

ARKANSAS DEPARTMENT OF PARKS AND TOURISM

FY 2018 — FY 2019 STRATEGIC PLAN

MISSION: To enhance the quality of life in Arkansas by promoting, protecting, interpreting, and managing the state's natural, historical and cultural resources.

VISION: Shaping Arkansas's future by demonstrating exemplary stewardship of the state's resources and sharing these resources with the world.

CORE VALUES: Leadership, innovation, collaboration, education, economic growth, public participation, preservation, public service, and stewardship.

GOAL 1: EDUCATE VISITORS ABOUT THE STATE'S NATURAL, CULTURAL, AND HISTORIC RESOURCES.

ADPT Goal 1 aligns with State of Arkansas Goals: Grow, Educate, Quality of Life, Safe and Efficient and Responsive

Measurable Objective 1: Enhance education through high quality and innovative park interpreter programs.

Strategy 1: Cross-train staff to encourage collaboration and bring new ideas into established programming.

Strategy 2: Conduct market research and visitor surveys to gather public input on best techniques for engaging new audiences.

Strategy 3: Expand and improve relationships with state colleges and universities to yield better-qualified interns and eventual employees.

Measurable Objective 2: Provide quality, innovative, and accessible exhibits and displays for park visitors.

Strategy 1: Conduct market research and visitor surveys to determine optimum methods for developing exhibits/displays which resonate with our guests.

Strategy 2: Develop master plan for keeping exhibits and displays fresh and stimulating.

Measurable Objective 3: Increase the number of field trips to the parks.

Strategy 1: Develop relationships between the parks and the local school districts.

Strategy 2: Promote participation via field trip grant program funded by revenues from sales of specialty license plates.

Measurable Objective 4: Maintain historical sites for use and enjoyment by future patrons.

Strategy 1: Develop master plan for care and protection of historical sites.

Measurable Objective 5: Partner with education professionals to enhance the learning experiences of students.

Strategy 1: Incorporate real-life implementation of classroom concepts within the parks.

Strategy 2: Expand internship program to provide additional resources for programming.

GOAL 2: INCREASE THE IMPACT OF TRAVEL AND TOURISM ON THE ARKANSAS ECONOMY.

ADPT Goal 2 aligns with State of Arkansas Goals: Grow and Quality of Life

Measurable Objective 1: Produce top-quality websites and collateral materials which establish the state as a desirable vacation alternative.

Strategy 1: Conduct periodic review of websites and materials to ascertain their relevance to the traveling public.

Strategy 2: Continuously monitor regional/national trends and products of competing states to stay in touch with consumer demands.

Measurable Objective 2: Be a leader and advocate to build understanding and support of the important role of tourism in the Arkansas economy.

Strategy 1: Work with the Arkansas Hospitality Association to establish rapport with legislators.

Strategy 2: Challenge the regional tourism associations to develop close relationships with their state legislators.

Strategy 3: Strengthen ties with the Arkansas Economic Development Commission and work to improve its tourism development incentive programs.

Measurable Objective 3: Work to enhance the image of Arkansas.

Strategy 1: Expand the national public relations programs to bring additional editorial exposure to the state.

Strategy 2: Collaborate with AEDC, the state Chamber of Commerce, and the private sector to jointly work on image enhancement efforts.

Strategy 3: Identify a private sector partner to help develop a program to instill a sense of "Arkansas Pride" within the state.

GOAL 3: INCREASE VISITATION, TOURISM EXPENDITURES, AND TAX REVENUES.

ADPT Goal 3 aligns with State of Arkansas Goals: Grow, Quality of Life, and Efficient and Responsive

Measurable Objective 1: Through advertising and marketing efforts, promote Arkansas as an exciting destination for visiting residents and non-residents.

Strategy 1: Using the latest research and the best available techniques, target those demographic groups having the highest propensities to visit Arkansas.

Strategy 2: Take advantage of existing databases and invite past visitors to enjoy a new Arkansas experience.

Strategy 3: Identify select private sector partners to leverage the state's limited advertising resources.

Measurable Objective 2: Build and maintain exceptional parks that encourage visitation and generate economic activities in nearby areas.

Strategy 1: Continue to hire qualified architects and contractors who will deliver facilities that resonate with our visitors.

Strategy 2: Develop relationships with civic leaders in nearby communities, working with them to offer superior experiences in the area.

Measurable Objective 3: Provide excellent interpretive programs to draw more visitors to state parks.

Strategy 1: Continuously revisit interpretive programming, expanding and enhancing those activities which the public enjoys and appreciates.

Strategy 2: Work with colleges and universities to develop higher qualified and experienced graduates.

Measurable Objective 4: Offer a wide variety of quality experiences to attract diverse visitors to Arkansas.

Strategy 1: Track research continuously to determine if state is failing to attract its share of various groups.

Strategy 2: Consult with special interest advocacy groups to make sure state is delivering appropriate messages to attract the diverse interests among America's traveling public.

Measurable Objective 5: Encourage additional private sector investments in Arkansas's tourism industry. Strategy

1: Continuously monitor incentive programs of other states to keep Arkansas competitive.

Strategy 2: Collaborate with the Arkansas Economic Development Commission to ensure that the state's tourism development incentives are attractive and meaningful to the private sector.

Strategy 3: Expand Arkansas's retirement/relocation program to reach an even greater audience of potential customers.

GOAL 4: PROMOTE HEALTHY LIFESTYLES

ADPT Goal 4 aligns with State of Arkansas Goals: Health, Grow, Educate, and Quality of Life

Measurable Objective 1: Establish a network of multi-use trails within the state park system to attract visitors and enhance Arkansas's recreational assets.

Strategy 1: Develop master plan for trails within the parks and create connectivity through walking and bike paths.

Measurable Objective 2: Create partnerships to build and enhance the current trail system and to promote the benefits of trail use.

Strategy 1: Leverage state resources by collaborating with local, county, regional, state, and federal agencies and non-profits.

Measurable Objective 3: Promote the wide variety of activities available in parks that provide health benefits.

Strategy 1: Continue existing relationships with the Arkansas Broadcasters Association and the Arkansas Press Association to get this message to the public.

Strategy 2: Recruit a private sector partner (such as an insurance agency or hospital network) to help share information with potential visitors.

Measurable Objective 4: Research new and innovative activities that can be incorporated into park design.

Strategy 1: Stay abreast of trends and include additional developments where appropriate.

Measurable Objective 5: Improve access to healthy activities in the parks for disabled persons.

Strategy 1: Work with advocacy groups to ensure that our parks are providing such access.

GOAL 5: PROTECTING THE USERS OF STATE PARKS.

ADPT Goal 5 aligns with State of Arkansas Goals: Grow, Educate, Quality of Life, Safe and Efficient and Responsive

Measurable Objective 1: Educate visitors on proper safety techniques and practices.

Strategy 1: Install appropriate signing and periodically review sign placement and procedures.

Strategy 2: Include safety messages in websites, blogs, and printed materials.

Measurable Objective 2: Ensure commissioned personnel are properly trained and equipped.

Strategy 1: Offer series of continuing education classes to keep staff ready and qualified to educate visitors, handle emergency situations, and enforce regulations and state laws.

Measurable Objective 3: Ensure non-commissioned personnel are able to provide proper instructions and support to visitors in emergency situations.

Strategy 1: Provide series of required training courses for such staff.

GOAL 6: RUNNING AN EFFICIENT AND RESPONSIVE ORGANIZATION.

ADPT Goal 6 aligns with State of Arkansas Goals: Efficient and Responsive

Measurable Objective 1: Making the most of Arkansas's limited marketing budget.

Strategy 1: Use the best available research to identify the most appropriate target markets and then the most lucrative demographic groups within those market areas.

Measurable Objective 2: Hire the best possible vendors to serve the Department and Arkansas's tourism industry.

Strategy 1: Work with the Office of State Procurement to hire and retain the best available marketing firm.

Measurable Objective 3: Create, design, and implement productive marketing campaigns.

Strategy 1: Incorporate the latest and most innovative tools and techniques to deliver Arkansas's messages to the appropriate audiences.

Measurable Objective 4: Keep Arkansas's messages on target.

Strategy 1: Continually monitor results and let data drive decisions.

Measurable Objective 5: Leverage the state's marketing budget.

Strategy 1: Collaborate with local and regional tourism promotion agencies.

Strategy 2: Enlist community support and private/public sector partnerships.

GOAL 7: QUALITY OF LIFE.

ADPT Goal 7 aligns with State of Arkansas Goals: Quality of Life

Measurable Objective 1: Protect natural, cultural, and historic resources for current and future generations.

Strategy 1: Identify these critical resources via a GIS program.

Strategy 2: Develop a management and protection plan which includes yearly updates of the status of each individual resource.

Measurable Objective 2: Build a state park system that people will enjoy and share with pride.

Strategy 1: Plan and design assets that will retain residents, attract potential employees and workers, and welcome visitors.

Measurable Objective 3: Foster an understanding about the importance of quality of life.

Strategy 1: Educate and inform residents, visitors, and potential residents and visitors about the state's many quality-of-life assets via advertising and marketing efforts.

APPENDIX: ORGANIZATIONAL CHART

CONTACT INFORMATION:

Cynthia Dunlap

Cynthia.dunlap@arkansas.gov

501.682.2535

ARKANSAS DEPARTMENT OF PARKS AND TOURISM ORGANIZATION CHART

