

CAMP FLOYD/ STAGECOACH INN

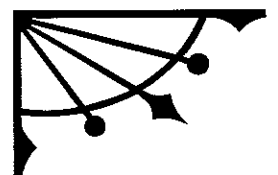
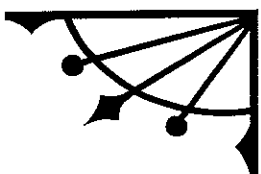
State Park and Museum

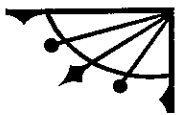
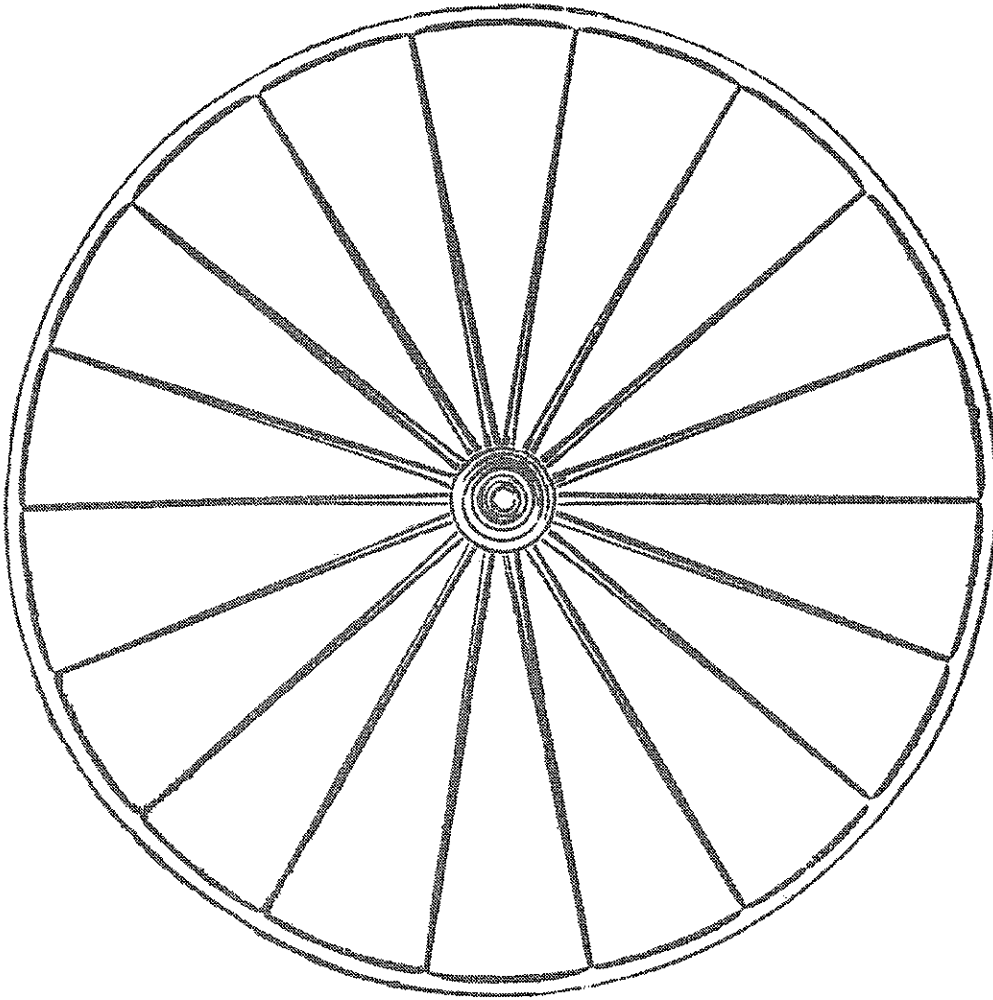
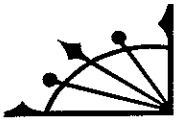


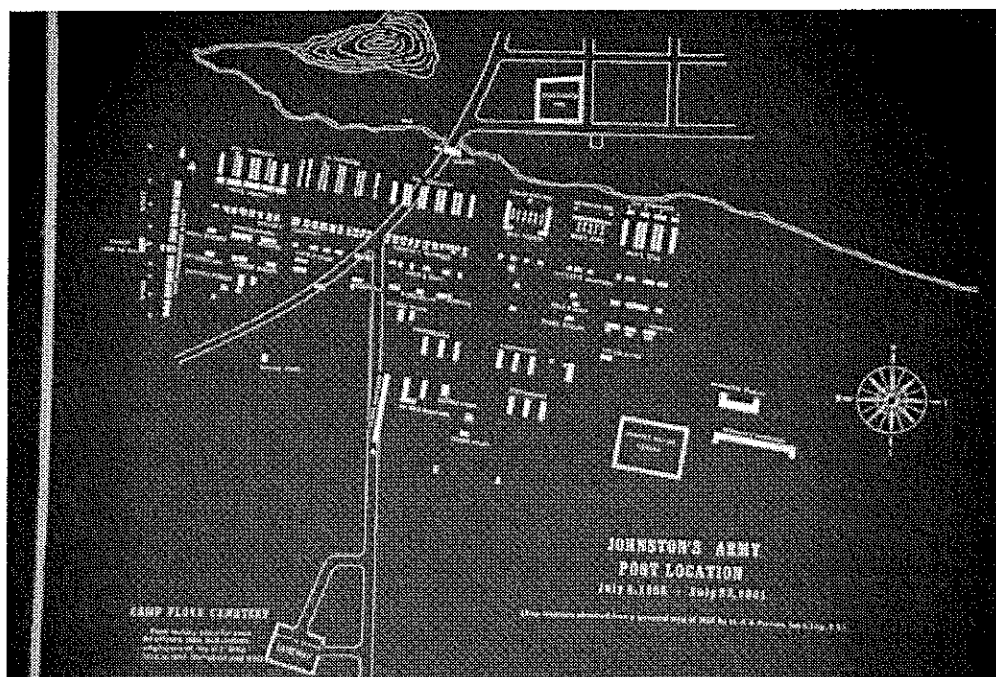
RESOURCE

MANAGEMENT PLAN

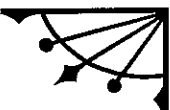
OCTOBER 1999







Map of Camp Floyd





Camp Floyd/Stagecoach Inn State Park and Museum RESOURCE MANAGEMENT PLANNING TEAM

JIM HARLAND

NE Region Mgr., Utah Division of Parks and Recreation

CARY STEVENS JONES

Museum Consultant, Salt Lake City

KAREN KRIEGER

Heritage Resource Coordinator, Utah Division of Parks and Recreation

CARL MELLOR

Lehi City Councilman, Lehi

JOHN PARKER

Park Neighbor, Fairfield

JACK REID

Assistant Superintendent, Alpine School District

DR. RICHARD REISER

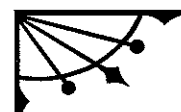
Park Volunteer, Orem

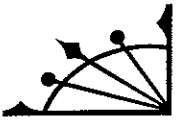
BEN WHITE

Park Manager, Utah Division of Parks and Recreation

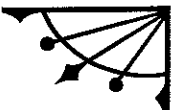
VICTORIA BOURNS

Facilitator





The Stagecoach Inn





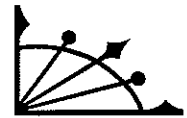
Camp Floyd/Stagecoach Inn State Park and Museum RESOURCE MANAGEMENT PLAN



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EXECUTIVE SUMMARY

Camp Floyd/Stagecoach Inn State Park and Museum is one of Utah's nine state park heritage sites. The Park is a nationally significant site with three historic structures—The Fairfield Schoolhouse, Stagecoach Inn and the Camp Floyd Commissary. The site offers a unique view into a very important period in the State's and Nation's history.

The Park's current condition is less than desirable. It is not economically viable with a high cost per visitor total and the historic structures require preservation and interpretation. There is no organized local support group and though the volunteers at the site are extremely dedicated, they are few. The park is operated jointly with the Veterans Memorial Cemetery and staff time is stretched between the two operations.

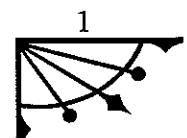
Without a resource management plan, the park's long term future is uncertain. At the very least, there will be little to no change in funding or public programs and at the very worst it will no longer be funded at all by the State of Utah.

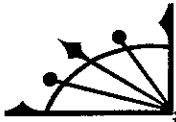
To try and address the problems at the site and provide a vision for its future operation, the Utah Division of Parks and Recreation created the Camp Floyd/Stagecoach Inn Resource Management Planning Team. The team created a vision for the site outlining an interpretive premise, programs, activities and guiding principles for future site management. The team's vision and strategies are realistic and dynamic. Opportunities for enhancing the park are outlined in short-term (elements that could be accomplished within the first year) and long-term (one to five year elements) increments.

VISION FOR THE PARK

The vision for the future designed for Camp Floyd/Stagecoach Inn State Park and Museum by the planning team is realistic and challenging. There are many opportunities to fully preserve and interpret the exciting history and life ways the site reflects. Camp Floyd and Stagecoach Inn played many important roles in the expansion of the West. The stories the site can bring to life cover an exciting and critical period in this country's history. Through this vision for the park, these stories will begin unfolding as visitors enter an orientation area that utilizes contemporary exhibits and interpretive devices to share with visitors the historic scene. They will see the original layout of Camp Floyd and learn about its broad historical impact. Visitors will also learn about the Stagecoach Inn and the many people who lived, worked and stayed there. They will also be oriented to the site and the various modern, clean visitor services.

A wide range of programs, special events and tours will engage visitors in the many themes surrounding the site's exciting history. Stagecoach rides, theatrical performances, costumed





interpreters will all be utilized by plentiful and well-trained volunteers and paid staff to reveal the layers of history. All aspects of the historic site, buildings, landscape, viewshed and artifacts will be preserved and recreated and expanded where possible. The total scene will be revealed through interpretive and preservation means. School children will be involved in engaging and unique learning experiences through special programming at the Fairfield School as well as through tours of Camp Floyd/Stagecoach Inn.

All components of the historic site will be physically linked through paths and signs and linked to other area attractions like camping, OHV riding, biking, restaurants, hotels and motels through appropriate advertising and information materials. Further planning and programming will include representatives of surrounding towns, school districts and federal agencies and many activities will be linked with the area land planning projects. All preservation and interpretation will be based on documented research and conducted by trained staff and qualified consultants.

Visitors will see Camp Floyd/Stagecoach Inn State Park and Museum as an exciting and fun family excursion and the Lehi area as a destination. They will return for new programs and will bring their family and friends to visit as well.

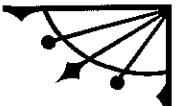
MISSION STATEMENT

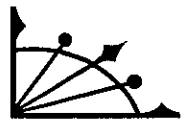
The mission of the park is to provide interpretation of the early territorial history of Camp Floyd, the Stagecoach Inn, Pony Express Trail and the Fairfield District School. This mission corresponds to the guidelines of Utah Code 63-11-13, which states that the specific purpose of the management of Camp Floyd/Stagecoach Inn is to protect, preserve and accurately preserve the resources.

STRATEGIES

The strategies for guiding the management of Camp Floyd/Stagecoach Inn State Park are described in visions for five areas of management.

- Physical Resources - quality facilities, appropriately preserved and maintained will be available to visitors and are integral to providing an engaging experience. The historic structures demand specialized and detail oriented maintenance and care. Clean and accessible restrooms and picnic areas and other visitor services will be available. Property will be acquired as becomes available to preserve the historic scene from further development. Artifacts will be appropriately cared for and interpreted.
- Public Programs (Interpretation and Education) - Ten significant experiences will be offered each year that are experiential and hands-on. Storytelling,

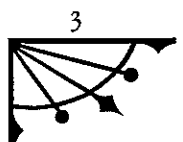




demonstrations, cookouts, an operating stagecoach, pony express reenactments, black smithing, adobe making, military maneuvers and pioneer cooking are just a few of the appropriate activities. An authentic ambience to the site will be created by using period costuming, a stagecoach, and correct furnishing of the buildings. All programs and activities will be authentic, well-planned and historically accurate. Dynamic programs will encourage return visitation. We will be partners with other agencies to provide access to a variety of recreational activities. In addition, partnerships with local schools will provide a full range of dynamic educational programs for children.

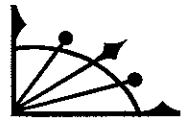
- Staffing - The site will be staffed with trained employees and volunteers. There will be an appropriate type and number of staff and volunteers who are well trained and provide the full range of visitor services and site management needs. Only appropriately qualified consultants will be used for interpretive or preservation services.
- Promotion and Marketing - A marketing plan for the park, effective signage, and development of a heritage tourism passport will be created that draw attention to the site and increase visitation. The site will become a destination when packaged with other related historical and recreation activities in the area. The park will be actively promoted with tour agencies, and private heritage tour providers. Special interpretive programs will also promote the park. Market groups will be targeted during public relations and marketing campaigns.
- Collaboration and Funding Development - Park staff will join forces with local communities, school districts, Federal agencies, and other historical organizations to provide recreational and interpretive activities. They will create a friends group to assist in these activities. They will utilize the natural connections with corporations and special interest groups in developing funding mechanisms for programs and facilities development.
- Research - All development projects and programs will be based on documented research and current research will be readily available to those planning programs or restoration strategies. Staff will encourage and promote continued research of the park's themes and resources.

Through the visions set out for these five management areas and the short-term and long-term strategies the team articulated within each, this resource management plan creates a dynamic and realistic future for Camp Floyd/Stagecoach Inn State Park and Museum.





CAMP FLOYD/STAGECOACH INN STATE PARK AND MUSEUM RESOURCE MANAGEMENT PLAN



INTRODUCTION



THE PROBLEM

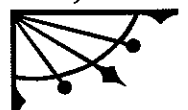
Camp Floyd/Stagecoach Inn State Park and Museum is one of Utah's nine state park heritage sites. The Park is a nationally significant site with three historic structures—the Fairfield Schoolhouse, Stagecoach Inn and the Camp Floyd Commissary. The site offers a unique view into a very important period in the State's and Nation's history. In its current condition the site is in need of preservation and interpretation, it is not economically viable (the cost per visitor is substantially higher than what is desired,) and the historic significance of the site is not given essential emphasis in its overall management. Because it is managed jointly with the Veterans Cemetery, staff attention is split between two sites and Camp Floyd is open only part of the year.

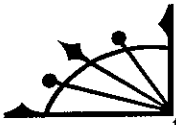
Without a resource management plan, the park's long term future is uncertain. At the very least, there will be little to no change in funding or programming and, at the very worst, it will no longer be funded at all by the State of Utah.

THE PROCESS

The Utah Division of Parks and Recreation created the Camp Floyd/Stagecoach Inn Resource Management Planning Team and asked them to develop a guide for how the site should look and be managed in the future for the next five years. The key element of this process was the utilization of a team approach. The team's purpose was to create a vision for the site outlining an interpretive premise, programs, activities and guiding principles for future site management. The team emphasized decision-making based on data, where members were selected for their abilities and commitment, and where varied ideas and perspectives were encouraged and considered. The process involved setting clear project goals created and understood by the team, integrating the public into the process, and creating strong partnerships between the park staff and the community while building upon the mission statements of the park, the heritage program, and the agency.

Team members were selected for their abilities and commitment. Representatives of the Utah Division of Parks and Recreation met with Lehi and area community leaders in October 1998 to discuss the planning process and to solicit recommendations for team members. After discussing the criteria for team membership, more than 20 people were suggested as possible





team participants. From that group four people were selected and agreed to participate. They included, Jack Reid, Alpine School District assistant superintendent from Lehi; Carl Mellor, Lehi city councilman and owner of the historic Lehi Hotel; Dr. Richard Reiser, Camp Floyd volunteer from Orem; and John Parker, neighbor to the site.

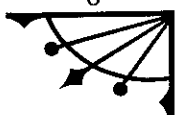
The Division representatives spoke with various professionals in the museum and preservation communities who recommended Cary Stevens-Jones, former director of the Salt Lake Children's Museum who also agreed to participate. Finally, representatives from the Division of Parks and Recreation completed the team. They were: Karen Krieger, Heritage Resource Coordinator; Jim Harland, Northwest regional manager and; Ben White, Park Manager

During the first team meeting, the group discussed the project and the team's role, came to understand the parameters of the project, and outlined the major issues the plan should cover as well as the logistics of the project. At the second meeting, the group toured the site and surrounding area and did a strengths, weaknesses, opportunities and threats (SWOT) analysis and reviewed current operating conditions. At the team's third meeting, they began reviewing data by studying the market analysis conducted by the University of Utah's recreation department and then planned the first public meeting. At the fourth meeting, the group reviewed further statistics and data related to the project and made assignments for getting people to the public meeting. The team then conducted a public meeting, utilizing a SWOT analysis and small group discussions. The team's sixth meeting was to tour related historical sites. The group toured the Territorial Statehouse and discussed interpretive techniques and then toured Cove Fort and discussed tourism, marketing, and partnerships. The culmination of the group's reading and discussions came together in their seventh meeting, where they reviewed final data and then created the vision and strategies for the park. The team then presented their ideas to the public in a public meeting and received support for the vision.

SITE HISTORY AND SIGNIFICANCE

OVERVIEW

A contiguous United States Territory, stretching from the Atlantic to Pacific coasts, was completed with the acquisition of the Oregon Territory in 1846, the southwest from Mexico in 1848, followed by California entering the Union in 1850. While the vast areas west of the Rocky Mountains were becoming populated by 1860, differences in lifestyles and worldviews between Easterners and Westerners created a divided nation. This was compounded by extremely slow communications.





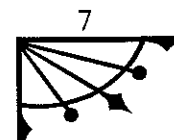
Pressure increased on the United States Congress to improve the links between the Eastern and Western populations. This was heightened during the years leading to the Civil War. Westerners wanted transcontinental mail service and roads opened across unsettled portions of the country. The development of these facilities by the government was mired in political maneuvering for nearly ten years. The selection of an overland mail route turned into an issue of partisan controversy among advocates favoring a southern passage as opposed to a central overland trail.

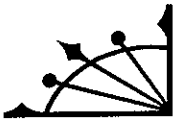
In 1855, Sen. William M. Gwin of California introduced a bill in Congress proposing a weekly mail line from St. Louis to San Francisco and the construction of military posts along the central route, but the bill met with southern opposition. Two years later, Congress passed a form of an amendment to the Post Office appropriations bill. The bill, as signed by President James Buchanan, authorized the Postmaster General to contract for regular, through overland mail service between St. Louis and San Francisco; stated that the service be performed with good four-horse coaches, or spring wagons suitable for the conveyance of passengers, as well as the safety and security of the mails; and provided that the scheduled service should be performed within twenty-five days for each trip. Service began September 16, 1858 along a 2,700 mile southern route selected by the contractor.

The adoption of the southern route brought protests from supporters of a central route, who maintained the southern trail was too indirect and dubbed it an oxbow route. Although the route was well organized and provided regular service, the journey was slower than what some felt was possible, and the route failed to directly satisfy the needs of Californians. To prove the practicability and superiority of the central overland route, and to compete for the overland mail contract, the Central Overland California and Pike's Peak Express Company was started by William R. Russell, in partnership with Alexander Majors and William B. Waddell. Previously, the firm of Majors and Russell had a successful freighting monopoly for transporting military supplies and other goods across the plains to army troops and settlements in the west. Under this new enterprise, the firm added stagecoach service to their existing freight line. When the stagecoach operation failed to show a profit, Russell impetuously committed the company to establishing a 10-day horse relay mail express. However, financial support was not forthcoming from the federal government.

ESTABLISHMENT OF THE PONY EXPRESS

The Central Overland California and Pike's Peak Express Company moved its headquarters to St. Joseph, Missouri which became the eastern terminus of the Pony Express. Sacramento, California was designated as the western terminus and from there, the mail was to be carried by boat down the Sacramento River to San Francisco. The distance between the termini was over 1,800 miles. Mail was to be carried around the clock in both directions, with departures once each week from either end.



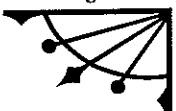


Accounts differ as to the actual number of stations built or used, but it appears that over 150 were connected with the Pony Express, including the Stagecoach Inn in Fairfield, Utah. Beyond Salt Lake City, where the route departed from existing stage and freight lines, new stations had to be constructed. Because of a shortage of timber in parts of the Great Basin, particularly western Utah and Nevada, stations were made of adobe brick or stone. In some instances, dugouts and tents served as temporary shelters. On the eastern segment of the trail, many of the stations were originally part of the company's overland stage stops and were spaced 20-25 miles apart. Later, additional stations had to be built in-between at 10-15 mile intervals. The distance between stations was based on how far a horse could travel at the fastest sustainable speed over a given terrain before a change was needed. For the entire distance, the average speed was 250 miles in a 24 hour period, or 10.7 miles per hour. Individual riders would change horses at relay (remount) stations, and cover from 75 to 100 miles before reaching a home station where they would be relieved by another rider.

Over 500 of the best horses available were selected for their speed and endurance at a cost of \$150 to \$200 each, three or four times the going rate for an ordinary saddle horse. Specially designed saddles were also made in the form of a unique jockey-type saddle weighing less than 13 pounds. The leather seat with saddle horn and cantle provided a soft cushion for comfort in riding long distances. Thrown over the saddle, with openings for the horn and cantle, was a rectangular leather blanket called a "mochila" (mail pouch). Four locking "cantinas" (hard leather pockets) were sewn to the mochila and lined with oilskin to protect the mail from the sweat of the horse and rain or snow. During the journey, the mochila was switched from horse to horse. Three of the cantina pockets contained "through mail" and were kept locked the entire trip. "Local mail" was placed in the fourth pocket and deliveries were made en route. Upon arriving at relay stations, Pony Express riders were allowed only two minutes to switch the mochila from one horse to another. In practice, the exchange was often made in even less time, in an unbroken stride or without the rider's feet ever touching the ground.

Initially 80 riders were recruited by division superintendents. Upon qualifying, each rider took an oath and was issued a small Bible. In addition to receiving a monthly salary averaging \$50, plus bonuses, each rider was housed and fed at company expense. With some 400 station keepers and stock tenders already employed, operations were ready to begin.

Mail rates were initially \$5 an ounce (later reduced to \$1 per ounce), with an additional charge of \$.10 for U.S. postage. Letters were generally written on thin tissue paper. Telegraph messages arriving at each terminus were forwarded at a cost of \$2.45 per communicate. Total weight of the dispatches, both letters and telegraph messages, was not to exceed 20 pounds. Heavier mail items, such as magazines and newspapers, were shipped by stagecoach. In total, 34,753 pieces of mail were carried over the 18 month period the Pony Express was in existence—23,356 eastward and 11,397 westward.





The inaugural run of the Pony Express began on April 3, 1860. With the mail off in both directions, the first riders raced across the grueling route. Often the weather was disagreeable, and in many places roads were virtually nonexistent and trails nearly impassable. Yet the chain of intrepid young riders and their hard-pressed mounts made all haste to make up for lost time. The riders passed each other somewhere east of Salt Lake City on April 8, 1860; after nine days and 23 hours the first westbound rider rode into Sacramento, one hour ahead of schedule. The eastbound rider arrived in St. Joseph just minutes short of exactly 10 days.

Trail and weather conditions coupled with Indian uprisings created problems for the venture. Of all the company's problems and difficulties, the overwhelming trouble remained one of finances. Even though the Pony Express proved the practicability of the central route, no monetary assistance was ever provided by the U.S. government, and every effort to secure financial support through a government subsidy failed. The Central Overland California and Pike's Peak Express Company was on the verge of bankruptcy.

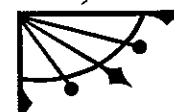
During the late spring and early summer of 1861, telegraph lines were being built from both the east and west and were coming closer together at the rate of six miles a day. The Pony Express continued carrying mail over its full route, but telegrams were only carried between the narrowing gap between telegraph termini. On October 26, 1861, coinciding with the completion of the telegraph link, the Pony Express was officially terminated. Riders had made more than 150 round trips, covering over 600,000 miles. In the 18 months that the Pony Express was in operation, nearly 35,000 pieces of mail were transported, the mail was lost only once, one horse died of exhaustion, and one rider was killed.

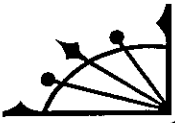
The central overland trail popularized by the Pony Express did become the route followed by the telegraph, and nine years later by the transcontinental railroad.

OVERLAND STAGE ACTIVITIES

An overland stage route began between St. Joseph and Folsom, California on July 18, 1861—overlapping the Pony Express operation. The Holladay Stage Line which operated through Salt Lake City, Utah ran a total of 3,145 miles of stage and provided daily mail service between the two cities in about 23-35 days. Stations were located roughly at ten-mile intervals and exceeded 300 in number. With the overland route now well established, a number of stage companies used the route.

The staging business made possible the transference of people, letters, and express parcels to and from practically all populated points within the entire trans-Mississippi West. River steamers augmented this service and railroads were seen to supercede both the bouncing stagecoach and the deep-throated steamboat. In regions not penetrated by either rail or steamboat, the stagecoach lines clung tenaciously to life, and in such areas they continued to





perform important services well beyond 1900. They met strictly local needs that involved travel between one town and another not in any way served by other modes of commercial transportation.

The stage routes, ranging as they did from tens to several hundred miles in length, were operated according to patterns dictated by practical and physical circumstances. A suitable run for horse or mule teams on any given day was ten to thirteen miles, and at appropriate intervals "swing stations" were established where teams could be changed. "Home stations," on the other hand, were situated from forty to fifty miles apart; that is, every fourth station was a home station. It was at these home stations that a driver began and finished his day's run. For the coaches and for many passengers, there was no turning in until final destinations had been reached. Cross-country runs were conducted on an around-the-clock schedule. This was necessary in order to maintain a called-for average speed of 9 29 miles per hour, and in the case of the Central Overland Stage Company, to achieve its 2,226 mile run from the Missouri River to Sacramento within twenty days.

STAGECOACH INN

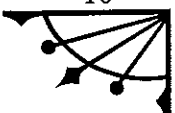
The settlement of Fairfield, Utah began in 1855 when John Carson, a former Pennsylvanian, his three brothers, two other men and their families came to this, then wilderness, setting. They built log and adobe homes and surrounded them with a stone fort to protect themselves from Indians. The north wall of the old fort was approximately where the south wall of the Inn now stands. In 1858, John Carson built what is now known as "Stagecoach Inn," a two-story adobe and frame hotel and Inn where his family lived and operated a hotel for travelers.

During the era of the Pony Express, the Inn became a mail stop between Salt Lake City and Faust, further west. In addition, the "Carson House" served as the first Overland Stage Station west of Salt Lake City serving travelers and others associated with Camp Floyd.

John Carson remained and raised his family in the Inn after the army deserted Camp Floyd. After his death, Carson's widow and children continued operating it as a hotel until 1947. In 1959, Carson's children gave the property to the Utah Division of Parks and Recreation who restored the property and opened it as a museum in 1964.

CAMP FLOYD AND THE UTAH WAR

From the territory's beginning, relations with the Federal government were tenuous. In addition to his passionate proclamation against federal intervention, Brigham Young publicly announced that Mormons practiced polygamy which created a flurry of response by the eastern press. By 1856, this issue had become useful in the Republican party's battle against slavery in





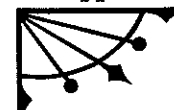
the territories. They tried broadening their appeal by insisting in their campaign rhetoric that Congress had the right to "prohibit in the Territories those twin relics of barbarism—Polygamy and Slavery." When the Democrat James Buchanan was elected, he was anxious not to support both polygamy and slavery. (May, 1987)

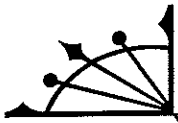
Events in Utah gave Buchanan an opportunity to weigh in on the issues. During the winter and spring of 1856-57, a second set of territorial officials left Utah, much as their predecessor had done in 1850. Chief among them was W.W. Drummond, an associate justice of the Utah Supreme Court. Convinced that the Mormons did not respect his authority as a federal official, Drummond left the territory and in March 1857 wrote a letter of resignation to President Buchanan, who had just taken office. He charged that the Mormons had burned court records, were defiant of authority, had a secret band to terrorize dissidents and who answered only to Brigham, who ruled in a dictatorial manner over the territory. He recommended that a new set of federal officials be appointed to replace Brigham Young and other territorial officers and that an army be sent to install them. While these charges may have been inflated, they were well grounded in the truth.

President Buchanan's predisposition to taking some form of action combined with Drummond's report resulted in Buchanan sending troops to Utah in what became known as the "Utah War." He actually had several motives for engaging the military in Utah. Congressmen from the new Republican party, whose 1856 platform had called for abolishing the "twin relics of barbarism," put pressure on the president in Congress while an outcry in the press demanded the suppression of the Mormons. Buchanan believed that Democrats and Republicans, Northerners and Southerners, could unite in an attempt to restore order to Utah, and he could thus divert attention from the crisis over slavery in the territories. He could also deliver a thinly veiled threat against all those extreme advocates of states' rights who urged resistance to federal authority by extralegal means. He was also encouraged by John Floyd, Secretary of War in his Cabinet, and other southern Democrats who saw an opportunity to divert northern attention from slavery to polygamy, and to divert union troops to the west. They also saw the potential to deplete the U.S. Treasury of millions of dollars by giving government contracts for the move to southern businessmen and to turn the west from northern sympathies by creating support for southern state's rights.

Buchanan dispatched 2,500 men, one-sixth of the entire U.S. Army, to suppress the rebellion in Utah. Along with them traveled yet another set of territorial officials. This time the party included a new governor, Alfred Cumming, to replace Brigham Young, who Buchanan neglected to inform of his dismissal from office. The Tenth Infantry Regiment left Fort Leavenworth for Utah on July 18, 1857. The man who would ultimately be commander, Colonel Albert S. Johnston, was not appointed until September 11, when troops were already in the vicinity of Fort Laramie, nearly 700 miles ahead of him.

Mormons in the East had heard the news early in the summer and hurried west to warn





Young of the government action. As territorial governor, and without formal notification of their intentions, Young preferred to see the army as an invading force. He immediately began to mobilize the militia—the Nauvoo Legion, as it was called—as well as the civilian population of the territory. He sent militiamen out on the plains to see to the safety of incoming Mormon immigrants and to spy on the federal troops. He called home colonists from outlying areas and ordered fortification of Echo Canyon, the most defensible entry into Utah.

The army got a late start across the plains in 1857 and were further delayed by weather and Mormon raiders who stole their livestock and burned the grass they needed to feed their animals. Unable to reach Utah, the army had to spend the winter in the Rockies at the Green River. The delay gave intermediaries, such as Thomas Kane—a man who had sympathized with the Mormons since their eviction from Illinois—and Alfred Cumming a chance to negotiate with Young. Young ordered a withdrawal from the Salt Lake Valley and planned for resistance, but he also began to moderate his rhetoric. He no longer issued pronouncements that resembled those of the leader of an independent country. In the spring of 1858, as the army renewed its march toward Utah, Buchanan dispatched peace commissioners with an offer of amnesty. Young came to terms, but he had to accept the presence of the federal army in Utah to make sure that he observed the terms of peace. He agreed that the troops could pass through Salt Lake City on their way to a permanent campground forty miles to the southwest in Cedar Valley. Young insisted that the city was to be empty, except for men appointed to fire the buildings if the soldiers made a move to molest homes or property.

The Army moved south along the west bank of the Jordan River, passed the present-day Camp Williams, and on July 8, 1858 arrived in Cedar Valley. Fairfield was selected as the place for a permanent post because there was pasture for the animals and ample supply of wood and good water. Soon, the army had grown to 5,606 men, 3,500 wagons and teams, more than 40,000 oxen and 1,000 mules. Large warehouses stored 16,000 pounds of freight, along with barracks, mess halls, stables, officers' quarters, blacksmith shops, corrals and the first Masonic Lodge in Utah. That summer, between 300-400 buildings were erected. Under the leadership of General Johnston, the camp was completed on November 9, 1858. Camp Floyd, named after the then Secretary of War, was a duly commissioned post of the United States Army.

The physical arrangements of Camp Floyd were laid out by Lt. Colonel D. Ruggles. The Camp measured 3,000 feet from west to east and 1,600 feet from north to south. An early map indicates that the infantry, artillery and dragoon barracks were set in rows along the north perimeter. The officers' quarters lie to the south of the enlisted barracks, from east to west. Field and staff structures lined up behind the officers' quarter. The hospitals, stores, storehouses, and guard houses were behind these. The corral, the dragoon stables, and the ordnance workshop were all located in the southeast corner of the post. A row of headquarters and staff buildings, extending from north to south, was perpendicular to the rest of the camp. The post cemetery was located a quarter of a mile to the south of the post. The stone arsenal was built in the northwest corner of the camp boundaries. Most of the structures were built of





adobe, but some were built out of stone and lumber. Stone was quarried from the Oquirrh Mountains.

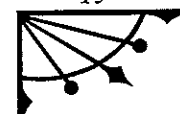
The barracks were cabin-like units made of adobe and board roofs covered with four inches of adobe mud. The officers' and enlisted quarters show some minor differences. The officers' quarters contained wood floors, but it is unlikely enlisted quarters had them. Some historical accounts say the size and number of windows depended upon rank, although this was contrary to military regulations. The enlisted barracks were divided into rooms with 8-10 men per room, whereas the smaller officers' buildings housed 2-3 men per building. Theaters, mess halls, hospitals and stores would all be constructed somewhat alike. They would have wood floors, more windows and simpler floor plans. The headquarters building would probably have a more complex floor plan. Window glass was a rare commodity, yet enough existed to be used at Camp Floyd. The glass was probably made in either Missouri or Illinois and shipped to Camp Floyd.

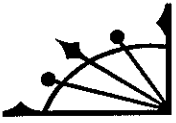
A stone wall four feet high was built around the Camp Floyd Cemetery. In his journal, Capt. Albert Tracy gives a very contemporary description of Camp Floyd.

"... for a full half mile, the principal street extended, lined at either side with buildings pertaining to minor officers, habitable to look at and even comfortable, but of the same eternal gray with soil out of which they were constructed and with the sign of no green thing—not a little grass or shrub—to relieve the gaze. At the head of the Camp, just above the tenth ran a street, with buildings occupied by the department commander, with his personnel and general staff. At the rear and parallel to the first name ran a second street with the tenements peopled by officers of the higher grades and staff regiments. Then quarters for bands, stores of sutlers and behind the whole huts of wagon masters and other camp followers. Great ranges of cedar wood also piled up for fuel and finally away down at the right, and rear, acres on acres of wagons, clustered in masses and with their tongues in the air like bristling, mighty lances of olden times." (UDSH-Camp Floyd)

Physical conditions were not conducive to good morale. Chimneys in many of the cabins were improperly constructed and filled the rooms with smoke when used. Water was scarce, but dust was plentiful.

Camp Floyd was the home of 10 companies each of the 5th, 7th and 10th Infantries, the 2nd Dragoons and three batteries of the 5th Artillery. It came to be an economic bonanza for the Mormons, providing them contracts for goods and services of all kinds. The military also brought with it hard currency and eastern products, both greatly desired by the Mormon population. Their activities pumped nearly \$200,000 into the local economy to build Camp Floyd. They bought adobe bricks at a penny apiece and lumber for \$70.00 per thousand board feet and used abundant local labor. They also brought in equipment, food, ammunition and





other supplies that were largely "over stock" and eventually sold to local residents at much reduced rates. The military was sent out to survey and open new roads that quickly increased the flow of goods and communications from the east and west. Stagecoach lines were established through Salt Lake City and Camp Floyd. The Pony Express established a horse exchange station at Camp Floyd and, in 1861, the first telegraph line was established through the area. Camp followers increased the population of Fairfield to 7,000, making it the third largest city in the Utah territory. Utah's first non-Mormon newspaper, *The Valley Tan*, was established at the post and the region's first mining district was opened by residents of the camp.

As the Civil War approached, the troops were gradually ordered back to Fort Leavenworth and, on July 27, 1861, all remaining soldiers departed. Almost all of the buildings erected by the Army were dismantled or demolished. Some \$4,000,000 of Army surplus was sold for a few cents on the dollar and the foundations for the fortunes of some merchants were laid with this sale.

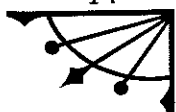
The United States had demonstrated its sovereignty over the territory. A large occupation force, though not visible in the Mormon towns, was nonetheless only a day's march away. Moreover, the army made its presence felt and asserted its authority in numerous confrontations on such matters as rangeland and water rights. The year after Camp Floyd was deserted, Fort Douglas was established, this time on the edge of Salt Lake City, keeping the Mormons fully aware of the federal presence from that time on.

Following the departure of Johnston's army, Fairfield went back to being a small, quiet hamlet. Growth was moderate and steady.

FAIRFIELD DISTRICT SCHOOL

The Fairfield District School was constructed in 1898 by Andrew Fjeld, a builder from the neighboring town of Lehi. Hans R. Petersen, from Fairfield, was Mr. Fjeld's brick and mortar tender. This building replaced the 1878 adobe schoolhouse that was situated directly in front of the present building.

This school was constructed during a period when significant educational reforms were taking place and new, modern school buildings were being constructed throughout Utah. The most significant piece of education legislation was the "free school" law of 1890, which, in addition to helping make schools free to the public, also established standards that a school must meet in order to receive territorial funds. With the achievement of Utah statehood in 1896, came additional funds for school purposes. Many of the older schools remaining in Utah date from that turn-of-the-century period of schoolhouse funding.





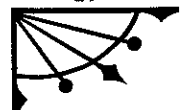
Prior to statehood, the educational system in Utah consisted primarily of two types of schools: Mormon and non-Mormon. Though education was a priority for the Mormons, lack of funding, adequately trained teachers, and materials restricted the development of a successful, territory-wide educational system. Non-Mormon religious groups, such as the Presbyterians and Methodists, took advantage of that deficiency and established scores of schools throughout the territory as part of their missionary efforts among the Mormons. Passage of the "free school" law in 1890 and subsequent reforms established a viable public school system that eliminated the need for church-sponsored schools.

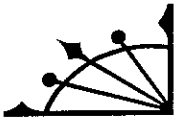
The Fairfield District School was built at a time when the town was flourishing due to extensive agricultural and sheep raising activities on the neighboring ranch lands. The town never did grow past that point, so there was no pressure to expand the size of the school. A small addition was made on the rear of the school building in 1935 to accommodate restrooms on the main floor and furnace and utility rooms in the basement. The contractor for that addition was Niels Paulsen of Pleasant Grove.

The school was administered loosely under the "County Superintendents of Utah County," though the educational program in the district at that time was largely on a community basis. School consolidation in 1915 brought some changes to the school district, but did not significantly affect the operation of the Fairfield School. This consolidation occurred throughout the state in compliance with the consolidation act of the Utah Legislature in 1915.

Consolidation did not have an adverse affect on the construction of a gymnasium adjacent to the school in 1915. The gymnasium was about half way finished when the schools were consolidated and construction stopped, possibly because the district officials felt that such a small school did not warrant the expense of a new recreation building. Mr. Jack McKenna of Fairfield then offered to complete the building if each family in town would pledge \$250. Evidently enough families made good on their pledges for Mr. McKenna was compensated for his contribution and the gymnasium was completed. It was unique in that it was one of the few gymnasiums in Utah with a curved, decorative sheet metal ceiling. Both the school and the gymnasium were documented by the Historic American Building Survey in 1967.

As the population of the town fell off during the early twentieth century, the school and gymnasium received less and less use and were closed in about 1937. Thereafter, the buildings were used primarily for community and religious purposes, but when the local Mormon church leadership relocated to nearby Cedar Fort in 1963, both structures fell into disuse. The gymnasium was torn down in the 1970s. The Mormon church owned the school from 1956-1977 when Earl Kershaw, a Salt Lake City businessman, purchased the school and gave it to the State of Utah to be operated in conjunction with Stagecoach Inn.





CONCLUSION

Camp Floyd/Stagecoach Inn State Park and Museum represents a constellation of historical events critical in telling many of the unique stories of Mormon settlement and western expansion. The tie to the country's Civil War and transportation advancements are equally as significant. In addition, the association of the site with prominent historical figures like Porter Rockwell, who frequented Stagecoach Inn, and Col. Albert S. Johnston adds another layer of color and intriguing stories to the site.

The area also reflects issues important in the settlement of Utah by non-Mormons due to the extensive use of the trails converging around Camp Floyd and figures prominently in the economic history of the State of Utah.

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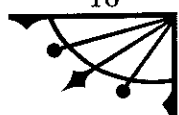
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VISION AND STRATEGIES

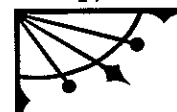
VISION FOR THE PARK

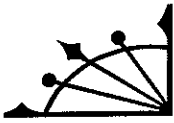
The vision for the future designed for Camp Floyd/Stagecoach Inn State Park and Museum by the planning team is realistic and challenging. There are many opportunities to fully preserve and interpret the exciting history and life ways the site reflects. Camp Floyd and Stagecoach Inn played many important roles in the expansion of the West. The stories the site can bring to life cover an exciting and critical period in this country's history. Through this vision for the park, these stories will begin unfolding as visitors enter an orientation area that utilizes contemporary exhibits and interpretive devices to share with visitors the historic scene. They will see the original layout of Camp Floyd and learn about its broad historical impact. Visitors will also learn about the Stagecoach Inn and the many people who lived, worked and stayed there. They will also be oriented to the site and the various modern, clean visitor services.

A wide range of programs, special events and tours will engage visitors in the many themes surrounding the site's exciting history. Stagecoach rides, theatrical performances, costumed interpreters will all be utilized by plentiful and well-trained volunteers and park staff to reveal the layers of history. All aspects of the historic site, buildings, landscape, viewshed and artifacts will be preserved and recreated and expanded where possible. The total scene will be revealed through interpretive and preservation means. School children will be involved in engaging and unique learning experiences through special programming at the Fairfield School as well as through tours of Camp Floyd/Stagecoach Inn.

All components of the historic site will be physically linked through paths and signs and linked to other area attractions like camping, OHV riding, biking, restaurants, hotels and motels through appropriate advertising and information materials. Further planning and programming will include representatives of surrounding towns, school districts and federal agencies and many activities will be linked with the area land planning projects. All preservation and interpretation will be based on documented research and conducted by trained staff and qualified consultants.

Visitors will see Camp Floyd/Stagecoach Inn State Park and Museum as an exciting and fun family excursion and the Lehi area as a destination. They will return for new programs and will bring their family and friends to visit as well.





MISSION STATEMENT

The mission of the park is to provide interpretation of the early territorial history of Camp Floyd, the Stagecoach Inn, Pony Express Trail and the Fairfield District School. Under the guidelines of Utah Code 63-11-13, the specific purpose of the management of Camp Floyd/Stagecoach Inn is to protect, preserve and accurately preserve the resources.

STRATEGIES

Each of the five management issues are articulated in this section first by describing them generally and outlining the current condition. Next, a vision statement for the issue is presented followed by short-term (within in one year) and long-term (one to five year) strategies for creating that vision.

PHYSICAL RESOURCES

DESCRIPTION AND CURRENT CONDITION

Camp Floyd/Stagecoach Inn State Park and Museum is located near Fairfield, Utah, approximately 23 miles west of Lehi, Utah on Highway 73 and approximately 54 miles from Salt Lake City. The area is primarily isolated in a semiarid valley between mountain ranges. Existing paved roads are adjacent to the site, as well as transmission lines, fences and structures. (See Appendix I)

The site consists of four separate holdings. These sites include Camp Floyd Cemetery, Stagecoach Inn, Camp Floyd commissary and the Fairfield District School.

1. CAMP FLOYD

All that currently exists of Camp Floyd is the cemetery and commissary building. Both were listed on the National Register of Historic Places in 1987.

- a. **Camp Floyd Cemetery** — The Camp Floyd Cemetery contains the remains of 84 officers, enlisted men and civilians that occupied the Fort during the period of 1858-1861. Access is provided by a road from Highway 73 and is located approximately four-tenths of a mile off the highway. The property consists of a three acre entrance area and the one acre cemetery site. The cemetery has been renovated with steel fencing,





concrete walkways, and modern concrete headstones. A picnic area is located adjacent to the parking lot on the northwestern side of the access road, within 50 yards of the cemetery. A brick grill is present beside the gravel parking area with fire rings in the picnic area. A variety of picnic tables are located at the site with several concrete spool designs, and standard picnic tables. The park includes a 36 acre tract of pasture adjacent to the cemetery. In 1960, research was undertaken to determine the names of 84 soldiers and men buried in the cemetery. Individual markers were then placed on the graves. The U.S. Army donated the area to the state in October of 1948.

b. **Commissary** — The Camp Floyd Commissary is located across the street from the Stagecoach Inn to the south. The structure is the last remaining structure from the 300-400 that once comprised the Camp it is constructed from adobe and wood and is approximately 30' by 20' in size. There is a one foot easement of land surrounding the building.

The entry way contains a staff office and pop machine, but the rest of the building is devoted to exhibits of artifacts uncovered during various archaeological investigations conducted by Brigham Young University. The artifacts are exhibited in old wood and glass cases. There is no inventory or catalog for the artifacts. The displays have not been changed since their installation in the 1970s.

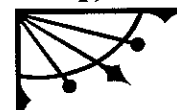
2. THE STAGECOACH INN

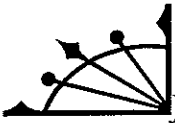
The Inn was originally a large family residence built for the Carson family before conversion to an Inn. It had 14 rooms, seven of them bedrooms. The building is "L" shaped with two stories 52' 8" by 59' 6". It is made of adobe brick and plaster except for the two story addition at the west which is frame with shiplap cove siding. Some of the original glass windows remain. The fireplaces have been restored, although they are no longer used for heat.

The first floor, behind the front gallery, has two square rooms, each with outside doors. The single story wing extends to the right with two square rooms, each with a door to the east porch. Four small square rooms in a line adjoin the rear room and occupy the lean-to. The frame addition has a single large room on the west front but does not open to the rest of the Inn. The second floor has two square rooms in the masonry portion and one front and two rear bedrooms in the rear addition.

Heating was done originally with four fire places. Two stairways in the northeast and west portions allow ascent from the first to second floors.

The first restoration (1960) attempted to return the structure to as near its original condition as possible. The Inn was nominated to the National Register of Historic Places in October of 1970 and was later placed on the register. The structure was donated to the Division on





January 22, 1958 by Minnie Tegan, a daughter of John Carson, and her brother, Warren Carson.

Another restoration was conducted by the Division of Parks and Recreation from 1992-94 and involved placing heating coils under the flooring and painting.

The Stagecoach Inn is furnished with furniture and accessories to approximate the historic period. The collection was purchased in 1959 and then more acquired in 1963. Most pieces have been refinished, many are not of the early territorial period, and there is no full inventory or catalog.

The Inn sets on its original location, and is situated at the southeast corner of a two acre lawned area that also contains a picnic pavilion housing 12 picnic tables, barbecue grills, a water fountain, shaded yard, restrooms and an interpretive sign.

3. FAIRFIELD DISTRICT SCHOOL

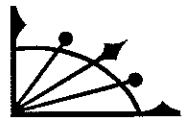
Built in 1898, the Fairfield District School is a one-story rectangular building with a stone foundation, hip roof, and an entrance/bell tower centered on the facade along with a small brick addition on the rear.

The building is a one story 46'5" by 34'8" structure. It has brick bearing walls two bricks thick and a wood framed roof and floor. The foundation is made of rough stone fitted together. The bottom layer of stones is level and still intact. The brick on the exterior walls is buff colored with mortar joints intact. The brick on the exterior walls is buff colored with mortar joints matching the color of the dark salmon brick used for the trim. The brick is layered in stretcher bond. An arched recess at the base of the tower shelters the front entrance. The arch is formed of three radial soldier courses of dark brick and two projecting header courses of light brick. The dark brick has a rock face and forms a slightly battered wall from the spring line of the arch to the base of the tower. Just above the arch is a panel with the name "District School," and above that is another panel bearing the construction date, "1898." The square bell tower has round arched openings on the front and sides of the belfry with brick work like that at the entrance below. The bell tower has a bell-shaped mansard roof with stamped metal shingles. There are wooden brackets on the eaves surrounding the building.

On the interior, the building opens into a wide, shallow vestibule and cloak room. Doors at each end of the vestibule wall open into a single, large room with a stage area on the left in the north end of the building. In the rear or east wall are two central doors that lead into the brick addition on the rear. The interior walls are plastered. The plaster and lath on the ceiling has been removed.

Very few additions or alterations have been made to the building. The most notable is the small brick section on the rear that was added c. 1935. The addition contained restrooms above





and a fuel and furnace room in the basement. Renovation by park staff includes covering interior walls with drywall and paint.

The Fairfield District School is architecturally significant as the most elaborate and expressive example of the Victorian Eclectic style in Fairfield. The vast majority of the buildings in this small town are vernacular houses, some with minor elements of the Victorian Eclectic style.

The school is occasionally used by groups of various kinds, but requires water and restroom facilities in order to meet health department standards for regularly hosting large groups.

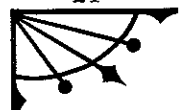
4. SURROUNDING AREA

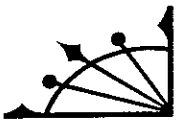
Approximately 30 single family dwellings are located within one-half mile of the park and many houses are contiguous to park property. The cemetery tract is adjacent to the South Fairfield posted Hunting Unit, which is a hunting area operated in cooperation with landowners and the Utah Division of Wildlife Resources. In addition, the Hillside Stake LDS Ranch is located within one-fourth mile of the park on the same road. Agricultural enterprises are prevalent in the area as evidenced by the number of horses, sheep, cattle, and other related activities.

Housing developments are encroaching upon the park. Hillside Estates is located within 2.5 miles north of the site which currently has approximately 50 standing dwellings, and visible water tanks behind the development. Eagle Mountain developments are located approximately 10 miles east of the site, which is projected to contain 20,000 people and currently contains 500 homes. Population projections for 1999-2010 include increases as follows, Cedar Fort - 24.4 percent; Cedar Hills 131.3 percent; Lehi 58.3 percent, Utah County 31.3 percent.

VISION FOR PHYSICAL RESOURCES

Quality facilities, appropriately preserved and maintained will be available to visitors and are integral to providing an engaging experience. The historic structures demand specialized and detail oriented maintenance and care. Clean and accessible restrooms and picnic areas and other visitor services will be available. Property will be acquired as becomes available to preserve the historic scene from further development. Artifacts will be appropriately cared for and interpreted.





STRATEGIES

1. STRUCTURES

Short term (in order of priority)

- Do needed repairs on the Inn - fence, porch paint; Commissary - better lighting and more displays; School - restroom.
- Have the Utah Division of Facilities and Construction Management do a site/structure review.
- Develop and get approval of a facilities development plan and a facilities maintenance plan that is based on the needs of the historic structures.
- Prepare an orientation area plan (Might carry out in the commissary as completely as possible)

Long Term

- Document/gather documentation on historic buildings of the complete fort and Inn scene - those still existing and those gone.
- Use telephone poles or the like to mark the corners of the camp (National Guard help).
- Recreate military barracks, mess hall, guard tower.
- Develop the land around the Inn in a more authentic way, according to a plan, with appropriate outbuildings, gardens, etc.
- Complete the remodel of the Fairfield school, with restrooms, roof repair, etc.
- Encourage campground development at 5 mile canyon through the BLM planning process
- Build a visitor center, theater and gift/book shop that uses recreated military structures or existing structures.

2. ARTIFACTS

The Stagecoach Inn will be furnished with appropriate artifacts that are fully curated. Engaging exhibits will be developed in an orientation area that include artifacts recovered from archaeological excavations.

Short term

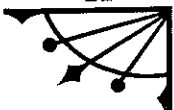
- Document the existing artifact collection.

Long term

- Develop an artifact collections management plan.

3. PROPERTY

Through partnerships, we will assist in developing and improving public access to the trail corridors and maintaining access to the original historic site.





Short term

- Do title research on properties in the area.
- Develop criteria for property acquisition and a priority list of desired properties.
- Identify property funding sources.
- Make purchase offers on property with that offer good for one year based on funding.
- Investigate railroad links, who owns the railroad property.

Long term

- Work with Richard Bradford - Utah County economic development director to contact key 500 companies as to the corporate sponsors to purchase lands to preserve for key events in relation to present and future historical preservation efforts.
- Begin actual acquisition.
- Evaluate the need for "buffer zones."
- Acquire property to link the various sites
- Evaluate old railroad right of way for trail corridor-public-and revitalization act, with recreation as an interim use
- Investigate historic zone zoning on and near the camp
- Explore surface development rights - or bargain sale of lands - partial donations.
- Evaluate land trades.

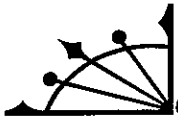
PUBLIC PROGRAMS (INTERPRETATION/EDUCATION)

CURRENT CONDITION

Tours of the park are given by park staff when available, but generally visitors tour on their own. Tours are regularly provided for school groups for a small fee and are conducted by park staff or volunteers. Family reunions and other group activities are conducted at the picnic shelter. Groups must reserve the group use area. An interpretive sign near the commissary provides some insight into the layout of the original Camp Floyd encampment and general background history and another sign near the restroom provides information on area history and recreation opportunities. An American Legion group camps at the cemetery each Memorial Day weekend and conducts special programming commemorating the area's military history.

The Pony Express National Back Country Byway Trail begins near Fairfield and continues on into Nevada. Adventurous visitors have the opportunity to travel this 133 mile sand and gravel road, the same route the Pony Express used for delivering mail from 1860 to 1861 and for the





Overland Stage Trail. The Trail visitor information site is located approximately 30 miles west of Camp Floyd/Stagecoach Inn State Park and Museum. The route traverses rangeland managed by the Bureau of Land Management, which has numerous land areas in the vicinity of Camp Floyd. Many of these land areas were active mining sites during the mid 1800s.

BLM properties are predominantly semi-primitive non-motorized and semi-primitive motorized depending upon the specific site. The BLM estimates total recreation use of the Tooele Planning Area at 250,900 visits per year with primary recreation activities of camping, big game hunting and off-highway vehicle use. Other uses are described as sightseeing, photography, rock hounding, backpacking, hiking, viewing bald eagles during winter roosting in Rush Valley and viewing wild horses in the Onaqui Mountains and South Cedar Mountains. Of particular note, the Five Mile Pass Off-Highway Vehicle Area is located approximately five miles west of the park. In addition to OHV use, camping is allowed in non-developed areas, and in the vicinity of Five Mile Pass. Approximately 30 camp sites are available. The BLM is currently creating a resource management plan for the site. The Simpson Springs Campground, located approximately 30 miles west of Camp Floyd is currently the only BLM maintained camping facility in the area.

Numerous active recreational opportunities exist within the area surrounding Fairfield, Lehi and Tooele. Units of the Wasatch National Forest are located approximately 20 miles southwest, and 30 miles northwest of the park, respectively. Rush Lake is located approximately 25 miles northwest of the park, while Utah Lake State Park is located South of Lehi.

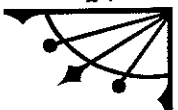
A museum is located in Lehi and Veterans Memorial Park is located approximately 12 miles northwest of Lehi. Parachuting is available at the Fairfield airport, while paragliding is offered from the mountains near Lehi.

A golf course and other developments at Thanksgiving Point, a private enterprise, exist just North of Lehi. Eagle Mountain is developing several golf courses as well.

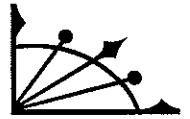
VISION FOR PUBLIC PROGRAMS (INTERPRETATION/EDUCATION)



Ten significant experiences will be offered each year that are experiential and hands-on. Storytelling, demonstrations, cookouts, and operating stage coach, pony express reenactments, black smithing, adobe making, military maneuvers and pioneer cooking are just a few of the appropriate activities. An appropriate ambiance to the site will be created by using period costuming, a stagecoach, and correct furnishing of the buildings. All programs and activities will be authentic, well-planned and historically accurate. Dynamic programs will encourage return visitation. We will be partners with other agencies to



provide access to a variety of recreational activities. In addition partnerships with local schools will provide a full range of dynamic educational programs for children.



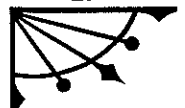
STRATEGIES

Short term

- Do research to determine authentic activities.
- Develop an interpretive plan that provides themes, goals, objectives for all public programming.
- Develop a plan for year-round activities and begin implementing.
- Make connections with the school district and begin planning programs.
- Create a list of programs, such as exhibits and public programs, that can be conducted in the school.
- Begin a theatrical program based on the Temperance Theater-expanding existing events.

Long term

- Compile folklore, favorite entertaining stories from the area, school competition.
- Contact "guilds" regarding masonry, adobe making demonstrations and other traditional skills.
- Acquire a stagecoach to be exhibited on the grounds.
- Do something each week - 52 programs.
- Have an operating stagecoach give visitors rides.
- Use a hay wagon for a stage.
- Have an annual CFSP cookout.
- Develop themes, goals and objectives for all programs conducted.
- Layer experiences - self-guided, costumed tours, special events to flush out various overall themes.
- Have stagecoach rides available through a concessionaire or park operation.
- Include long-term DUP and SUP docent collaboration.
- Develop exhibits with top quality standards for an orientation area (commissary).
- Work with area recreational opportunities.
- Work with local school districts to utilize the Fairfield school for school activities/classes.
- Develop self-guided walking tours with tapes.
- Work with the Fairfield community to help them become more involved with the park.





STAFFING

CURRENT CONDITION

The current work program for the park includes two full time employees for Camp Floyd/Stagecoach Inn; a Park Manager II and General Maintenance Worker II and three to four months of seasonal Park Ranger Aid time. The bulk of the personnel time is used during the months of operation which are from Easter through October 15.

The park manager is responsible for both Camp Floyd/Stagecoach Inn and the Utah Veterans Memorial Park and Cemetery some 27 miles northeast. The park office is located at the Veterans Memorial Park but the manager spends time filling in where needed at both parks. He oversees all aspects of the park operations. Time spent at both parks is assessed on the need for assistance because of holidays, days off, annual leave and park visitation and maintenance. The General Maintenance worker (a position currently vacant) is assigned to Camp Floyd/Stagecoach Inn during the operating season and at Veterans Memorial Park during the closed season. This person is involved in all aspects of maintenance at the park such as garbage pickup, mowing lawns, minor tune-ups on equipment and taking care of electrical problems; as well as with hosting the public and collecting fees. The seasonal position is required during the peak season of Memorial Day weekend through Labor Day weekend. This person assists with maintenance and fee collection and hosting the public.

The Park enjoys a small, but dedicated group of individuals who regularly volunteer their time to provide tours and conduct restoration projects.

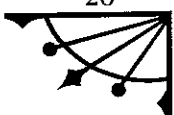
VISION FOR STAFFING

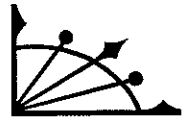
The site will be staffed with trained employees and volunteers. There will be an appropriate type and number of staff and volunteers who are well trained and provide the full range of visitor services and site management needs. Only appropriately qualified consultants will be used for interpretive or preservation services.

STRATEGIES

Short term

- Convert the maintenance position currently open into a curator position.
- Fill all staff positions with people who have a strong interest, knowledge and appreciation of the area and its history and special resources.





- Evaluate possible subcontracting of park operations or services.
- Conduct a staffing analysis of both Camp Floyd/Stagecoach Inn and Veterans Memorial Cemetery.

Long Term

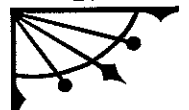
- Hire staff with training to develop the site and interpret it.
- Separate maintenance staff from program staff.
- Select key volunteers to supplement paid staff.
- Allow responsible persons to keep Inn open and supervise evening activities.
- Make effective use of existing resources.
- Recruit volunteer coordinator to get volunteers.
- Expand staff as visitation climbs and as facilities are developed.
- One person should be designated as the authority on the site's history.
- Establish internship program on the park working with volunteers.

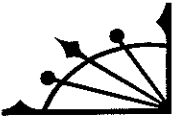
PROMOTION AND MARKETING

CURRENT CONDITION

Two directional signs exist to Camp Floyd on Highway 73, and another one indicates the way to the Camp Floyd Cemetery. Stagecoach Inn is not readily visible from Highway 73. The Utah Division of Parks and Recreation promotes Camp Floyd/Stagecoach Inn along with its other 42 parks, but little targeted promotion or marketing has been conducted specially for the park. A general park brochure is available and distributed by the agency. A target market research study was conducted by the University of Utah Recreation Department in conjunction with this resource management planning project. The agency maintains a web site with a short description of each heritage park.

According to the Travel Industry Association of America, over one third of U.S. adults (65.9 million) reported taking either an historic trip, or cultural trip, or both in the past year. These numbers grow each year as the number of adults who report an interest in heritage activities as a reason to travel rises. Compared to travelers overall, heritage oriented travelers are a little older and more likely to be retired, with an above-average share who have a post-graduate college education. They are less likely to have children in their households. As a result, they tend to take longer trips, include multiple destinations on their itinerary, spend more money, participate in more activities and stay more often in hotels, motels and bed and breakfasts.





VISION FOR PROMOTION AND MARKETING

A marketing plan for the park, effective signage, and development of a heritage tourism passport will be created that draw attention to the site and increase visitation. The site will become a destination when packaged with other related historical and recreation activities in the area. The park will be actively promoted with tour agencies, and private heritage tour providers. Special interpretive programs will also promote the park. Market groups will be targeted during public relations and marketing campaigns.

STRATEGIES

Short term

- Utilize the University of Utah target market research report to generate programs, projects and promotions.
- Develop a marketing plan, regional and park specific.
- Update the agency's web site regarding Camp Floyd/Stagecoach Inn.
- Get more newspaper coverage of the park/promotions
- Sponsor a Christmas event at the park

Long Term

- Survey visitors on issues such as wants, fees, concerns, etc.
- Have secondary publications that are maps, photos, time line.
- Include marketing in the job description of the site manager.
- Do research with other sites to determine what works for them.
- Integrate plans with travel agency, AARP, Good Sams, etc.
- Offer many and varied on-going activities.
- Initiate state park "suggested tours" as a promotion.
- Implement promotional activities and strategies that work.
- Utilize the target market research.
- Make an element of a loop tour.
- Improve signs and other advertising.
- Make contact with other historical sites in the area and do joint publicity





COLLABORATION AND FUNDING DEVELOPMENT

CURRENT CONDITION

Day use visitation is permitted during the park season from Easter weekend to October 14, seven days a week, from 11:00 am to 5:00 pm. Entrance fees are \$1.50 per person six years and over, \$4 per vehicle, \$2 per person for commercial groups or vehicles of nine or more people, \$25 for group site day use with reservations plus an additional \$1 per person for groups of more than 25 people. Park visitation for FY 98 was approximately 10,000; collections were \$2,410 and expenditures \$109,010 for a cost per visitor of \$10.93. The park generates approximately two percent of its operating expenditure making it the lowest percentage of operating in the state park system and the highest cost per visitor. To date all funding for operations and capital improvements have come from the legislature through agency appropriations. Little direct collaboration with other state or federal agencies, or other organizations to provide services currently occurs.

VISION FOR COLLABORATION AND FUNDING DEVELOPMENT

Park staff will join forces with local communities, school districts, federal agencies, and other historical organizations to provide recreational and interpretive activities. They will create a friends group to assist in these activities. They will utilize the natural connections with corporations and special interest groups in developing funding mechanisms for programs and facilities development.

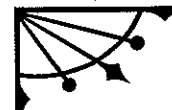
STRATEGIES

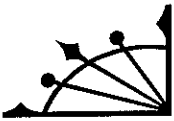
Short term

- Initiate a friends group.
- Coordinate with BLM.
- Meet directly with the Eagle Mountain town leaders to see about jointly sponsoring programs, activities and developments.
- Meet with the military to access interest in joint development of resources.

Long term

- Develop a program funding plan for legislative opportunities.
- Make contact with other historical sites in the area to do joint programing and publicity.
- Identify corporate sponsors.
- Promote school service projects in and around the site.





- Contact the Utah National Guard for military participation.
- Use the Scout office for eagle projects, camp out.
- Work with selected educators to identify their needs.
- Work with the BLM and National Park people in SLC office for support, especially the long distance trails coordinator.
- Work with Richard Bradford, the Utah County Economic Development director, for corporate sponsorship in specific areas.
- Develop school tour pre and post packets with teacher involvement.
- Participate in teacher training opportunities.
- Develop educational programs and materials to be accessed by educators.
- Have an ongoing review of potential funding/leveraging opportunities.
- Connect with heritage tourism providers and publications.

RESEARCH

CURRENT CONDITION

Extensive research, both archival and archaeological, has been conducted on the park's history by various historians, university departments and agency staff. However, no central repository exists where this information can be used by staff and volunteers.

VISION FOR RESEARCH

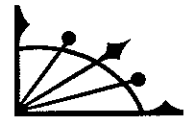
All development projects and programs will be based on documented research and current research will be readily available to those planning programs or restoration strategies. Staff will encourage and promote continued research of the park's themes and resources.

STRATEGIES

Short term

- Collect/assemble all studies/thesis/dissertations, excavation reports, historic structures reports written on the site.
- Collect books written on the site and related topics - architecture, life ways.
- Get copies of Schindler's research on the area.
- Compile complete publications of Carson, Hickman families with reunion info.
- Create a chronology time line of events - 1700 to present.





Long term

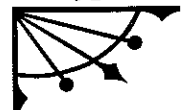
- Encourage participation from BYU, U of U - internships, advanced degrees.
- Research historic landscape appropriate to sites.
- Conduct artifact collections research.
- Conduct a market study analysis.
- Include assembled research in all development and interpretive efforts and plans.
- Support and conduct ongoing and new studies.
- Solicit assistance from the church history department.
- Find more journals - Library of Congress.
- Research and utilize the Civil War tie-in
- Perform visitor opinion surveys every 2-3 years, expenditure, activity, attitudes, preferences

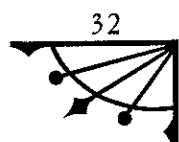
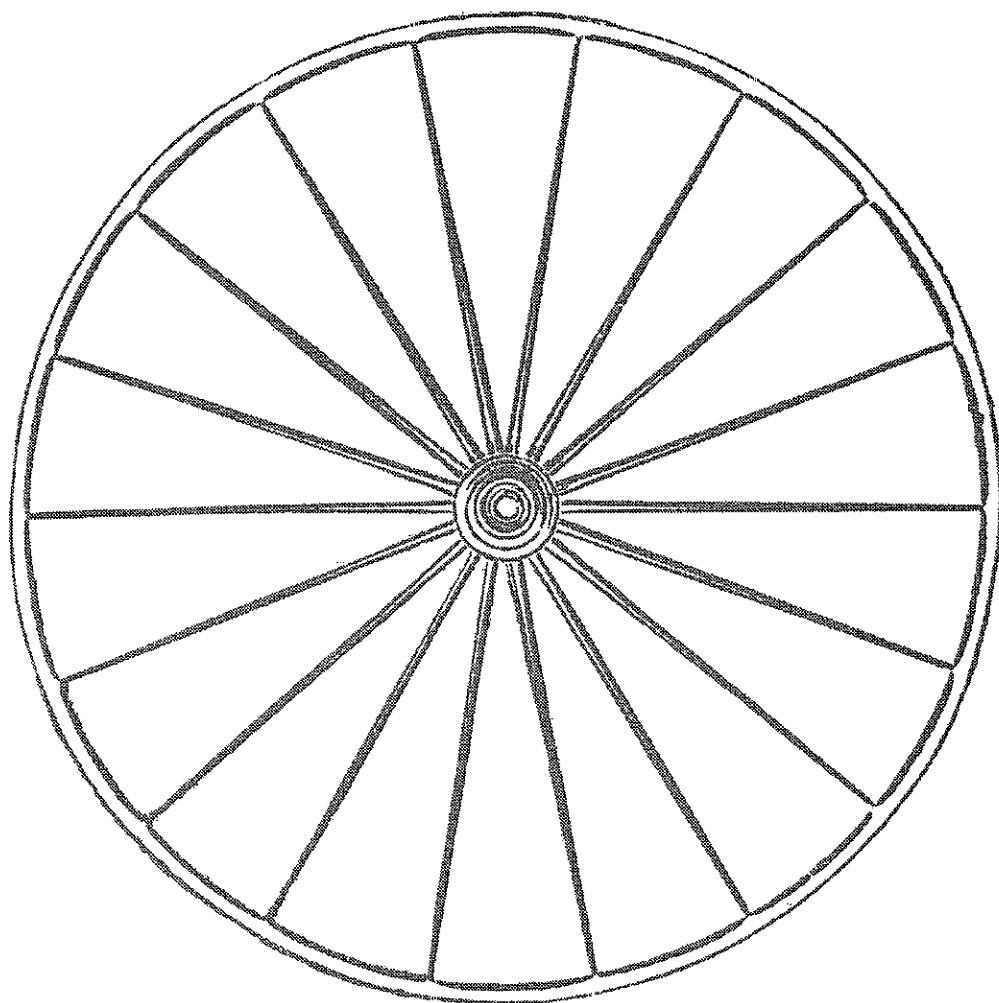
CONCLUSION

Camp Floyd and Stagecoach Inn played many important roles in the story of Western American expansion. The stories of people, events and this place weave together in dramatic ways depicting a critical time in this country's history.

The site's historical significance has not been matched with economic nor interpretive success, in the past. By engaging a dedicated group of individuals who have created a dynamic future plan for the park, the Division of Parks and Recreation believes the site will become a vital part of the agency and community.

Using the visions set out for the five management issues and the short-term and long-term strategies the team articulated within each, this resource management plan creates a dynamic and realistic future for Camp Floyd/Stagecoach Inn State Park and Museum.

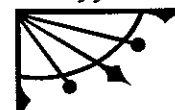






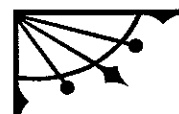
APPENDICES

I	Map of Camp Floyd/Stagecoach Inn State Park and Museum
II	Map of Stagecoach Inn
III	FY 1998 Visitation and Collection Report
IV	Visitation Trends 1984-1998
V	Profile of Travelers Who Participate in Historic and Cultural Activities -Executive Summary
VI	Economic Impact of Utah Museums - Executive Summary
VII	1996 Utah Travel Summary
VIII	Camp Floyd/Stagecoach Inn State Park and Museum Marketing Study - Executive Summary
IX	Public Workshop Results

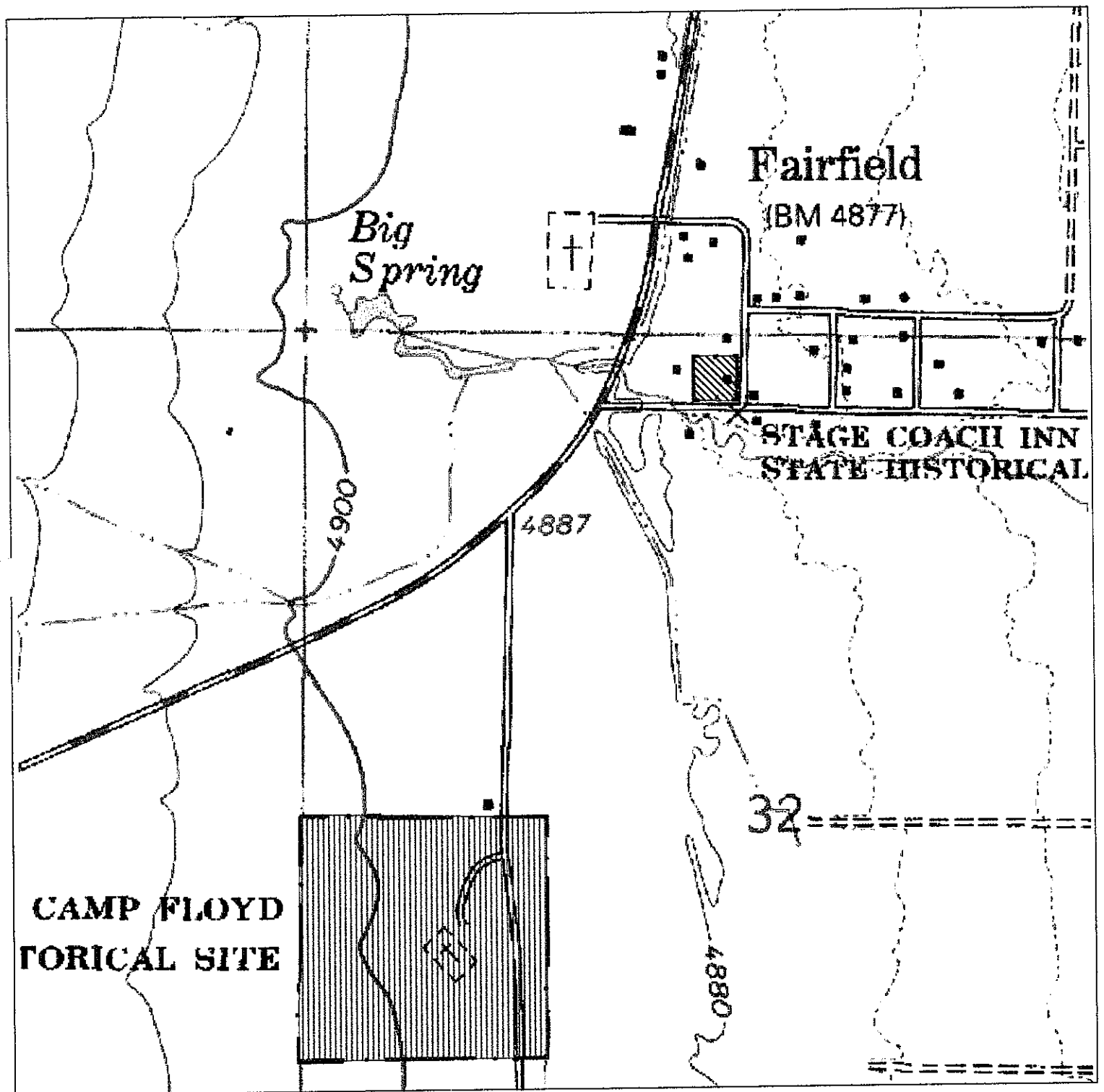




I.
**MAP OF CAMP FLOYD/STAGECOACH INN STATE PARK
AND MUSEUM**



Camp Floyd / Stage Coach Inn State Parks



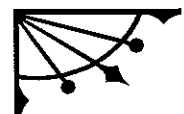
1000 0 1000 2000 Feet

-  Camp Floyd Cemetary
-  Stage Coach Inn





II.
MAP OF STAGECOACH INN

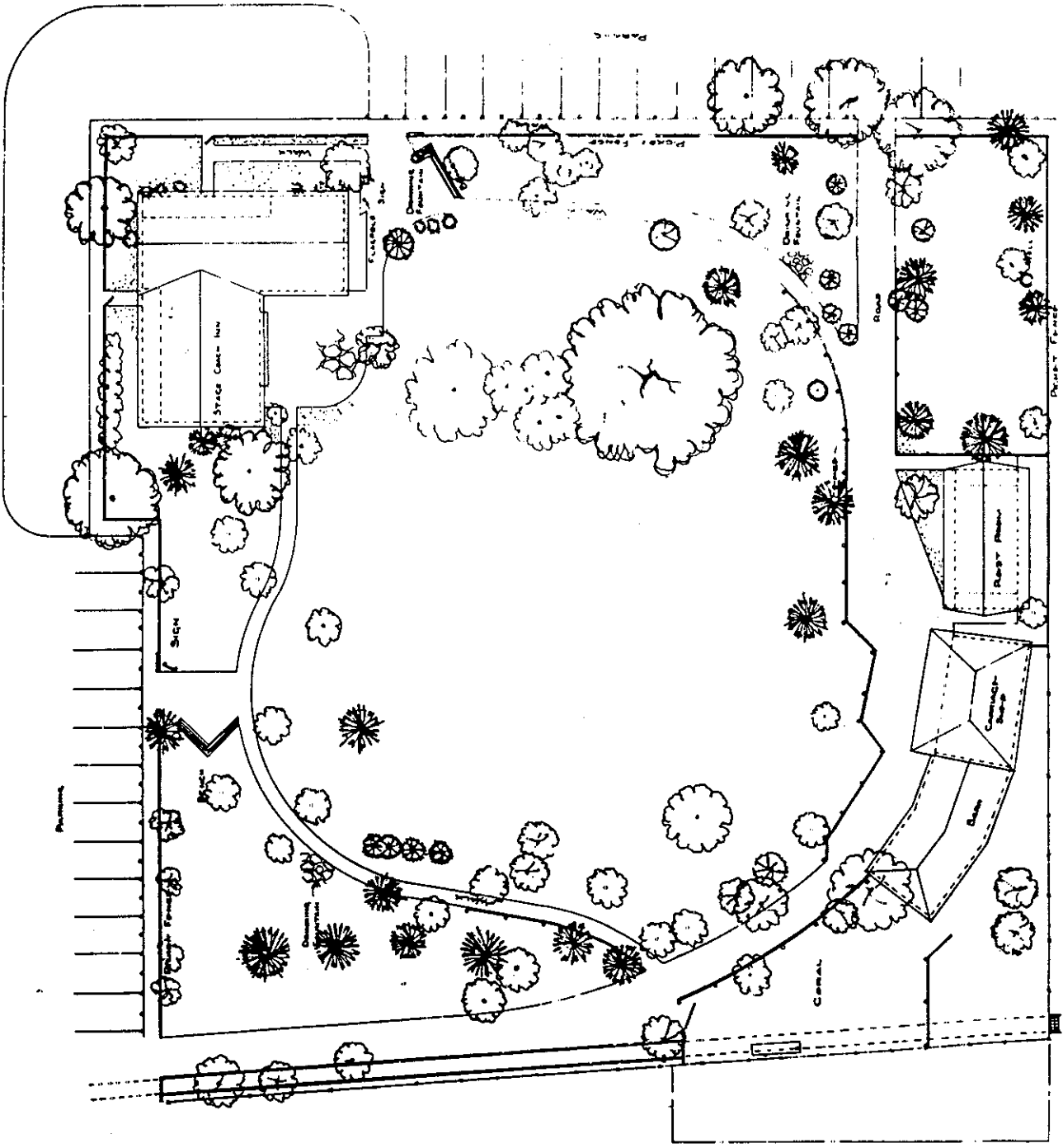


FARMFIELD
CITY



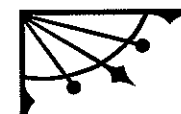
STAGECOACH
INN
STATE HISTORICAL
MONUMENT

Project: _____
Location: _____
Scale: _____
Date: _____





III.
FY 1998 VISITATION AND COLLECTION REPORT



**DIVISION OF PARKS & RECREATION
VISITATION AND COLLECTION REPORT
7-1-97 THRU 6-30-98 AS OF JUNE 30, 1998**

DATE: 04-Sep-98

PARK AREA	FY 1998 VISITATIONS	FY 1998 REVENUE COLLECTNS	COLLECTION PER VISITOR	FY 1998 EXPENDITURE	COST PER VISITOR	% OF OPERATIN EXPENDITURE PER REVENUE COLLECTION
NORTHEAST REGION				373,887		
BEAR LAKE	200,396	403,027	2.01	398,901	1.99	101%
DEER CREEK	108,182	122,592	1.13	288,768	2.67	42%
EAST CANYON	84,797	82,851	0.98	269,198	3.17	31%
FLAMING GORGE				86,994		
HYRUM STATE PARK	48,760	56,689	1.16	175,004	3.59	32%
JORDANELLE	322,622	467,336	1.45	616,825	1.91	76%
RAIL TO TRAILS		250		34,484		1%
ROCKPORT	268,360	100,020	0.37	242,046	0.90	41%
STARVATION	96,234	60,565	0.63	196,839	2.05	31%
STEINAKER-RED FLEET	110,549	61,257	0.55	234,252	2.12	26%
UT FIELDHSE OF NATURL HSTR	86,586	140,110	1.62	298,327	3.45	47%
NORTHWEST REGION				413,892		
ANTELOPE ISLAND & BUFFALO	264,716	590,636	2.23	956,048	3.61	62%
CAMP FLOYD-STAGECOACH	9,969	2,410	0.24	109,010	10.93	2%
FORT BUENAVENTURA	44,440	26,988	0.61	109,098	2.45	25%
GREAT SALT LAKE	291,257	291,241	1.00	287,361	0.99	101%
JRDAN RVR & GOLF COURSE	61,628	97,282	1.58	345,285	5.60	28%
PINEVIEW RESERVOIR		19,547		93,625		21%
THIS IS THE PLACE	452,400	145,131	0.32	887,350	1.96	16%
UTAH LAKE	696,517	257,425	0.37	441,735	0.63	58%
VETRANS CEMETERY	22,267	40,021	1.80	157,022	7.05	25%
WASATCH MTN & GOLF COURS	881,052	1,376,004	1.56	1,390,402	1.58	99%
WILLARD BAY	272,215	264,465	0.97	334,471	1.23	79%
SOUTHEAST REGION				414,667		
DEAD HORSE POINT	181,103	268,820	1.48	270,760	1.50	99%
EDGE OF THE CEDARS	20,561	65,913	3.21	216,031	10.51	31%
GRN RVR-GOLF CRS-GBLIN VLY	197,466	265,252	1.34	496,689	2.52	53%
HUNTINGTON-MILLSITE	114,695	55,279	0.48	219,798	1.92	25%
PALISADE & GOLF COURSE	153,611	383,576	2.50	542,703	3.53	71%
SCOFIELD	100,049	69,824	0.70	179,378	1.79	39%
SOUTHWEST REGION				402,864		
ANASAZI INDIAN VILLAGE	46,863	113,723	2.43	193,852	4.14	59%
CORAL PINK SAND DUNES	179,433	78,012	0.43	138,971	0.77	56%
ESCALANTE-KODACHROME	126,349	153,547	1.22	284,227	2.25	54%
FREMONT INDIAN	96,377	61,807	0.64	276,985	2.87	22%
IRON MISSION	72,138	14,162	0.20	168,365	2.33	8%
LAKE POWELL				219,229		
MINERSVILLE	31,357	20,865	0.67	95,785	3.05	22%
OTTER CREEK	18,125	28,314	1.56	169,979	9.38	17%
QUAIL CREEK	476,890	100,005	0.21	202,593	0.42	49%
SNOW CANYON	637,765	138,086	0.22	194,784	0.31	71%
TERRITIAL STATEHOUSE	36,887	17,802	0.48	164,073	4.45	11%
YUBA STATE PARK	63,963	74,045	1.16	242,815	3.80	30%
PARK GRANTS		69,350		65,974		
SUPERVISION		6,308		677,724		
EQUIPMENT PURCHASES		22,864		73,847		
GENERAL SERVICES SHOP				307,881		
TOTAL	6,876,579	6,613,397	0.96	14,960,798	2.18	44%

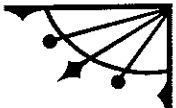
(A) VISITATION FIGURES FOR UNDEVELOPED PARKS HAVE NOT BEEN INCLUDED.

(B) COST FIGURES REFLECT COST PER UNIT INCLUDING OFF PARK RESPONSIBILITIES.



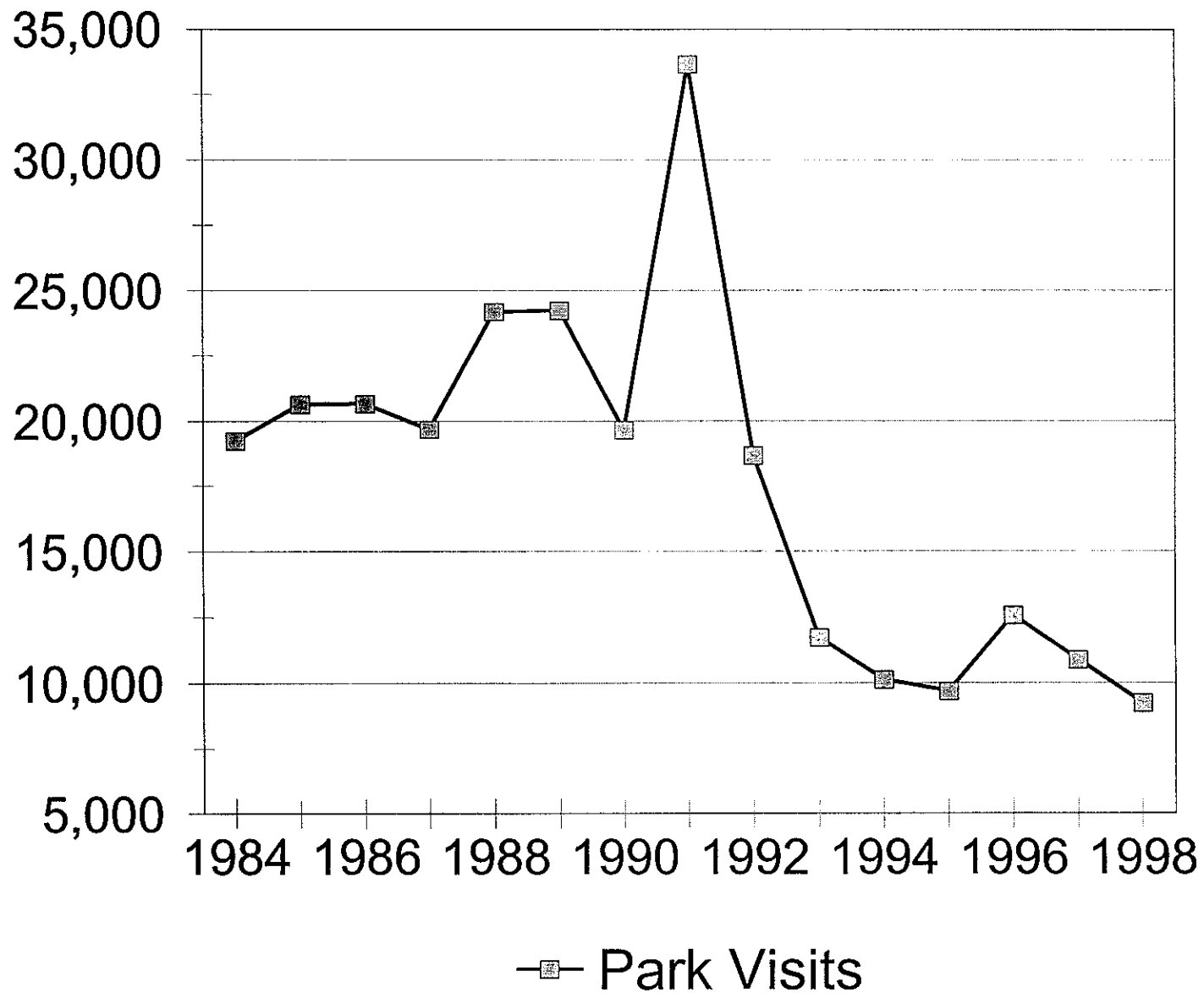
IV.
VISITATION TRENDS 1984-1998





Visitation, Camp Floyd St. Park

1984 - 1998





V.

**PROFILE OF TRAVELERS WHO PARTICIPATE IN HISTORIC
AND CULTURAL ACTIVITIES
-EXECUTIVE SUMMARY**



Profile of Travelers Who Participate in Historic and Cultural Activities

Results from the TravelScope® Survey



***Travel Industry Association
of America***

\$175

August 1997

ISSN: 0737-2620

Executive Summary

Overview of U.S. Travel Which Includes Historic or Cultural Activities

Over one-fourth of U.S. adults (53.6 million adults) reported taking at least one trip in the past year which included a visit to an historic place or museum as a trip activity. Seventeen percent of U.S. adults (33.0 million adults) reported taking a trip in the past year which included a visit to a cultural event or festival as a trip activity. When combined, one-third of U.S. adults (65.9 million adults) reported taking either an historic trip, a cultural trip or both in the past year. There is overlap, in that 20.6 million of the 65.9 million adults (31%) did both, that is, took both a trip which included an historic activity and a trip which included a cultural activity in the past year.

Five percent of U.S. adults (10.0 million) reported that an interest in an historic place or museum prompted their trip, that is, was the primary reason for the trip. Similarly, only six percent of U.S. adults (12.3 million) reported that an interest in a cultural event or festival prompted their trip. Personal enjoyment ranks as the #1 reason for planning both types of trips, those which include historic activities (44%) and those which include cultural activities (67%).

An important caveat: the historic group represents substantially more trips (172.7 million person-trips) than the cultural group (103.2 million person-trips) and consequently drives the profile described, which follows. Person-trips account for multiple trips by historic/cultural travelers, as well as all other household members on these trips.

Historic/Cultural Travelers Compared to Other U.S. Travelers

Historical and cultural travelers, that is, those who included a journey to an historical place or museum, cultural event or festival as a trip activity, resemble U.S. travelers as a whole in most ways. However, they also exhibit unique behaviors that distinguish them from the larger group.

Compared to travelers overall, historical and cultural travelers are a little older and more likely to be retired, with an above-average share who have a postgraduate college education. They are less likely to have children in their households. As a result, they tend to take longer trips, include multiple destinations on their itinerary, spend more money, participate in more activities and stay more often in hotels, motels and b&b's (as opposed to private homes). They more often travel in couples or large groups and are twice as likely to take group tours (7% vs. 3%). The historic/cultural traveler is more likely than others to travel during April and July, but less likely to travel during November, December, January and February. A higher than average number of

historic/cultural travelers fly to their destinations and shop when they get there. As a group, therefore, they spend more, \$615 (mean) per trip, compared to \$425 (mean) per trip for total U.S. travelers.

Historic vs. Cultural Travelers

Historic travelers take longer trips than cultural travelers (5.2 nights vs. 4.5 nights, on average), with almost one-half of historic travelers including two or more states on their itinerary (47% historic vs. 36% cultural). Cultural travelers take more trips to visit family and friends, whereas historic travelers journey more often for entertainment. Cultural travelers drive their own cars more than historic travelers who fly more frequently. Cultural travelers take more trips by themselves; more historic travelers are married and journey more often with children.

On average, cultural travelers take more daytrips and stay a shorter time than historic travelers. Although hotels/motels/b&bs are the most popular lodging for both groups, a greater share of historic travelers use hotels. Historic travelers participated more often than cultural travelers in virtually every activity, particularly visits to national and state parks. Historic travelers spent, on average, \$688 (mean) during their trips, significantly more than the \$557 (mean) spent on average by cultural travelers.

**U.S. Adults Who Included Historic/Cultural Activities While Traveling
(Based on 196.3 million U.S. adults)**

	<u>% of U.S. Adults</u>	<u>Annual Projected U.S. Adults</u>
(Total U S)	(100%)	(196.3 million)
Historic activity	27%	53.6 million
Cultural activity	17%	33.0 million
Historic and/or cultural	33%	65.9 million

Source: Travel Industry Association, National Travel Survey

**U.S. Travel Volume Which Included Historic/Cultural Activities
(Based on 1,085.9 million person-trips)**

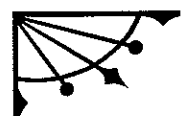
	<u>% of Projected Person-Trips</u>	<u>Annual Projected Person-Trips*</u>
(Total U S)	(100%)	(1,085.9 million)
Historic activity	16%	172.7 million
Cultural activity	10%	103.2 million
Historic and/or cultural	23%	244.6 million

Source: Travel Industry Association, TravelScope®

*Person-trips account for multiple trips by historic/cultural travelers, as well as all other household members on these trips.



VI.
ECONOMIC IMPACT OF UTAH MUSEUMS
- EXECUTIVE SUMMARY



ECONOMIC IMPACT OF UTAH MUSEUMS ON THE LOCAL ECONOMY

The Utah Museums Association recently received a grant from the Institute of Museum Services to perform an economic impact study of museums on Utah's economy. The Bureau of Economic and Business Research, University of Utah, was contracted by UMA to conduct this survey and the results have recently been published.

The survey requested information from Utah museums pertaining to staffing requirements, budgets, programming, and spending. Some highlights of the report follow:

- The Report summary states that "museums provide a wealth of cultural and educational opportunities for residents and visitors alike. They are the guardians of Utah's natural, cultural and artistic heritage. Millions of people visit and participate in museum programs each year. Of the 3.6 million individuals served by the museum community in 1994, 13.7 percent, or nearly half a million school children visited a Utah museum as part of their scholastic education.
- Museums in Utah are reliant on part-time staff and volunteers to carry out their programs and operations. Only 38 percent of museum staffing is full-time. Part-time workers account for 62 percent of all staffing--significantly higher than the national average of 40 percent reported by the American Association of Museums. More than 2,809 volunteers, or about 3 4 times the size of the paid staff, donated 265,143 hours of service to Utah museums.
- In order to provide services to school groups, Utah museums spent over \$2.8 million dollars last year, for an average cost per student of \$5.71. Some organizations receive underwriting from the State Board of Education and various private foundations to help offset this expense; however, even with underwriting, the museum community contributed \$3.84 per student for educational programming.
- Museums rely heavily on state support. Support for museums from state agencies amounts to a significant annual commitment of funds. During 1994, state allocations to museums totaled \$4.9 million--the single largest source of museum support. Eighteen museums received federal grants and awards totaling \$1.0 million in 1994, representing 4.4 percent of the museum budget. City and county governments provided \$1.5 million, or 6.2 percent of the budget total.
- Museums report that earned income is the main source of operating income. Not surprisingly, admission and membership fees are the largest single component of earned income accounting for 12.2 percent.

While the contributions of Utah's museum community are much greater than can be measured with economic models, museums do exert an economic impact on the local economy through purchases of goods and services with money received from non-local sources. In 1994, these impacts were noteworthy--\$5.97 million in earnings for Utah households, the creation of 386 jobs in the local economy and fiscal revenues totaling \$484,538.



VII.
1996 UTAH TRAVEL SUMMARY



UTAH TRAVEL SUMMARY

1996 Overnight Leisure Travel

DEMOGRAPHICS

AGE

Average (years)	38.4
18-34 Years	51%
35-54 Years	36%
55+ Years	13%

HOUSEHOLD INCOME

Average (000's)	\$45.3
< \$25,000	22%
\$25K-\$49,999	45%
\$50K-\$74,999	22%
\$75,000+	11%

OCCUPATION

Total Employed (net)	68%
Manager, Professional	36%
Tech, Sales, Admin	22%
Service	5%
Other	5%
Retired	6%
Other/Not Privately Emp	26%

EDUCATION

Average Years	15.0
No College Education	17%
Attend College	36%
College Graduate (net)	46%
Graduated College	26%
College Post Graduate	20%

ORIGIN MARKETS

<u>Top States</u>	
California	16%
Idaho	9%
Nevada	5%
Wyoming	5%
Texas	4%
Arizona	4%
Washington	3%

Top DMAs

Salt Lake City	40%
Los Angeles	10%
Idaho Falls-Pocatello	5%
Las Vegas	4%
Boise	4%
Phoenix	3%
San Fran-Oakland-San Jose	3%

TRAVEL PATTERNS

PARTY COMPOSITION

One Adult	13%
MM/FF	5%
3+ Adults	10%
Couples	25%
Families	48%

LENGTH

Average (Days)	3.9
1-3 Nights	71%
4-7 Nights	22%
8+ Nights	7%

TRANSPORTATION

Air	16%
Auto	76%
Camper/RV	4%
Other	4%

ACCOMMODATIONS

Hotel/Motel	31%
Private Home	39%
Condo/Timeshare	2%
Bed & Breakfast	2%
Other	27%

EXPENDITURES

(Per person per day)	
Average Total	\$66.2
Transportation	31%
Food	22%
Room	12%
Shopping	16%
Entertainment	12%
Other	6%

HOTEL/MOTEL LEVEL

High End	15%
Mid-Level	39%
Economy	45%

PURPOSE / ACTIVITIES

LEISURE PURPOSE

Getaway Weekend	14%
General Vacation	25%
See Friend/Relative	36%
Special Event	14%
Other Personal	11%

BUSINESS PURPOSE

Convention	16%
Seminar/Training	18%
Other Group Meeting	14%
Sales/Consulting	11%
Government/Military	12%
Other Business	29%

ACTIVITIES

Natl /State Parks	25%
Sightseeing	19%
Historic Site	17%
Hike/Bike	16%
Camping	13%
Hunt/Fish	12%
Culture: Museum/Play	9%
Beach/Waterfront	6%
Theme Park	6%
Golf	6%
Boat/Sail	5%
Festival/Craft Fair	4%
Ski	4%
Watch Sports Events	3%
Shows: Auto/Boat/Antique	2%
Gamble	1%

PERFORMANCE

VOLUME

1996 Overnight Leisure	
Person-Trips (millions)	11.4
<i>Business overnight</i>	4.2
1996 Share of U.S.	
Overnight Leisure Travel	1.2%

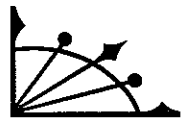
RATINGS

Satisfaction

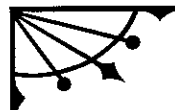
Excellent (%8-10)	60%
Good/Fair (%4-7)	33%
Poor (%1-3)	7%

Value

Excellent (%8-10)	55%
Good/Fair (%4-7)	42%
Poor (%1-3)	3%



VIII.
CAMP FLOYD/STAGECOACH INN STATE PARK AND MUSEUM
MARKETING STUDY
- EXECUTIVE SUMMARY



Camp Floyd/Stagecoach Inn State Park Marketing Study Executive Summary

Prepared by:
Department of Parks, Recreation, and Tourism
University of Utah



Executive Summary:

Camp Floyd/Stagecoach Inn Market Study

Department of Parks, Recreation and Tourism
University of Utah

The purpose of this study was to generate information that will assist the Utah Division of Parks and Recreation (USPR) by (1) identifying strategies to increase visitation at Camp Floyd/Stagecoach Inn State Park, and (2) providing input into the Resource Management Plan for the Park. Nine focus groups were conducted by the University of Utah Department of Parks, Recreation, and Tourism under contract funding by the USPR. These nine focus groups included a total of 78 participants, representing seven different markets: current users, bicyclists, public school teachers, off-highway vehicle users, heritage groups, church and family groups, and Boy Scout groups. Because the church/family and heritage groups were considered to be primary markets, focus group interviews were conducted with two different groups of participants representing each of these markets.

Each focus group meeting followed a standard protocol. That protocol began with an introduction to Camp Floyd/Stagecoach Inn and proceeded to a focused discussion based on a standard interview guide. The introduction section of the protocol involved a brief description of the park, supported by digital images of a map and key facilities of the Park. The interview guide was organized into a questioning route sequence that was based on two major categories of the product marketing mix (product and promotion). Questions about the role and significance of Camp Floyd/Stagecoach Inn as a heritage facility were also included at the request of USPR representatives. Prior to implementation, the interview guide was pilot tested using two different groups: (1) a group of faculty and staff at the University of Utah, and (2) a group of undergraduate students majoring in parks, recreation, and tourism. All focus group interviews were conducted by a moderator and an assistant moderator.

Data were analyzed using specialized software that is designed to facilitate the identification of categories of qualitative data and linkages among those categories. Results representing saturation (consensus) across markets are presented in Table 1. As can be seen from review of those tables, extensive observations and suggestions were generated in terms of image of the Park, facility needs, service needs, interpretation, and effective approaches to promotion. A list of potential conflicts and unique needs of the various markets is presented in Table 2.

Table 1
Summary of Emergent Themes Saturated Across Groups

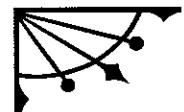
IMAGE	FACILITIES	SERVICES	INTERPRETATION	SPECIAL EVENTS	PROMOTION
<ul style="list-style-type: none"> ◆ Change the name ◆ No appeal as is ◆ Poor & inadequate ◆ Inconvenient ◆ Too far ◆ "A God forsaken land" ◆ Not a destination 	<p><u>Campgrounds</u></p> <ul style="list-style-type: none"> ◆ Showers ◆ Fire rings ◆ Picnic tables ◆ Toilets ◆ Seating/amphitheater <p><u>Heritage Facilities</u></p> <ul style="list-style-type: none"> ◆ Stagecoach ◆ Museum ◆ Period tents ◆ Barracks & period buildings ◆ Boundary markers for military base ◆ Authenticity throughout <p><u>Recreation Facilities</u></p> <ul style="list-style-type: none"> ◆ Period playground <p><u>Support Facilities</u></p> <ul style="list-style-type: none"> ◆ Improved bathrooms ◆ Shade/grass ◆ Telephones ◆ Acquire land <p><u>Trails</u></p> <ul style="list-style-type: none"> ◆ Develop trails 	<p><u>Food & Shops</u></p> <ul style="list-style-type: none"> ◆ Period food ◆ Historical & modern retail items <p><u>Maps & Information</u></p> <ul style="list-style-type: none"> ◆ Trail information ◆ Maps ◆ Information booklets <p><u>Opportunities to Volunteer</u></p> <ul style="list-style-type: none"> ◆ Service projects for groups - waive fees <p><u>Programs/Recreation</u></p> <ul style="list-style-type: none"> ◆ Stagecoach rides ◆ Evening activities <p><u>Visitor Services</u></p> <ul style="list-style-type: none"> ◆ Signs from I-15 ◆ Operate in winter & year round ◆ Stay open until dusk ◆ Availability of local tours 	<p><u>Themes</u></p> <ul style="list-style-type: none"> ◆ Pony Express ◆ Overland Stage ◆ Military & soldier story <p><u>Methods</u></p> <ul style="list-style-type: none"> ◆ Ranger talks ◆ Living History ◆ Reenactments ◆ Period activities & games ◆ Self-guided tours ◆ Period equipment, swords, & guns ◆ Pony Express rides ◆ Multi-media presentations ◆ Appeal to larger audience 	<ul style="list-style-type: none"> ◆ Pony Express Rides ◆ Reenactments ◆ Mountain Man Rendezvous ◆ Black powder shoots ◆ Cooking events ◆ Races ◆ Storytelling & plays ◆ Holiday events 	<p><u>How</u></p> <ul style="list-style-type: none"> ◆ Newspaper ◆ Specialty magazines ◆ Mailers & newsletters ◆ Internet ◆ Billboards on I-15 ◆ Brochures ◆ Word of mouth ◆ Expand message to appeal to larger audience <p><u>What</u></p> <ul style="list-style-type: none"> ◆ Pony Express ◆ Overland Stage ◆ Military aspect ◆ Close to Salt Lake City <p><u>Incentives</u></p> <ul style="list-style-type: none"> ◆ Discounted annual pass for all State Parks

Table 2
Potential Conflicts and Unique Requests by Group

MARKET	POTENTIAL CONFLICTS	UNIQUE REQUESTS
Cyclists	<ul style="list-style-type: none"> ♦ With OHV users: Refusal to ride with OHV's ♦ With military: Concern about nerve gas 	<ul style="list-style-type: none"> ♦ Loop trails of 10-30 miles ♦ Maps with elevation changes & classifications ♦ Road races & night races ♦ Reduced fees for bicyclists
Church		<ul style="list-style-type: none"> ♦ Information on relations between soldiers & Mormons ♦ Information on involvement of LDS church figures ♦ Provide family rates ♦ Conduct Biathlon shooting ♦ Rent Stagecoach Inn rooms as a bed & breakfast
Heritage	<ul style="list-style-type: none"> ♦ With local community: Encroachment by houses ♦ With local land owners: User desire to conduct archaeological digs & preserve sites ♦ With mountain bikers: No mountain biking ♦ With local residents: involve local residents in planning & development ♦ Negative view of "Utah War" 	<ul style="list-style-type: none"> ♦ Restore cemetery in a historical fashion ♦ Present all sides of the "Mormon War" & relation to Civil War ♦ Conduct archaeological digs in area ♦ Allow rifle shooting ♦ Split site & develop secondary themes - dry-land farming, railroads, mining, etc. ♦ Conduct research of National Archives ♦ Allow focus groups to review notes
OHV	<ul style="list-style-type: none"> ♦ With other trail users: do not prohibit OHV's ♦ With jeep users: Keep jeeps off of ATV trails 	<ul style="list-style-type: none"> ♦ On-site ATV training ♦ Snowmobile use ♦ ATV rides, shows, & rodeos ♦ OHV trails to Five-Mile Pass
Boy Scouts	<ul style="list-style-type: none"> ♦ With other campers: Noisy Scout groups ♦ With managers of adjacent lands: Ensure that area is clear of mines 	<ul style="list-style-type: none"> ♦ Develop a period obstacle course ♦ Provide separate camping area for Scouts ♦ Medical facilities need to be nearby ♦ Develop patches for Scouts ♦ Develop rifle range & BMX courses ♦ Acquire fields for ball games
Teachers	<ul style="list-style-type: none"> ♦ With gun users: Students must not handle guns 	<ul style="list-style-type: none"> ♦ Send lesson plans & packets to teachers ♦ Make facilities accessible
Current Users	<ul style="list-style-type: none"> ♦ With all users: Concerns re: increased visitation 	<ul style="list-style-type: none"> ♦ Provide histories of local people ♦ Involve local people with the site



IX.
PUBLIC WORKSHOP RESULTS



Introduction

On March 24, 1999, two public workshops were held at Lehi High School to receive public input regarding Camp Floyd/Stagecoach Inn State Park. During these two public workshops, participants were asked to fill out a questionnaire, participate in a group discussion, and vote individually on the results of the group discussions.

The questionnaire walked participants through listing three strengths of the park, weaknesses of the park, opportunities for the park, threats to the park, qualities of the park for the future, steps to achieve that future, and benefits of the park if all of the qualities were achieved. Once participants had worked through this process individually, they were given the opportunity to discuss each of these categories as a group. Each group was asked to select their top three issues for each category. Individuals were then given the opportunity to vote on a first, second, and third place issue in each category. Based on the number of first, second, and third place rankings and the associated points, the issues have been listed and ranked. Percentages are determined based on the total number of points within each category.

RANK	POINTS
1 st	3
2 nd	2
3 rd	1

This document presents the compiled results of the two meetings, one in the afternoon and one in the evening. These results are presented with a rank order list of responses by category. The final section of this document includes the results of the workshop evaluation.

Strengths of the Park

The aspect of the park that is most noted as a strength is its unique and authentic history. The next most noted aspect received less than half of the points received by the unique and authentic history. This was the pleasant, quiet surrounding. Others that appeared at the top of the list were a place for families to get away, the clean facilities, and the original Carson Stagecoach Inn.

Strengths		
Points	Percent	
48	32.65%	Unique, authentic history
20	13.61%	Pleasant quiet surrounding
19	12.93%	Place for families to get away
15	10.20%	Clean facilities
14	9.52%	Original Carson Stagecoach Inn
7	4.76%	Education, school programs
6	4.08%	Close/convenient
5	3.40%	Property and buildings already owned
4	2.72%	Physical facilities
4	2.72%	Location
4	2.72%	Original buildings
1	0.68%	Condition of existing facilities
0	0.00%	Centennial Trail events
0	0.00%	On original Lincoln Highway
0	0.00%	Area not yet developed
0	0.00%	Informed staff
147	100.00%	

Weaknesses of the Park

The aspect of the park that is most noted as a weakness is lack of funding and natural support groups. The next most noted aspect received a little over half of the points received by the lack of funding and natural support groups. This was the lack of publicity. Others that appeared at the top of the list were the park being understaffed and encroachment on the park.

Weaknesses		
Points	Percent	
41	28.08%	Lack of natural support groups and funding
28	19.18%	Lack of publicity
26	17.81%	Understaffed
14	9.59%	Encroachment on park
9	6.16%	Possible negative impacts on local community
9	6.16%	Lack of water
8	5.48%	Not enough land
8	5.48%	Mixed history - lack of focus
3	2.05%	Lack of public services, inadequate facilities
0	0.00%	Lack of vision and support
0	0.00%	More information at the site
0	0.00%	Concern for no close law enforcement
0	0.00%	Not open year round
0	0.00%	Isolation and remote location
146	100.00%	

Opportunities for the Park

The aspect of the park that is most noted as an opportunity is that of historical preservation. Other opportunities that received numerous votes were recreational, such as camping and trails, and an educational experience for Utah children

Opportunities		
Points	Percent	
34	24.29%	Historical preservation
25	17.86%	Recreational opportunities - camping, trails
22	15.71%	Education experience for Utah children/school requirement
10	7.14%	Put it on the centennial passport and AARP/elder hostel
9	6.43%	Tie in with national interest of western trails
7	5.00%	Opportunity to purchase additional land
7	5.00%	Family learning and awareness, schools, scouts, 4-H
6	4.28%	Increased tourism
5	3.57%	Opportunity to tell the story - pageants, towns
5	3.57%	Economic development to surrounding areas
5	3.57%	RV park, scout and family activities
5	3.57%	A chance to learn about the West
0	0.00%	Historical identity for new communities
0	0.00%	Buy military land
0	0.00%	Marketing/planning - bringing greater awareness
140	100.00%	

Threats to the Park

The most noted threat to the park was a loss of state funding. It was the uncontested leader. Other top threats to the park included a lack of general interest, community interest and apathy, along with a lack of publicity

Threats		
Points	Percent	
39	29.10%	Loss of state funding
25	18.66%	Lack of general interest, community interest, and apathy
22	16.42%	Lack of publicity
10	7.46%	Lack of water
8	5.97%	Vandalism/fire
6	4.48%	Lack of funding could close the park
5	3.73%	Too much commercialization
5	3.73%	Encroaching development/Growth of the valley
4	2.99%	Not a friends group for support, funds, and other
4	2.99%	Understaffed
3	2.24%	Loss of historical character
2	1.49%	Lack of awareness
1	0.75%	Economic development
0	0.00%	Lack of income
134	100.00%	

Qualities of the Park for the Future

The quality of the park that most people envisioned in the future includes different amusements. Some that were mentioned were stagecoach rides, black powder shooting, Dutch oven cooking, and folk music. Other qualities for the future that ranked high were preserving the quaint atmosphere, providing activities for school children and relating it to the state core.

Quality		
Points	Percent	
26	21.49%	Amusements: stagecoach rides, black powder, Dutch oven, folk music
18	14.88%	Preserve quaint atmosphere
16	13.22%	School activities related to the state core
11	9.09%	Making use of green park area
10	9.71%	A pageant/storytelling
9	7.44%	More antiques, artifacts related to Camp Floyd and military
8	7.84%	Site looks historical
6	4.96%	Expanded property ownership
5	4.13%	Re-enact historical events and school
5	4.13%	Period hotel with costumes - bed and breakfast
5	4.13%	Overnight camping with RV facilities
5	4.13%	Authentic experience
4	3.31%	Historical theme park with shops and overnight lodging
4	3.31%	Retail sales
4	3.31%	Better staffing - employees and volunteers
3	2.48%	Completed school house with programs
3	2.48%	VCR programs and education
2	1.65%	Enlarge existing park areas (no dogs)
2	1.65%	Promote as rest area
1	0.83%	Period dress
0	0.00%	Public/private support
0	0.00%	Year round
0	0.00%	Interpretive exhibits, dramatic presentations and vignettes
0	0.00%	School as a senior activity center
0	0.00%	Archaeological digs
121	100.00%	

Steps to Achieving the Qualities of the Future

The step that most participants felt was necessary to achieve the qualities desired for the future was the development of a master plan to coordinate future development. Other ideas were to maintain the current level of activity and leave the door open for the future; increase funding through corporate money, willed money, gifts, a historical tax, and endowments; and to involve the legislature.

Steps		
Points	Percent	
33	26.40%	Develop a master plan to coordinate future development
14	11.20%	Maintain current level of activity, leave door open for future
14	11.20%	Increase funding, corporate, willed, gifts, historical tax, endowments
12	9.60%	Involve the legislature
10	8.00%	Develop education programs/video for schoolhouse
9	7.20%	Make video of Camp Floyd history
5	4.00%	Organize support groups
4	3.20%	Involve surrounding communities
4	3.20%	Summer camps for kids, hands on learning experience
4	3.20%	Expand opening hours for school and park
4	3.20%	Increase advertising and education
3	2.40%	Return Hickman Cabin to Camp Floyd from This is the Place SP
2	1.60%	Acquire land for a campground
2	1.60%	Increase paid staffing
2	1.60%	Improvement program for school building
1	0.80%	Special events and activities
1	0.80%	Volunteers - programming
1	0.80%	Consultant/Archivist
0	0.00%	Year round interpretive program
0	0.00%	Work with BLM on activities
125	100.00%	

Benefits of the Park

The greatest perceived benefit of the park contingent upon the achievement of the desired qualities was the ability to preserve history and heritage. Other top benefits were increasing awareness of the park's historical significance, generating private sources of funds and support, enhancing community facilities, and educating youth in the area.

Benefits		
Points	Percent	
51	36.96%	Preserve history and heritage
22	15.94%	Increase awareness of historical significance
14	10.14%	Generate private sources of funds and support
13	9.42%	Enhance community facilities (water)
13	9.42%	Education for youth of the area
8	5.80%	Additional recreation for expanding population/tourism
7	5.07%	Increase tourism
4	2.90%	Destination park
2	1.32%	Viable community support
2	1.45%	Maintain current community day of life
2	1.45%	Economic stimulation for the region
0	0.00%	Convinced political leaders of the importance of the site
0	0.00%	People become a part of the community
0	0.00%	Quality experience
0	0.00%	Community appreciation
138	100.00%	

Workshop Evaluation

What worked?

Afternoon session - 2:30

- Exchange of opinions
- All the input
- Good discussion categories
- Ability to vote for choices
- Great
- Organization
- Speeches
- Great location
- Lots of room
- Great information provided

Evening session - 7:30

- Good presentation
- Round robin approach
- Small, one table groups
- Brainstorming session brings out a multitude of ideas
- Great discussion
- Nice to open up and express ideas
- Well organized meeting
- Informative
- Group participation and input very valuable - made the participant feel an important part of the solutions
- Great ways of organizing our thoughts....putting them on paper
- Idea output - interaction
- Brain storming

What would you change?

Afternoon session - 2:30

- More civilian, local participation
- Probably need more time in discussion groups
- Condense up-front historical presentations - One would suffice
- Refreshments
- Refreshments needed
- Not

Evening session - 7:30

- More informed about questions
- Advance better understanding of what was going to be discussed
- Questions seemed to be repeated - strengths/qualities, weaknesses/threats
- Nothing, went very well
- Create more interest so more people are in attendance next time
- Well done!
- Advertise this meeting—besides newspaper
- Keep up the good work—don't change anything
- Have a banner across main street publicizing the meeting better, put it on TV station, web sites
- Get a web site

Other Comments

Afternoon session - 2:30

- Put a picture of John Carson's second wife in the hotel along with his first wife. This is an affront to Emma Carson's family.

Evening session - 7:30

- I have a very different vision of what Fairfield should be than has everyone else, I'm happy with life as it is today.
- Like approach
- New blood to create enthusiasm at the park. Vision and new ideas.

