoming Recreation Commission was authorized to employ a director, who would serve as secretary of the commission. The law also permitted the commission to hire other personnel as necessary. In 1987 the Wyoming Recreation Commission was given authority to supervise, maintain, and control historic parks, to manage the state trails program, and to establish and maintain monuments and markers.

In 1990, the legislature combined the Wyoming Recreation Commission and Wyoming State Archives, Museums and Historical Department within the Wyoming Department of Commerce.

The Wyoming State Trails program began when local snowmobile clubs started maintaining and grooming snowmobile trails in the 1960s. In 1984, legislation passed creating the snowmobile registration fee and the snowmobile trails program. In 1987, the state trails program was merged with the Wyoming Recreation Commission. Legislation creating the ORV registration fee and ORV trails program was passed in 2001.

### **Economic Impact**

In the last twelve years SPHST has conducted economic impact studies for the snowmobile program, the ORV program and for state parks and historic sites. SPHST has a considerable impact on Wyoming's economy and is particularly significant for ORV and snowmobile retailers, and communities near SPHST facilities.

In 2000–2001, the Department of Agriculture and Applied Economics, at the University of Wyoming, conducted a survey of snowmobilers in Wyoming. Based on the results of this survey, it was projected snowmobiling had an annual economic impact of \$234 million. Much of this impact is based on the purchase of new or used snowmobiles.

In 2006, SPHST contracted to have an economic analysis conducted for resident and non-resident purchasers of 2004 Wyoming ORV permits. The survey reported that approximately 35.5% of Wyoming residents used an ORV within the previous 12 months. Residents reported spending about \$1,261 on each ORV they owned in the previous 12 months, much of this on the purchase of new or used ORV's. Based on the projected number of ORV's in the state, residents spent over \$189 million on ORV and related expenses in the previous 12 months.

In 2010, SPHST contracted to have an economic analysis conducted for the 2009 visitor season. In 2009, SPHST accounted for a \$78.1 million economic impact in Wyoming. The analysis did not include equipment or vehicle purchases. For every \$1 budgeted to operate SPHST \$8.97 was returned to the economy of Wyoming. SPHST is responsible for the creation of 1,123 jobs throughout the state. In 2009, almost a third of the funding budgeted to operate SPHST was returned in the form of state and local taxes.



Biking at Glendo State Park



S'more Making



Keyhole State Park



Point of Rocks



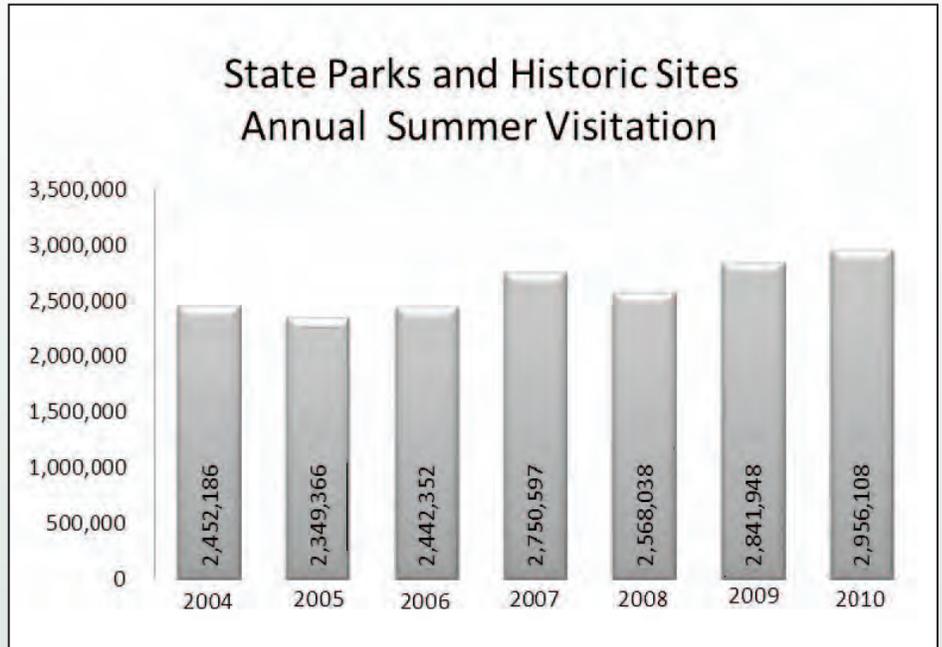
Historic Governors' Mansion



Ice Fishing

## Visitor Demographics and Statistics

Wyoming's state parks and historic sites continue to be popular destinations. In 2008, almost half of the trips to the state by out of state visitors were motivated by visits to National and State Parks with cultural trips coming in second (Strategic Marketing and Research, Inc., 2009). SPHST visitation has increased by nearly 66.0% in the past 20 years and continues to see steady growth. In the most recent reporting period visitation to Wyoming's state parks and historic sites are at an all-time high of over 2.9 million visitor days (Wyoming Department of State Parks and Cultural Resources, 2010).



**Figure 3. State Parks and Historic Sites Annual Summer Visitation**

Visitor opinion and demographic surveys are conducted on a five-year schedule during the summer visitation season at state parks and historic sites (Wyoming Department of State Parks and Cultural Resources, 2009). The trends in the most recent survey indicate 50% and 75%, of state park and historic site visitors respectively, are from out-of-state. The majority of state park visitors are repeat visitors while the majority of historic site visitors are first time visitors. Visitors to state parks consider the park the destination and visitors to historic sites typically view the visit as a stopover on an extended trip. The average age of historic site visitors (48) is 12 years older than the average age of state park visitors.

In 2004, SPHST contracted a survey to determine why some residents do not visit or visit infrequently (Wyoming Survey and Analysis Center, 2004). Those surveyed who had recently visited were asked an abbreviated set of questions; those who had not visited were asked a more detailed set of questions. One of the challenges with the survey was

over three fourths of the respondents had visited a state park or historic site within the last year. The survey found a strong correlation between those who had purchased fishing licenses and those who visited the parks. The non-visitors indicated vacations are not taken, parks are too far from their homes, and that camping, fishing and boating are not viewed as recreational options. SPHST determined efforts to increase visitation are best focused on encouraging the first time visitor to return rather than targeting the non-visitor.

Most visitors to state parks and historic sites are traveling with families. Relaxation was identified as the most popular activity at state parks. Relaxation is the activity with the second highest rate of participation, behind visitor centers/museums, at historic sites. Nature/wildlife viewing, hiking/walking trails and picnicking were also identified as activities with high participation rates at state parks. Over half of the surveyed visitors to state parks are equipped to camp and over three fourths indicate they do recreate at times with some type of camping unit.

Historic site visitors indicate historic restoration and development of educational/interpretive services, including museums, exhibits, and living history, are important amenities. At state parks services related to maintenance of restrooms, trash disposal, and grounds are a priority. State parks facilities, which are a high priority, include parking, campgrounds, picnic areas, and trails.



Visitation at all state parks and some historic sites is not limited to the summer months. In 2009, SPHST administered a winter visitor survey to provide additional information to help prioritize management activities (Wyoming Department of State Parks and Cultural Resources , 2011). Relaxing and nature/wildlife viewing are the most popular winter activities at state parks, but a significantly higher percentage of winter visitors list fishing (67%) and trails (64%) as an activity they participate in.

The winter and summer surveys both asked questions related to technology based services. In both surveys, most visitors expressed some concern with introducing technology to the state parks and historic sites. Significantly less concern was expressed in the winter visitor survey, which may be an indication that as computers and handheld device use explodes, our visitors are becoming more comfortable with and/or expecting access to technology. Internet information, interactive computer kiosks, site videos and web cameras are the highest priority services in both the winter and summer surveys.

The 2006, ORV survey collected considerable data on ORV users in Wyoming. Some of the most salient information includes, many ORV users in Wyoming are participating in other activities on the same trip. The three most popular activities are camping (67%), hunting (63%) and fishing (57%). The vast majority of ORV users are on All-Terrain Vehicles (80%). The three most popular things the public is looking for when they are on an ORV trip is natural/scenic surroundings, wildlife viewing and solitude. The vast majority of ORV permits sales in Wyoming are to males (91%).

The most recent data we have for snowmobile users is from the 2000 – 2001 Snowmobile Survey. A contractor is working to conduct a new survey and revise this document.



Face Painting



Cabin at Keyhole State Park

## Goals and Objectives

We developed our agency goals with a focus on resource management. In reviewing our agency's function we developed our goals around the care and management of the following five resources.

- 1.) Cultural and Natural Resources
- 2.) Experience Resources (i.e. interpretation, education, events, customer service, etc.)
- 3.) Visitor Resources (i.e. facilities and equipment),
- 4.) Financial Resources
- 5.) Human Resources (staff).

### Cultural and Natural Resources

**Sustain, restore and enhance SPHST's recreational, cultural, natural, scenic, and scientific assets to minimize user impacts and ensure these resources remain intact for future generations.**

Objective #1: Inventory, monitor, plan, and proactively manage SPHST's recreational, natural, cultural, and scenic resources.

Objective #2: Evaluate and establish carrying capacity and management zoning for each park, historic site, and trail and incorporate into operation, law enforcement, and development.

Objective #3: Incorporate sustainable design and energy efficiencies in new project development, construction, and park, historic site and trail management.

Objective #4: Construct facilities which support, restore, and enhance SPHST's recreational, cultural, natural, and scenic assets.

Objective #5: Ensure the Agency is ecologically responsible in the field and at Headquarters.



Fishing



Fort Bridger Statue

## **Outreach & Customer Service (Interpretation, Education, and Marketing)**

**Provide outreach that fosters public awareness, knowledge, appreciation, volunteerism and stewardship of the SPHSTs recreational, cultural, natural, scenic, and scientific assets.**

Objective #1: Maintain and develop interpretive and educational services based on best professional practices.

Objective #2: Provide facilities, opportunities, and events for children and the public which connect to and encourage an appreciation for the benefits of time in nature.

Objective #3: Market, promote, and foster an appreciation for SPHST's cultural, natural, recreational, scenic, and scientific resources and opportunities.

Objective #4: Enhance all customer service and promote a visitor friendly atmosphere throughout all parks, historic sites, and trails.



## Visitor Resources

**Provide the public with high quality and sustainable opportunities and facilities that nurtures a connection with the cultural and natural environment.**

Objective #1: Provide a diversity of heritage and recreational opportunities to meet visitor expectations, enrich the visitor experience, and encourage the public to explore and appreciate the natural and cultural environment.

Objective #2: Provide a safe, enjoyable, and rewarding environment for our visitors.

Objective #3: Generate effective, accurate and reliable information for the analysis, planning, and implementation of SPHST development and management decisions.

Objective #4: Ensure capital construction and major maintenance projects are developed in cooperation with site planning documents, managers, and input from the public.

Objective #5: Ensure property, facilities, and equipment are maintained at a level that enhances safety, ensures security, maximizes equipment and facility lifespans, while meeting public expectations.

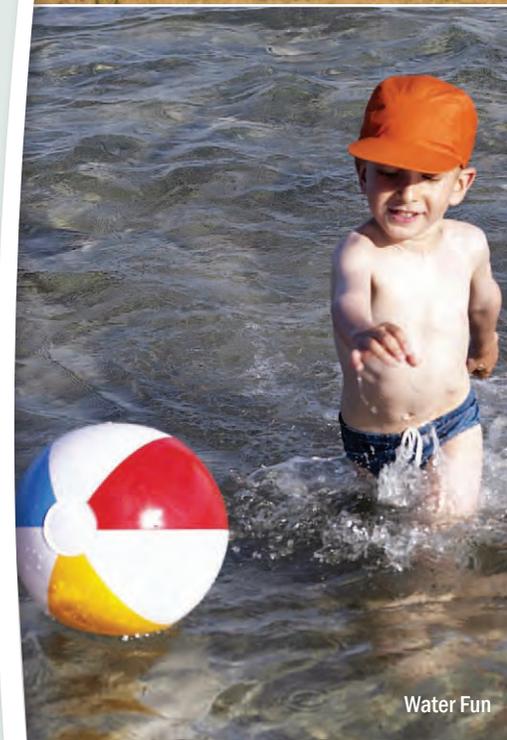
Objective #6: As financial resources permit, strategically pursue new lands; enhancing existing facilities and/or providing new opportunities.



Exhibit at Trail End State Historic Site



Bison at Bear River State Park



Water Fun



Wyoming Territorial Prison State Historic Site



Edness K. Wilkins State Park

## **Financial Resources**

**Provide effective long-term financial and program management, while assisting statewide recreation providers and achieving financial stability for SPHST.**

Objective #1: Provide effective and efficient administration, accountability, and transparency for all programs administered by SPHST.

Objective #2: Incorporate long-term financial planning and analysis into decision making.

Objective #3: Effectively manage project budgets by promoting best practices, encouraging frugality, and maximizing funds that will enhance project outcomes.

Objective #4: Implement an aggressive and far-reaching effort to identify new, and enhance existing, sources of sustainable funding.

Objective #5: Ensure concessionaires are responsible, financially viable, and accountable to and supportive of the Agency's goals and mission.

Objective #6: Ensure all Agency contracts are legally binding, up to date, consistent, accessible, and properly archived.

## **Human Resources**

**Recruit, motivate, and enable a dedicated, professional, and customer-focused workforce that is safely, efficiently, and professionally able to perform their job responsibilities.**

Objective #1: Ensure SPHST has a sufficient number of full-time and seasonal employees, the necessary direction, equipment, training, and workspace.

Objective #2: Create an environment of clear and effective communication between all SPHST employees.

Objective #3: Foster a culture of collaboration, teamwork, innovation, and commitment to the Agency's mission and vision among all members of the SPHST team.

Objective #4: Expand, formalize, and improve volunteering at SPHST.

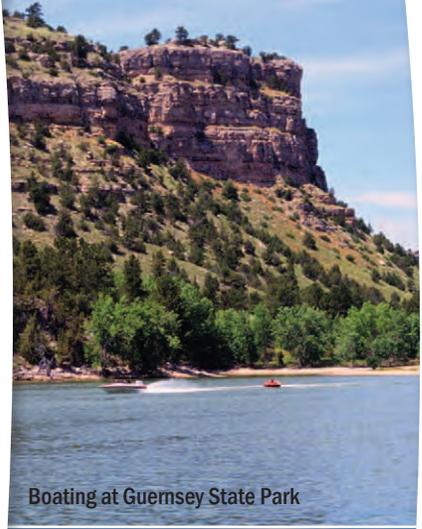


Wyoming State Parks, Historic Sites & Trails

# ARTS. PARKS. HISTORY.

Wyoming Department of State Parks & Cultural Resources

2301 Central Avenue  
Cheyenne, WY 82002  
(307) 777-6323  
<http://wyoparks.state.wy.us>



Boating at Guemsey State Park



Fort Fetterman State Historic Site



Legend Rock State Archaeological Site



ATV Simulator Safety Training



Panning for Gold at South Pass City