

Anasazi State Park Museum

Resource Management Plan
March 2009



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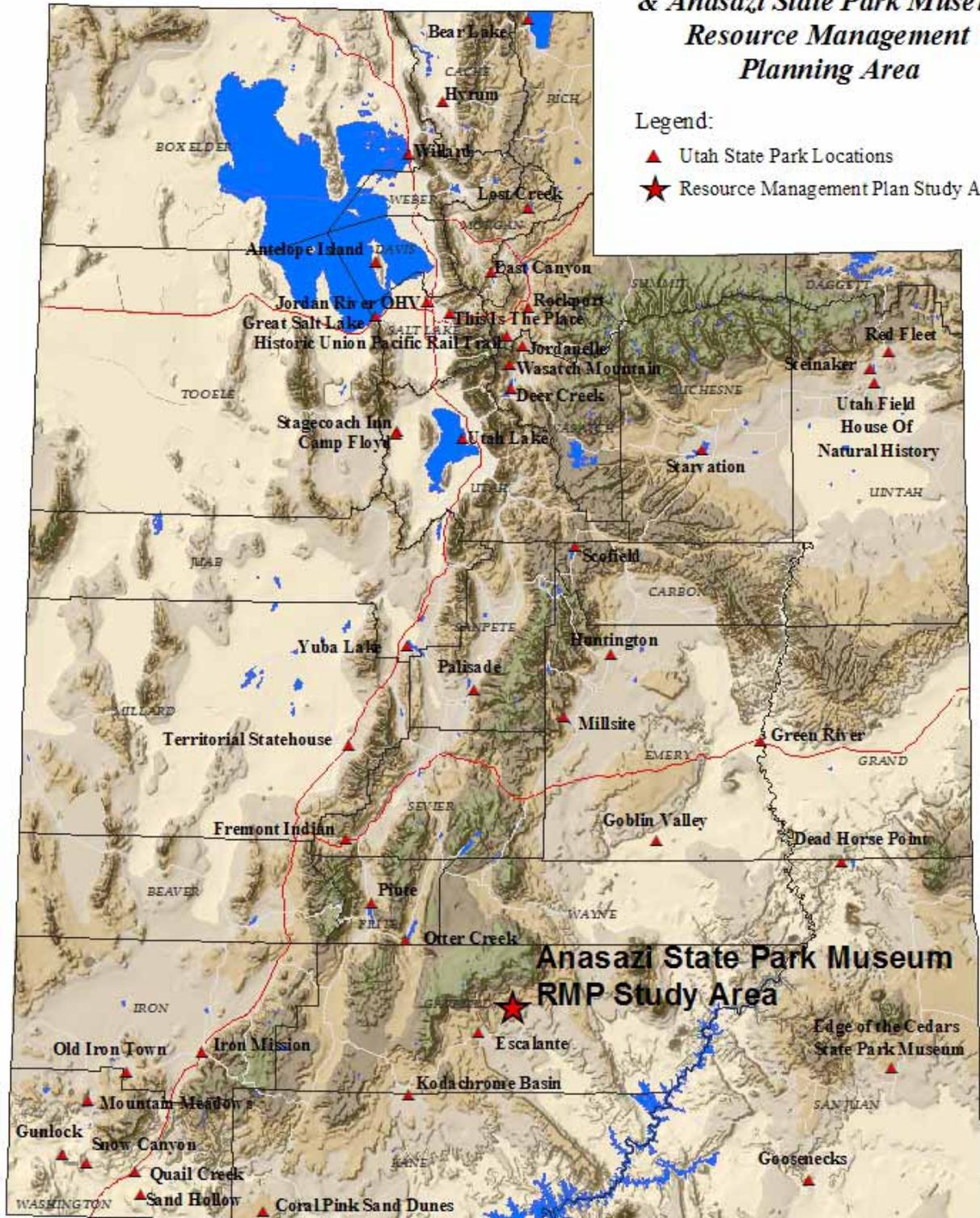


Map 1

Utah State Parks & Anasazi State Park Museum Resource Management Planning Area

Legend:

- ▲ Utah State Park Locations
- ★ Resource Management Plan Study Area



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Acknowledgements

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Executive Summary

In January 2007, representatives from the Division of Utah State Parks and Recreation (Division) met with community stakeholders from the Boulder, Utah area to initiate the development of a resource management plan (RMP) for Anasazi State Park Museum. The planning process was based on public input and involvement. The park's resource management planning team – a citizen-based team representing community leaders, interested users, local residents and agency representatives – was at the core of the process. The recommendations contained in this document represent many months of work by the team and direct public input.

The plan provides recommendations founded upon six primary vision elements that will guide future management of the park. These elements focus on the following:

- Developing and maintaining facilities that offer safe and suitable educational and recreational opportunities for visitors
- Protecting and preserving park resources by exercising good stewardship practices
- Providing management that maintains traditional experiences, while also allowing for other appropriate types of non-traditional activities in the park
- Offering engaging and interesting interpretive and educational programs that enhance the visitors' experience and appreciation of the park and surrounding area
- Working with local government, businesses, citizens and other agencies to maximize the contribution of the park and staff to the local community and state of Utah
- Ensuring the park has adequate and appropriate staff, equipment and support

These objectives are geared toward improving and expanding the park's

recreational and educational opportunities, protecting its resources and providing the visitor with a safe, enjoyable experience. Achievement of these vision elements will require the continued support of users, legislative and community leaders and the Division.

The planning team issued a number of specific recommendations in support of the plan's vision elements. Eight issue areas form the basis of the team's recommendations. Each issue area with its accompanying recommendations is outlined as follows:

Resource Management

- Protect and manage resources
 - Archeological site management
 - Maintain and improve the replica of a prehistoric dwelling
 - Manage the museum's collection of artifacts
 - Manage and maintain the site and museum grounds
 - Acquire stewardship and/or access rights to local archeological sites associated with the Coombs Site
 - Resolve issues with Native American Graves Protection and Repatriation Act compliance

Interpretation and Education

- Improve existing and offer additional interpretive and educational programs, exhibits, signs and printed materials
 - Continue current programming
 - Offer additional educational and interpretive programs and training
 - Improve exhibits and displays
 - Generate additional publications

Community Relations and Support

- Build and maintain community support
 - Develop guidelines for displaying art in the auditorium
 - Create a friends group for the park

- Involve the community in the development of a Boulder heritage exhibit
- Increase use of the park and its facilities as a local community center for meetings and other events
- Host additional community festivals
- Partner with others for outreach programs
- Use the RMP team as an advisory group

Facilities and Development

- Improve existing facilities
 - Repaint and retrofit the auditorium with improved lighting
 - Improve the appearance of the park entrance and road frontage
 - Expand the auditorium for more exhibit space and to accommodate larger groups
 - Make efforts to be an environmentally sustainable operation
 - Enhance accessibility for the disabled
 - Support efforts to provide safe and convenient access for visitors between attractions in Boulder

Funding and Staffing

- Ensure adequate staffing and funding level
 - Cross-train USDI Bureau of Land Management (BLM) and park employees
 - Acquire a full-time maintenance worker position
 - Investigate providing employee housing to improve retention
 - Experiment with expanding the park’s open hours

Marketing

- Market the park and surrounding area
 - Consider implementing a discount program for all state parks in the region

- Improve the park and Division websites to provide more information and links

Concessions and Revenue:

- Consider concession opportunities in the park
 - No concessions were recommended
- Enhance revenue collection at the park
 - Increase visitation through marketing and other activities
 - Continue to expand the gift shop selection
 - Charge appropriate fees for special group lectures

Park Name

- Consider the Hopi request to change the name of the park
 - Conduct market research to determine the attraction value of the current name
 - Organize a team to consider results of marketing research and replacement names, if appropriate
 - Prepare name change recommendation for consideration by the Board of Utah State Parks.

The implementation of many of these recommendations will require additional funding for the park. The funding requests arising from this plan will compete for priority against other projects within the Division and other state agencies.

The plan’s success is dependent upon the continued support of park stakeholders. Efforts must be made to preserve park resources, interact with local communities and strive to meet the expectations of park visitors. The recommendations contained within this plan were based upon an open and collaborative process. It is imperative that this collaborative spirit continues as the plan’s components are implemented.

Mission and Vision

Mission Statement

The mission of Anasazi State Park Museum is to educate visitors about the prehistoric cultures that inhabited the area of present-day Boulder, Utah (before European exploration) and to preserve and protect the park's cultural resources, while having a positive impact on the state and local community.

Mission Statement

Team members developed the mission statement recognizing that the park is an important visitor attraction and provider of educational opportunities in the Boulder area. The team also recognized that education is a key component of protecting and preserving the park's and area's many unique and irreplaceable resources.

Vision Statement

A vision statement is like a compass; it charts a destination, sets the team and park on the correct course of action, and provides the means to determine how closely the team recommendations will follow that charted course. Utilizing the basic principles developed in the mission statement, the team developed a vision to guide the development of the plan's recommendations and park management for the next five to 10 years. The vision statement provides the foundation for recommendations that balance recreational demands with preservation of the park's natural and cultural resources, offer new and varied opportunities and encourage community involvement.

Vision Statement

Anasazi State Park Museum will accomplish its mission by:

-  Developing and maintaining facilities that offer safe and suitable educational and recreational opportunities for visitors
-  Protecting and preserving park resources by exercising good stewardship practices
-  Providing management that maintains traditional experiences, while also allowing for other appropriate types of non-traditional activities to occur in the park
-  Offering engaging and interesting interpretive and educational programs that enhance the visitors' experience and appreciation of the park and surrounding landscape
-  Working with local government, businesses, citizens and other agencies to maximize the contribution of the park and staff to the state and local community
-  Ensuring the park has adequate and appropriate staff, equipment and support

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Resource Management Plan Purpose and Process

Purpose of the Plan

This resource management plan is intended to help guide the Division of Utah State Parks and Recreation's stewardship obligations for Anasazi State Park Museum. Planning for the park is essential, given the unique and fragile nature of its cultural resources.

Anasazi State Park Museum and associated Coombs Archeological Site (within the park) are located in south-central Utah in the small ranching community of Boulder, Utah. The Coombs Site is the largest Kayenta Anasazi site north of the Colorado River, and as such is an important cultural resource for the people of the state and country. The site is also an important visitor attraction for the community of Boulder.

A number of issues were identified by various sources, including input from the planning team members and the general public through a public meeting and a visitor survey. Team members aggregated the issues into eight distinct categories or issue areas addressing: resource management; interpretation and education; community relations and support; facilities and development to improve visitor opportunities; funding and staffing; marketing; revenue enhancement; and possibly changing the park's name in response to a request from the Hopi Tribe. This plan and its recommendations address each of the issue areas.

The plan provides flexible guidelines for the management and development of the park over the next five to 10 years. More importantly, the plan is based on a foundation of public input and consensus of the key stakeholders rather than by the unilateral direction of the Division.

The Planning Process

Planning for as outstanding an asset as Anasazi State Park Museum is required for the efficient expenditure of state and local funds and for the long-term protection and public enjoyment of the park's many opportunities and resources. This RMP is required by the Utah State Legislature and the Board of Utah State Parks and Recreation to guide short and long-term management and capital development.

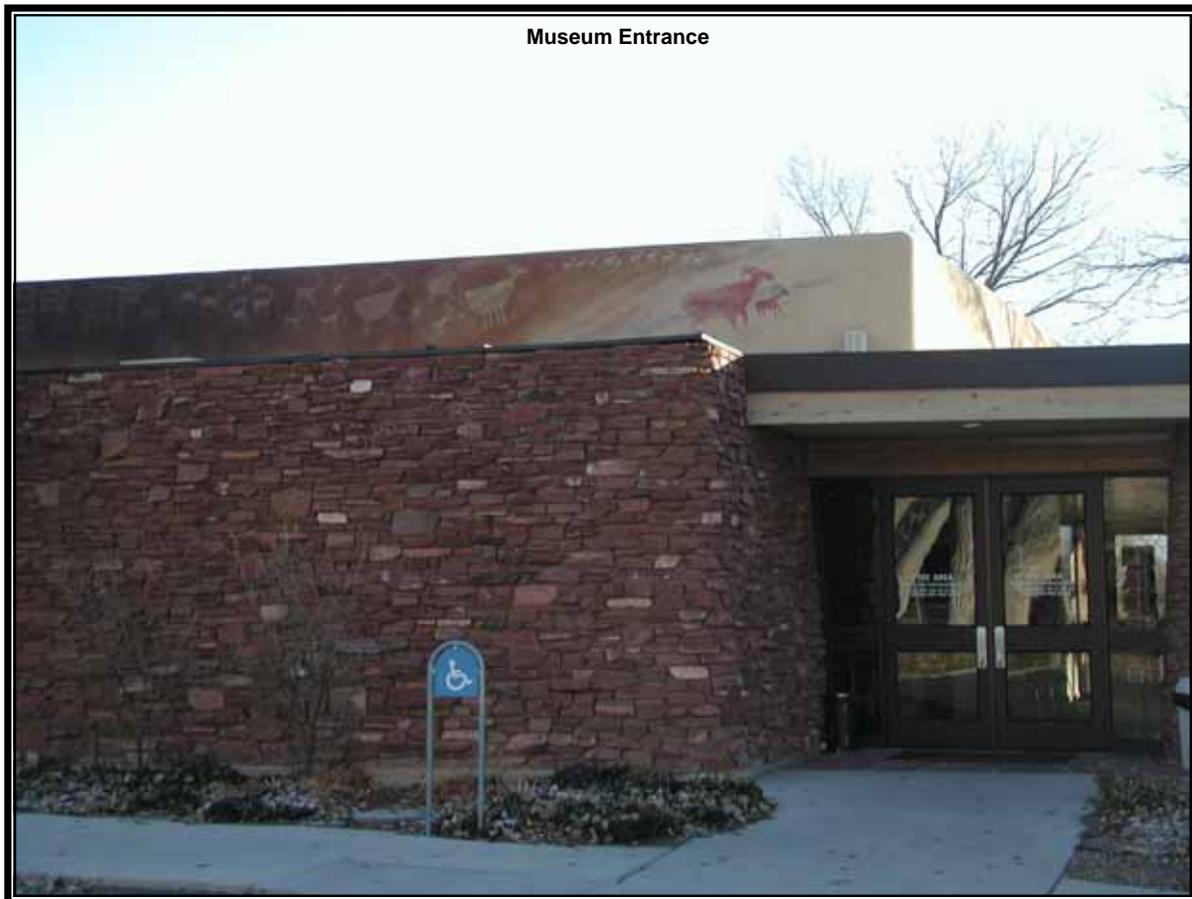
The Division's long-range strategic plan, Vision 2010, outlines the required planning actions needed to effectively meet customer recreational and leisure needs for the next five to 10 years. Vision 2010 identifies resource management planning as essential to the effective administration and operation of all parks in the Division. Under the guidance of Vision 2010, each RMP is developed around one core concept: meeting the needs and expectations of customers, visitors and the citizens of the state of Utah, while protecting each park's unique resource base. In short, the process is customer driven and resource based.

The planning process recommends acceptable changes and a future vision for the park. Specifically, the process recognizes impacts will result from use and enjoyment of the site; defines how much and what types of impacts may be accommodated while providing reasonable protection of the resources for future visitors; incorporates values of resource sustainability, quality facilities, education and interpretation for visitors; and seeks to determine the conditions under which this can be attained.

In January 2007, Division representatives met with community stakeholders to familiarize them with the planning process and the need for creating a resource management plan for the park. During this meeting, the Division solicited the names of community members and various users with an interest and expertise in the park to serve as members of a resource management planning team. Team members were selected for a variety of reasons ranging from technical expertise to interest in the park.

All team members participated on a voluntary basis and expressed a willingness to contribute a significant portion of their time and expertise to the process. Ten individuals were selected to serve on the planning team, with three representatives from the Division planning section serving as staff to the team.

The team participated in a public meeting in Boulder that was facilitated by Division planners. This meeting was an opportunity for the public to provide input for the planning team to consider as they developed issues and recommendations for the park. The team met seven times between April 2007 and February 2008 to develop the recommendations in the plan.



About the Park

The Term “Anasazi”

The term Anasazi has been used for over 70 years to refer to the Basketmaker and Pueblo people that inhabited southern Utah and Colorado, and northern New Mexico and Arizona from roughly A.D. 100 to 1300. Anasazi is an English corruption of a Navajo term that has been shown to have a variety of possible meanings. It has been translated to mean, among other things, “Ancient Enemy” or “those non-Navajos who lived beside the Navajos but not among them many generations ago.” Because of the negative implications of the term, some Pueblo people have asked that Anasazi not be used. The National Park Service has adopted the term Ancestral Puebloan (a combination of English and Spanish words).

The Cultural Preservation Office of the Hopi Tribe has officially asked Utah State Parks to remove Anasazi from the name of the park. The RMP planning team was asked to consider the Hopi request and to make a recommendation to the Division regarding the issue. The result of the team’s discussion of this issue is reported in the recommendation section of this plan.

For practical purposes, the terms Anasazi and Ancestral Puebloan are used interchangeably in this document.

Introduction

Anasazi State Park Museum was established and opened to the public in 1970 to provide access to, interpretation of, and protection for, the Coombs Archeological Site (named after a previous owner of a portion of the site), the collection of artifacts that have been excavated from the site and other artifacts from prehistoric cultures in south-central Utah. The park also interprets prehistoric cultures in the region and the

ways the local environment has shaped the cultures and communities that have lived in it.

Visitors to Anasazi State Park Museum enjoy numerous facilities in the park’s 5.9 acres. The partially excavated and roofed Coombs Archeological Site can be accessed by a concrete walkway with interpretive signs. A replica of a prehistoric dwelling is open for investigation by visitors who want to gain a better understanding of what life was like in the prehistoric village. The museum building contains interpretive exhibits, an artifact collection storage room, a small theater also used for meetings and gallery space, restrooms and a gift shop. Also housed in the museum building is the Escalante Interagency Visitor Center, which offers information on nearby BLM, Forest Service and National Park Service facilities and attractions, including the Grand Staircase-Escalante National Monument and the Dixie National Forest. Outside, there is a shady, grassy area for picnicking and community use. The park has a garage and maintenance building, a storage shed, a paved parking area and a residential trailer that is made available for museum interns, visiting scholars and non-resident volunteers. Map 2, on page 43, shows the layout of the park buildings and grounds.

Physical Setting and Relationship to the Surrounding Area

Anasazi State Park Museum is located approximately 250 road miles south of Salt Lake City in the small town of Boulder, Utah in south-central Utah. Situated along State Highway 12, a scenic byway, the park is positioned in the middle of a vast area offering a multitude of cultural and natural attractions. Boulder is situated on the southern slope of the Aquarius Plateau, between the Dixie National Forest on Boulder Mountain to the north and the scenic canyon lands of the Escalante River and the Grand Staircase Escalante National Monument to the south.

Anasazi State Park Museum serves as a gathering point for local community events and a center for local cultural heritage. The park hosts the annual Boulder Heritage Festival in July, as well as occasional small community events.

The park displays and sells artwork on consignment that is produced by artists who follow a southwestern theme. It offers unique collections that complement the artwork and products sold by other local businesses.

There are many things to do and see in the area. Within a short drive of Boulder, visitors can experience Calf Creek Falls, Hell's Backbone, Circle Cliffs, Boulder Mountain, the Burr Trail, Hole-in-the-Rock and Escalante and Kodachrome Basin state parks. Anasazi State Park Museum is located 77 miles east of Bryce Canyon National Park and 50 miles south of Capitol Reef National Park.

Park History

The ancestors of today's Pueblo peoples lived in the Four Corners area on the Colorado Plateau for thousands of years. These people are generally divided into four sub-areas: Kayenta, Chaco, Mesa Verde and Virgin. The Coombs Site most represents the sub-area identified as Kayenta (material sub-culture first described near Kayenta, Arizona). It is believed that the village was occupied from A.D. 1160 to 1235 and probably housed as many as 200 people.

When the site was first occupied, the hillsides and mesas were covered with a pinyon-juniper forest, which provided wood for houses, tools and fuel. Other abundant natural resources include sandstone, ideal as construction material; chert cobbles appropriate for stone tool manufacture; and basalt boulders suitable for construction material and milling implements.



Replica of Area Pictograph on Museum Wall

The village site is located on an alluvial fan that faces south, an ideal agricultural setting. West Deer Creek bisects the area, and was probably the primary source of water for the ancient inhabitants. The park site is covered with wind deposited sands eroded from nearby sandstone formations. Mixed into these sand deposits are basaltic boulders up to three feet in diameter. Many of these

basaltic rocks have been used as construction materials in the walls of the village structures. Crushed basalt was also used in the temper of pottery made at the Coombs Site.

In the late 1800s, the Coombs Site was known to the residents of the Boulder valley as the "Indian Mound." Professional archeological investigation of the area began in the 1920s. The Peabody Museum at Harvard University conducted archeological research in the area from 1928-1931.

In 1955 the Coombs Site was investigated by archaeologist James H. Gunnerson as part of the Statewide Archeological Survey for the anthropology department of the University of Utah. Gunnerson's interests were in the Fremont culture (a culture that was contemporaneous with the Anasazi and inhabiting some of the same lands). Gunnerson made little mention of the site, except to note that the artifacts from the site did not look like those of the Fremont.

The University of Utah conducted major excavations at the Coombs Site in 1958. The work was part of the Upper Colorado River Basin Salvage Program in conjunction with the Glen Canyon Dam project prior to the making of Lake Powell. Participants in the project failed to locate any sites in the Glen Canyon area that would compare with the archeologically rich Coombs Site. Professor Jesse D. Jennings directed the work. Local residents from Boulder and Escalante were hired to help with these excavations.

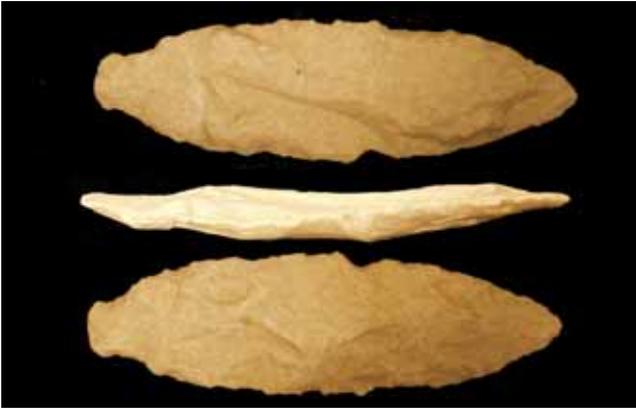
In 1959, C.J. Olsen, Utah State Park Commission Director, and Dr. Jennings met with Ephriam Coombs, Jim P. Haws and other interested Boulder residents to purchase the property. In 1960, the site and land adjacent to Highway 12 were purchased and designated as a state park. A decade

later (1970), the visitor center was built and opened to the public. Anasazi State Park was the first archeological state park in Utah and was placed on the National Register of Historic Places in 1976.

Between 1970 and 1988, park staff and volunteers continued to conduct small-scale excavations. Subsequent excavations were conducted at the northwest corner of the site in 1990 and 1991. In contrast with the excavations by the University of Utah, the investigations conducted by park staff were oriented primarily towards educational and interpretive purposes and mitigation of adverse impact due to visitor traffic. About 50 percent of the site has been excavated revealing more than 100 structures and recovering over 160,000 artifacts.

In addition to the excavations conducted at the village during 1991, mapping of a small habitation located on top of Schoolhouse Ledge was undertaken. How the Coombs Site relates to ruins on the ridge to the west is unclear. There appears to be a connection between the two sites, as the ruins on Schoolhouse Ledge exhibit similar architecture and artifact types to the Coombs Site. As of yet there is no hard data with which to compare the two sites (the ruins on Schoolhouse Ledge are privately owned and no research has taken place). Some researchers believe that the ruins on Schoolhouse Ledge are in some way related to astronomical observation.

In 1995, an expansion to rear of the museum allowed for an environmentally-controlled collections storage area. In 2005, an extension of the museum building provided additional office and retail sales space. Since 1983 there have been a number of projects to stabilize the ruins and maintain the facilities, archeological site and park grounds.



Lanceolate Projectile Point donated by Boulder residents Walt and Nina Gove, Late Paleolndian to Early Archaic (8000-6000 B.C.)

Climate

Boulder has an average annual precipitation of approximately 11 inches. Average annual snowfall is approximately 30 inches. The area has a summer monsoon season. Afternoon thunderstorms are common from July through October. These storms bring moisture from the warm oceans off both coasts of Mexico. In the heat of July and August, the violent thunderstorms are an impressive experience. They bring nearly half the year's precipitation, but more important is the timing. The monsoon season ensures that crops are allowed to finish maturing. They also recharge the tanks and waterholes needed by both humans and wildlife. This is as important today as it was in prehistoric times.

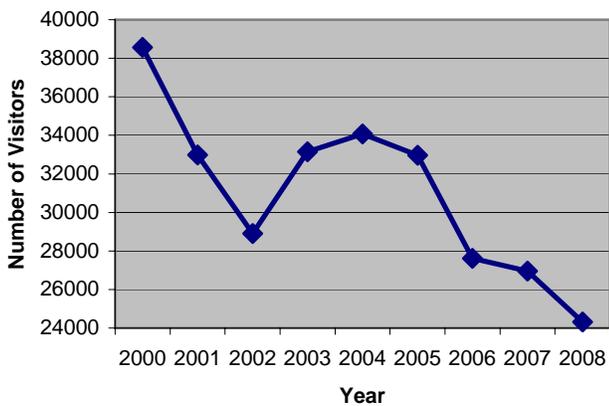
Boulder's climate is typical for its elevation on the Colorado Plateau. The mean annual air temperature is 46 to 49 degrees Fahrenheit.

There are between 120 and 140 frost-free days annually, making agriculture a viable endeavor. Temperature extremes can vary from -15 degrees to 100 degrees Fahrenheit. It is in a transitional woodland zone between semi-arid desert and coniferous alpine zones. The area's low to moderate precipitation and high evaporation/transpiration rate are typical of the Colorado Plateau.

Park Visitation and Revenue

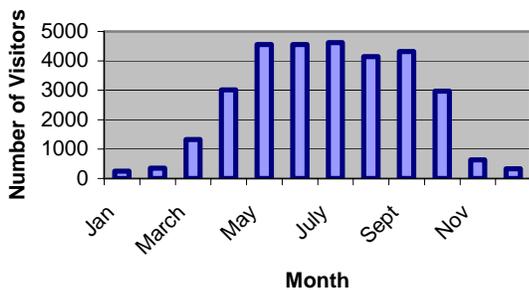
Annual visitation to Anasazi State Park Museum has ranged between 39,000 and 24,000 people since the year 2000 (Figure 1). Starting in 2004 the park's visitation has exhibited a downward trend consistent with other parks in the area. During 2008, 24,309 people visited the park.

Figure 1: Total Visitation 2000-2008



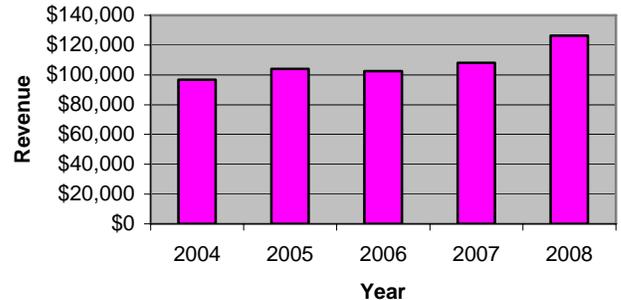
As shown in Figure 2, most visits to the park occur between April and October (92 percent). July is the busiest month, averaging of 4,622 visitors and accounting for 16.3 percent of yearly visitation. January, February and December have the least visitation, each averaging about one percent of the total visitation.

Figure 2: Average Monthly Visitation 2000-2008



The park's revenue collections from entrance fees and passes, building rentals and retail sales have been increasing steadily in recent years. Figure 3 shows that revenue collected at the park has increased from \$96,760 in 2004 to \$126,292 in 2008. The park collects 49 percent of its operating cost in revenue (the highest percent of any Utah state parks heritage park and more than many other state parks). Retail sales account for 54 percent of the total revenue collected. This is the highest ratio of retail sales to total revenue of any Utah state park.

Figure 3: Anasazi Revenue 2004-2008



Management Implications

The implications of the park's visitation numbers and economic impact are discussed in the following demographic and socioeconomic, and visitor survey sections.

Demographic and Socioeconomic Information

Demographic Information

According to the 2000 census report, Garfield County has a population of 4,735. The town of Boulder, with a population of 180, accounts for 3.8 percent of Garfield's population. While Garfield County is Utah's fourth-largest county in terms of land area, it is the least populated in terms of density with less than one person per square mile.

A visitor survey conducted at the park in 2003 indicated that most visitors (82 percent) came from outside of Utah. Thirteen percent of all visitors came from outside the United States. Of foreign countries, Germany had the most respondents with three percent of the total.

In 2000, the U.S. Census Bureau reported that Garfield County has a per capita income of \$13,349, the town of Boulder \$9,583, compared to \$18,185 for Utah as a whole. The unemployment rate in Garfield County was 5.2 percent; the town of Boulder was 9.9 percent, compared to 3.4 percent for the entire state.

Ruby's Inn, near the entrance to Bryce Canyon National Park, is Garfield County's largest single employer. The leisure/hospitality industry is the largest non-agricultural employment sector, followed by government and trades/transportation/utilities sectors.

A survey conducted by Boulder Town in 2004 showed that approximately 50 percent of the residents of Boulder are part-time residents, and 65.7 percent have lived in Boulder less than 15 years. Data also show that 52.7 percent of Boulder's residents moved here from non-Utah communities.

The socioeconomic impact of Anasazi State Park Museum extends beyond the direct revenue generated for the state, town and Garfield County. The park employs three full-time staff members, three seasonal staff members and two interns, all of who are contributing members to the local community. In the past, park employees have served on the Planning Commission, and Appeals Authority. Their presence in town meetings and community events is indicative of a connection between the park and the community that is deeper than fiscal affiliation.

The park is an active participant in the planning process that Boulder Town initiated in response to socioeconomic changes in the community. The economy of the town is shifting from a base in traditional farming and ranching activities to a focus on tourism and recreation. Not only does the park provide experiences for tourists that enrich their understanding of the area and help them to develop a sense of place, it also serves as a central point for the distribution of information on other recreational opportunities in and around Boulder. This role in the community is likely to expand in economic importance as the trend toward tourism-dependence continues.

Economic Impact

The economic impacts of annual visitation to Anasazi State Park Museum were estimated using IMPLAN Professional Version 2.01.1025 software. IMPLAN modeling software is used to estimate economic impacts during land and resource management planning.

Data from 2006 was used in this analysis. The study area includes Garfield and Wayne counties. It includes the communities of Boulder, Escalante, Torrey and Bicknell. This area also includes two other state parks,

two national parks, a national monument, a national recreation area and a national forest. Over 95 percent of land in these two counties is owned by federal and state agencies.

The economies of both counties are very dependent on tourism. For Garfield County, almost 45 percent of all jobs are tourist related – the most for any county in the state. For Wayne County, tourism-related jobs make up over 22 percent of jobs. This contrasts with the statewide average of around 10 percent. Unemployment rates are higher than the state average, a result of the seasonal and cyclical nature of tourism and the lack of economic diversity as defined by the number of business sectors.

Survey data indicates that visitors to Anasazi spent money in Boulder and other nearby towns. Input data for economic impacts include: 1) visitor spending on accommodations, supplies, vehicle expenses and restaurants, and 2) annual expenditures by Anasazi State Park Museum.

The results of the IMPLAN model indicate that Anasazi State Park Museum, with an estimated annual visitation between 25,000 and 35,000, provides for 15 to 18 jobs in the two county study area. Direct impacts of the park range from between \$850,000 and \$1 million per year. Indirect impacts (the results of purchases by businesses and institutions patronized by park visitors) and induced impacts (the results of household purchases by employees and proprietors of those businesses and institutions) range from \$195,000 to \$230,000. Figure 4 summarizes the output from the IMPLAN models (2006 dollars).

The estimated economic and employment impacts are modest for Anasazi State Park Museum. This impact is minute even in the

context of the small economies of Garfield and Wayne counties. There are almost 4,800 jobs in the two counties.

The jobs and economic impacts are distributed throughout the local towns where visitors spent money. Due to the geography of the area, the greatest economic impacts occur in Boulder, where the museum is located. The impacts on this scale are much more significant. The 2000 U.S. Census reports only 90 jobs in Boulder, with a 10 percent unemployment rate that year.

Figure 4: Economic and Employment Impacts from Visitation to Anasazi State Park Museum (2006 dollars)

IMPLAN Model	Jobs	Direct Impacts	Induced & Indirect Impacts	Total Impacts	Indirect Business Taxes
25,000 visitors	15	\$850,000	\$195,000	\$1 million	\$50,000
35,000 visitors	18	\$1 million	\$230,000	\$1.2 million	\$65,000

Data inputs on spending of visitors at Anasazi State Park Museum come from a visitor survey done during the summer of 2002 with 547 surveys completed. Respondents were grouped into three categories: day visitors, overnight visitors, and visitors traveling in large groups.

Day-use visitors are those who did not stay in the area (Boulder and nearby towns), while overnight users spent one or more nights in the area. Groups with 10 or more people in the group were considered to be large groups. The vast majority of groups were day-use visitors.

Per group per day expenditures were calculated for all respondent categories using survey data. Estimates for the number of visitor groups in each category were taken from the visitor survey. Average group size was also taken from the visitor survey. Of the three respondent categories,

large groups spent the least per person in the local area. However, the spending data for this category fluctuated widely.

Garfield County has experienced periods of population decline followed by periods of growth. These changes in population seem to be inversely related to unemployment rates. By contributing even a small number of jobs to the local economy, visitors spending money in conjunction with their visits to the park might allow residents to continue to live in the area.

Management Implications

The Division's strategic plan directs park managers to increase the impact of tourism and recreation on local and state economies. The economic impact analysis for Anasazi State Park Museum shows that impacts that are small in the context of state and county economies can be large on the local level. Any efforts the park staff can make to increase visitation to the park, get visitors to stay longer or increase the sales tax collections would benefit nearby communities greatly, especially Boulder.

Natural Hazards Analysis

The Utah Division of Emergency Services and Homeland Security conducted a natural hazard analysis and developed a Natural Hazard Mitigation Plan in 2007. This plan discussed the risks at Anasazi State Park Museum associated with flooding, earthquakes, landslides, wildfire, severe weather and drought.

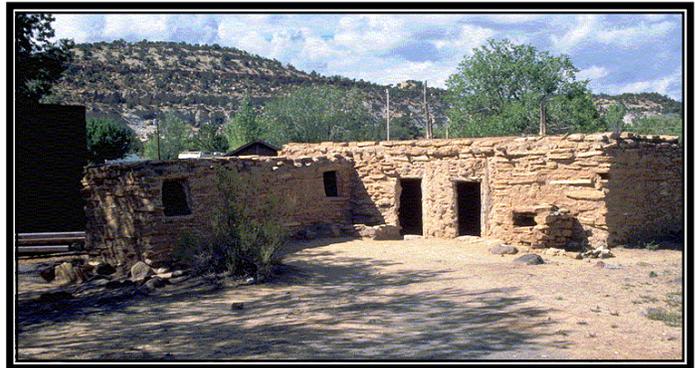
The park could be susceptible to damage as a result of flooding, particularly from water running off of Highway 12. It is recommended that park staff monitor the weather, as well as creeks and drainages in the area. The park could also be impacted by lower visitation resulting from flooding

rendering Boulder inaccessible. Heavy snowfall could have the same impact on the park.

The park could experience primary impacts from local earthquakes, including possible problems accessing excavation sites and damage to artifacts; managers should be prepared to address these impacts. The park could experience economic impacts from a large magnitude earthquake on the Wasatch Front.

The park is located in an area defined as having a moderate risk of wildfire, though there are high-risk areas nearby. Local wildfires could affect attendance and air quality, and it is recommended that managers monitor local wildfire mitigation and response activities and distribute wildfire awareness materials.

Drought could impact the local economy, and the park could be impacted economically by a decrease in water supply. It is recommended that park staff monitor drought conditions and make efforts to conserve water.



Replica Prehistoric Dwelling

Visitor Survey

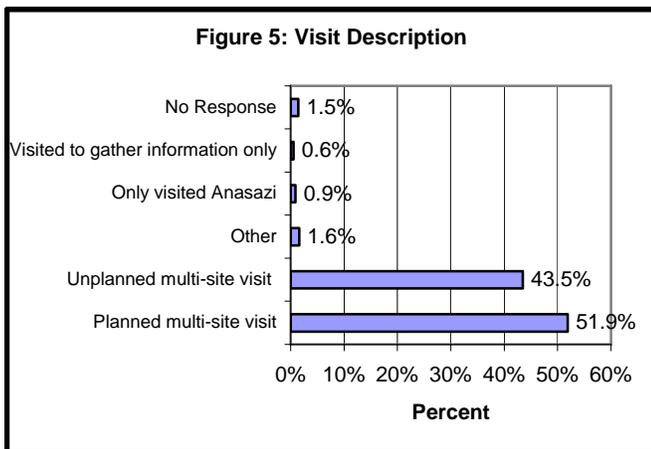
Summary of Results

The Division administered a visitor survey from March 4 to July 31, 2002. The purpose of this study was to provide a better understanding of current area users. The survey measured visitors' satisfaction with existing facilities and services at the Anasazi State Park Museum.

Two other areas explored in this study were the visitors' Internet use concerning information about Anasazi State Park Museum and the economic value of the park to the local communities and counties. Basic demographic information was also gathered.

Based on visitation totals for the park, it was determined that 245 returned surveys would be necessary to achieve an overall sampling error of no more than five percent at the 95 percent confidence level. Of the 727 questionnaires that were handed out, 547 were returned for a 75 percent response rate. Results of interest are summarized below. This information provides important insight about visitor use patterns, activities, needs and concerns.

Anasazi was One Stop in Many



Over 94 percent of respondents reported that the park was one stop in a multi-site trip. Fifty-two percent indicated that Anasazi was

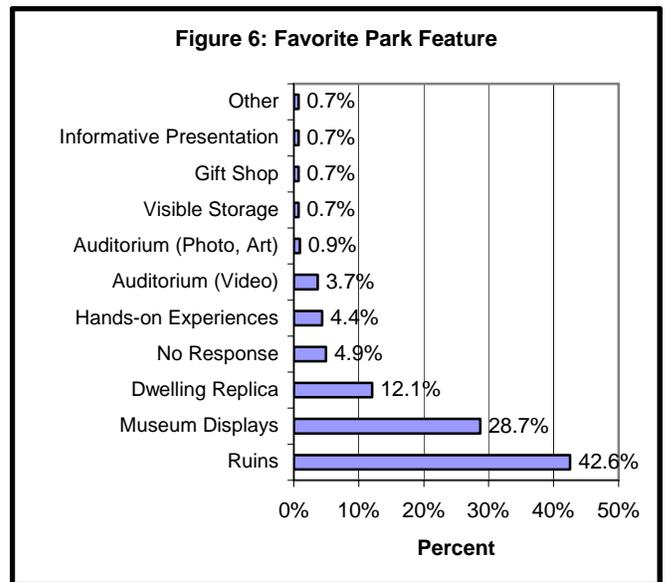
a planned stop, but over 43 percent responded that their visit was unplanned. Other sites respondents visited were Bryce Canyon and Capitol Reef national parks, Grand Staircase-Escalante National Monument, and Escalante and Kodachrome state parks.

Most Respondents were First Time Visitors

Of the respondents, 81.4 percent were first-time visitors to the park.

Ruins were Favorite Park Feature

The excavated ruins, museum displays and the replica dwelling were the most popular park features to respondents.



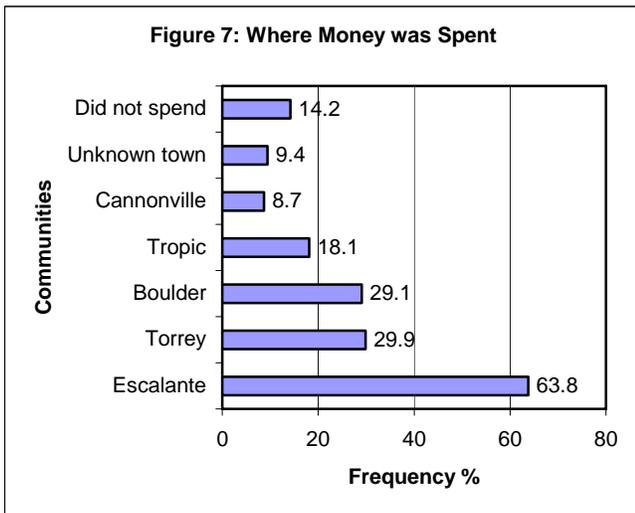
Most Visitors Live Outside of Utah

Eighty-six percent of respondents were from the United States. Of those, 20.5 percent of respondents were from Utah, and 17.6 percent were from California. Residents of 39 other states completed the survey in smaller numbers. Among non-U.S. residents, Germany, England, Canada and the Netherlands had the most responses.

Most Respondents Spent Money in Boulder or Nearby Communities

Respondents provided information on expenditures (by their entire group) for motels/hotels, campgrounds, restaurants, vehicles, activities and supplies associated with their visit to the park. Forty-three percent of respondents indicated that they spent money in Boulder, while 40 percent spent money in Escalante, and 38 percent in Torrey.

As reported in the Issues and Recommendations Section, the planning team considered the results of the visitor survey and made recommendations to improve the dispensing of information about the park. They also recommended physical changes to the park entrance to attract more visitors from those passing by.



*Note: Multiple answers can total over 100%.

Management Implications

For more than 90 percent of visitors, their visit to Anasazi State Park Museum is just one stop of many on their trip. A high percent (41.5) indicated that their visit to the park was unplanned. Nearly 80 percent of visitors were from outside Utah. These factors would indicate that there might be some competition among the attractions in the area and that more information about the park should be made available to potential visitors before they get to the park area. It would appear that many people are driving through the area without any idea the park exists. Traffic data shows that only a small percent of those driving Highway 12 actually stop at the park. Perhaps more could be done to attract those who drive by without stopping.

PARK RESOURCES

Part of the mission of Anasazi State Park Museum is to protect the cultural and natural resources that can be found in and around the park and to educate visitors about these resources and the prehistoric people who inhabited the area of present-day Boulder, Utah. To do this, the planning process calls for an inventory and analysis of park resources. It is essential that management decisions affecting the park's resources be based on reliable information. Inventory and analysis of park resources also provides a basis for evaluating the potential for finding additional archeological resources and knowledge within and around the park. An understanding of the setting of the Coombs Archeological Site is essential to interpretation of the Ancestral Puebloan village for museum patrons and Boulder residents. This section provides analysis of Anasazi State Park Museum's geological, biological and cultural resources, including prehistorical and historical information about the Coombs Archeological Site and surrounding area.

Geological Resources

Anasazi State Park Museum contains no significant geological resources. However, it is located in an area rich with geological features including the fantastic canyons, mesas and other scenic formations in the Escalante Canyons Section of the Grand Staircase Escalante National Monument. The geology of the site consists of wind and stream deposited soils in the flood plain of West Deer Creek. The creek is a tributary of the Escalante River originating on Boulder Mountain in the Dixie National Forest. The park site sits atop a small knoll consisting of stream deposited alluvial clay soils covered by windblown sands.

There are no known paleontological resources in the park.

Biological Resources

The park supports several plant species characteristic of the pinyon/juniper woodland ecozone including Utah juniper (*Juniperus osteosperma*), pinyon pine (*Pinus edulis*), cottonwood (*Populus fremontii*), sagebrush (*Artemisia tridentate*), rabbitbrush (*Chrysothamnus spp.*), manzanita (*Arctostaphylos spp.*) and buckthorn (*Rhamnus spp.*). Other flora present on the site includes four-wing saltbrush (*Atriplex canescens*), globemallow (*Sphaeralcea gossulariifolia*), ricegrass (*Oryzopsis hymenoides*), crested wheatgrass (*Agropyron cristatum*), prickly pear cactus (*Opuntia phaeacantha*), yucca (*Yucca Utahensis*), as well as other native grasses and many seasonal wildflowers. Species of special concern found in the park are invasive Chinese elm (*Ulmus sp.*), Russian olive (*Elaeagnus angustifolia L.*), and cheatgrass (*Bromus tectorum L.*).

Native animals migrate in and out of the park on a regular basis and are usually observed mornings and evenings when visitation is low. Mammals include mule deer (*Odocoileus hemionus*), black-tailed jackrabbit (*Lepus californicus*), desert cottontail (*Sylvilagus auduboni*), and two primary species of mice (deer mouse – *Peromyscus maniculathus*, and pinyon mouse – *Peromyscus truei*). Bird species observed at the park include several species of migratory birds and occasionally Merriam's wild turkey (*Meleagris gallopavo Merriam*) that are seen in the winter months. Reptiles include sagebrush lizards (*Sceloporus graciosus*), eastern fence lizards (*Sceloporus undulates*) and gopher snakes (*Pituophis catenifer*).

There are no known sensitive species or species of concern found in the park.

Cultural Resources **Area Prehistory and History**

Figure 8: Pecos Classification of Southwestern Archeology (with some distinguishing characteristics)

- **Paleo-Indian** (11500 B.C. – 6500 B.C.): Small foraging bands; camping in open sites; hunting large animals with spears
- **Basketmaker I** (6500 B.C. – A.D. 1): Switch to smaller game; seasonal use of caves; human burials; rock art, first corn and squash grown
- **Basketmaker II** (A.D. 1 – 500): Shallow pithouses; use of storage cists; atlatls, excellent baskets
- **Basketmaker III** (A.D. 500 – 700): Established villages with deep pithouses or slab houses; bow and arrow; beans grown
- **Pueblo I** (700 – 900): Some large villages with pueblo construction (masonry above-ground); kivas; basket work declines, while pottery develops; cotton used for cloth
- **Pueblo II** (900 – 1100): Large apartment houses; great kivas; corrugated pottery
- **Pueblo III** (1100 – 1300): Large multi-storied pueblos and cliff dwellings and towers; craft specialization; artistic production; distinctive black and white pottery
- **Pueblo IV** (1300 – 1600): large pueblos centered around plazas; Katchina cult; 10 to 15-fold increase in ratio of rooms to kivas; great kivas disappear; red, orange and yellow pottery develops; abandonment of Four Corners area; population shift to Rio Grande and Little Colorado regions and Hopi mesas
- **Pueblo V** (1600 – Present): Katchina cult material manifestations, including representations in kiva murals; use of enclosed plazas, and rectangular kivas; first contact with Europeans

Regional Prehistory

People have inhabited the Four Corners region of the United States, including the Glen Canyon region of southern Utah that surrounds the current park, since the last ice

age (ending about 10,000 years ago). The major cultural-developmental periods for the area are discussed below. These include the Paleo-Indian, Archaic, Formative, Late Prehistoric and Historic Periods. The Pecos Classification System of southwestern archeology has been used since 1927 (Kidder 1927) to describe the development of the Ancestral Puebloan culture (Figure 8). How the stages of the Pecos Classifications fit into the larger developmental periods is described below.

The Fremont, a distinctly separate culture, also inhabited the area during the time the Coombs Site was occupied. Modern cultural groups, including the Hopi Tribe, Kaibab Band of Paiute Indians, Skull Valley Band of Gosiute Indians, Paiute Indian Tribe of Utah, Pueblo of Laguna, Pueblo of Nambe, Pueblo of Zia, Pueblo of Zuni, Uintah and Ouray Ute Tribe, and the Northwest Band of Shoshone have claimed to be descendents of these ancient peoples.

Paleo-Indian Period (11500 to 6500 B.C.)

Based on archeological evidence, the earliest known human inhabitants of the area were groups affiliated with the Paleo-Indian period, characterized by nomadic big game hunters known by their distinctive, finely made Clovis and Folsom projectile points (named for the areas in which they were first identified). This period is relatively poorly represented in southern Utah. However, several Clovis points have been found in southern Utah, including one found within two kilometers of Boulder, Utah, that is currently on display at Anasazi State Park Museum.

Archaic Period (6500 B.C. to 500 B.C.)

The term Archaic Period has replaced the “Basketmaker I” stage of the original Pecos Classification. The Archaic peoples were hunter and gatherers whose lifestyle developed after the extinction of the large

Pleistocene life forms. Their lithic point types and debris are characteristic of hunting smaller fauna and usually found in association with open-hearth sites and rock shelters. Atlatls (dart throwing stick) and diagnostic dart points replaced spears as the primary hunting weapon. The Archaic people are thought to have followed a seasonal residence pattern based on the availability of subsistence resources.

Basketmaker II/Early Agricultural Period (500 B.C. to A.D. 500)

Like Basketmaker I, the term Basketmaker II will likely be replaced by the more inclusive term, Early Agricultural Period. In the northern Southwest, this marks the introduction of maize-based village agriculture as opposed to the simple presence of maize in caches and rockshelters. The data show a clear continuum of the south-to-north, early-to-late spread of village life beginning in northern Mexico-southern Arizona as early as 2000 B.C.. The atlatl was the primary hunting weapon as it had been during the Archaic. Villages typically consisted of several pithouses in combination with bell-shaped storage cists. Ceramics are rare but not altogether absent.

Formative Period (A.D. 600 to 1300)

The Formative Period includes the Basketmaker III, and Pueblo I, II and III periods. Basketmaker III marks the onset of the early Formative Period. By A.D. 700, several significant changes in technology occur from the Basketmaker III to the Pueblo I period. These changes include the switch from atlatl to bow-and-arrow, the introduction of pottery (though some pottery is known from the Early Agricultural Period, ceramics were now much more prevalent), pit house to course masonry architecture, and changes in rock art styles. Basketmaker III and Pueblo I habitation sites have not been evidenced in the Glen Canyon region.

However, recent research in the nearby Capitol Reef area indicates Archaic to Formative representation in a few recorded sites.

During the Formative Period both the Fremont and Ancestral Puebloan occupied the area during the late Pueblo II to early Pueblo III formative period around A.D. 1100 to 1300.

The Pueblo III period, dating A.D. 1150 to 1300, appears to be poorly represented in the Glen Canyon region and southern Utah appears to be largely depopulated by A.D. 1250 to 1300. This time period is characterized by localized abandonments throughout the Four Corners region as populations transitioned into fewer and larger villages further south into the Kayenta region.

The park's Coombs Archeological Site was occupied and abandoned early in the Pueblo III period. Dendrochronology (tree-ring dating) and dating of ceramic materials have indicated that the site was occupied between A.D. 1130 and possibly as late as A.D. 1235. Preliminary affiliation studies have suggested that the site was associated with the Kayenta or Virgin branches of the Anasazi, with some influence from neighboring Fremont groups.

Late Prehistoric (A.D. 1300 to 1600)

Early historic documents indicate that Numic speaking (Ute and Paiute) people were occupying the Escalante Canyons and Glen Canyon region during the late 1700s. These peoples left few artifact remains of their presence. In addition, there is written and oral documentation of Numic and some Navajo presence in the area.

Historic Period (A.D. 1600 to present)

The Utes and Paiutes were still using the area when Europeans first entered the region. The historical background for the

discovery of the Coombs Site rests with military and scientific exploration of the area, and the establishment of Mormon settlements.

In August 1866, Captain James Andrus led a cavalry company from the Kaibab Plateau to the mouth of the Green River. After being diverted by the impassible upper canyons of the Escalante River, Andrus and his men had to go north onto Boulder Mountain following the Pine Creek drainage.

A.H. Thompson, a United States Geologic Survey map maker, made several map-making trips through the region. Thompson named many of the local features during surveys in 1872, 1874, and 1875. In 1875, Thompson visited Boulder Creek and Harris Wash near present-day Boulder.

Mormon communities were established in the late 1840s on the Wasatch Front, Mormon colonists were soon dispatched southward. By the late 1800s, there were a number of Mormon communities in south-central Utah. Mormon stockmen used the eastern portion of the region as early as 1879. The Town of Boulder was established in 1889.

Cultural Resources

Significance of the Coombs Archeological Site and Collections

The Coombs Archeological Site is one of the northernmost settlements of the known prehistoric Puebloan world. From the site, a large geographic area, with many prominent landmarks, is visible. These landscape features appear to be a significant part of the site's social geography.

Within an eight-mile radius of the site there are six perennial streams that flow generally south, off the Aquarius Plateau (Boulder Mountain) into the Escalante River, which

passes 10 miles south of Boulder. These streams and their riparian resources were critical to the ancient inhabitants of the Coombs Site and the surrounding area just as they are to today's residents.

The Coombs Site consists of over 100 structures, including pueblos, pit houses and a ramada. The site was listed on both the State and National Registers of Historic Places in 1971 for a number of reasons. The site retains its aesthetic integrity – that is, there is still a sense of the site's significance in the local and regional cultural geography.

The site and its artifacts are associated with significant events and cultural habitation patterns in prehistoric times. The artifacts from the site and their associated records are preserved, stored and available for further study. The site has revealed preliminary information about the chronology and cultural affiliation of the inhabitants, prehistoric building technology, village layout, trade and exchange and the association of the site with regional cultural traditions (i.e., Kayenta and Virgin Anasazi).

Further study could yield more important information about tool use and manufacturing, prevailing climatic conditions, subsistence patterns, the timing and magnitude of village growth and change over time, village social organization, and more detailed knowledge about the nature and extent of the pueblo's interaction with other villages in the regional Ancestral Puebloan world.

Over 150,000 artifacts from the site are stored in the park's collection repository within the museum building. The collections include manufactured clay, stone and organic artifacts. The repository is not officially accredited, but it is maintained in compliance with accreditation standards, including maintenance by a full-time,

professional curator, annual inventories and inspections, and professional archival practices, in addition to protection from theft, fire, humidity and extreme temperatures. The public can access the stored collections for scientific and educational use. Some artifacts excavated from the Coombs Archeological Site are on loan to the Utah Museum of Natural History, while others are held at the Peabody Museum of Archaeology and Ethnology at Harvard University in Cambridge, Massachusetts.

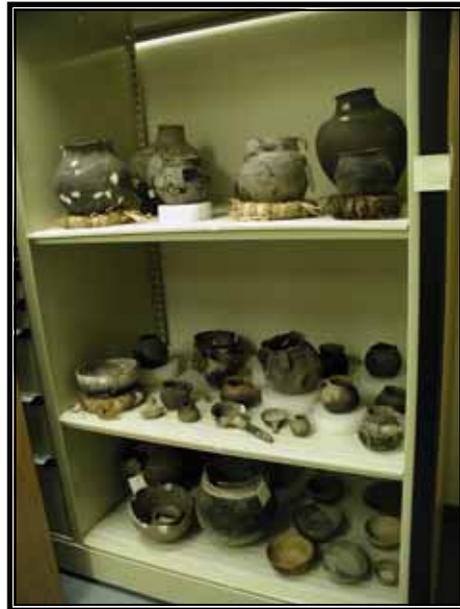
Substantial record archives are also stored in the park's collection repository, including original archaeological surveys and excavation records, laboratory analysis records, photographs, archival copies of original archaeological reports and ethnographic oral interviews and transcripts. A full set of duplicate records is located off site with the Utah State Archives and Records Service.

Native American Graves and Repatriation Act

The passage of the 1990 Native American Graves Protection and Repatriation Act (NAGPRA) created new responsibilities for the Museum/Repository. NAGPRA directs museums and repositories to inventory all human remains and funerary objects (associated with funerals or burials), sacred objects, and objects of cultural patrimony. Inventories are to be sent to tribes that are likely to be culturally affiliated with the cultural items, and to the Departmental Consulting Archaeologist, U.S. Department of the Interior. Ultimately, NAGPRA provides for the repatriation of cultural items to culturally affiliated tribes.

The park has a number of these items in its collection. The Peabody Museum and the Utah Museum of Natural History also have NAGPRA items from the Coombs Site in

their collections. The Utah Museum of Natural History has indicated that they will return these objects to the park, once the park determines how to repatriate them. The Peabody Museum has indicated that they will not permanently return any of their collections to the park.



Pottery in Museum's Visible Storage

The U.S. Bureau of Reclamation is completing a cultural affiliation study for the Glen Canyon National Recreation Area. Its goal is to determine what current tribes are affiliated with cultural items from the study area. The Coombs Site is included in this study, and it is hoped that the results of the study will help guide the park in meeting the requirements of NAGPRA.

Archeological Research

A Harvard University team examined the Coombs Site in 1927, and recognized that the site had Ancestral Puebloan affiliation based on ceramics and architecture. As part of the Glen Canyon project, the University of Utah excavated architectural features within Coombs Village during the summers of 1958 and 1959.

Since the site became Anasazi State Park Museum in 1960, small-scale excavations, primarily between 1970 and 1991, have added to the collections. Disagreements continue among ceramicists over the cultural affiliation of the site. Some argue for a Kayenta Anasazi cultural affiliation based on their analysis of the ceramics, while others believe that many of the ceramics were misidentified and should instead be classified as Virgin Anasazi pottery wares.

As at Virgin Anasazi sites, kivas (circular ceremonial rooms) were absent and storage rooms were abundant. Excavations at the Coombs Site exposed 96 rooms constructed with either jacal (stick and mud) or masonry (stone) walls. Over two-thirds of the masonry rooms were used for storage. Ten pit houses and a roofed outdoor structure (ramada) have been identified. Because the bulk of the Coombs Site was constructed and occupied contemporaneously, the community appears to have been planned.

Evidence indicates that the occupants of the Coombs Site were primarily farmers. Relatively few wild plant remains were found at the site, but the remains of cultivated plants (corn and squash) were abundant. Implements of cultivation, such as stone hoes, have been found. Trough metates and large manos, grinding stones thought to have been used to mill cultivated grains, were found at the site. Recent investigation of imbedded clay particles in the grinding stones reveal that the grinding stones were also used to process clay and temper for pottery construction.

A palynological study (pollen grains and plant parts) at the village and other evidence indicates a marked change in the local plant community during the village occupation. Surrounding woodlands were replaced with weedy-annual plants that often grow on disturbed, agricultural soils.

The residents of Coombs Site also engaged in hunting large and small animals. The remains of large prey animals, predominately mule deer and bighorn sheep, were identified. Rabbit bones dominate the smaller mammal remains. The remains of domestic dogs were also found.

In general, the Coombs Site was a permanent habitation site whose residents used the surrounding countryside to supplement their farming activities. Extensive lithic scatters (remnants of stone tool making) and campsites support the hypothesis that the villagers ventured into the higher elevations on a seasonal basis to hunt animals and collect plants.

Management Implications

The park's resources are priceless, both in a monetary sense and, more importantly, in a cultural heritage sense. Protection of the cultural resources is of utmost importance. The village site and the artifacts from it provide glimpses into the lives and social structure of these prehistoric people. Much scientific knowledge can still be obtained from these resources and the Division has a moral and legal responsibility for their care. The Division also has the responsibility to provide for the public understanding and enjoyment of this portion of our state's heritage.

The team recognized the importance of the resources and the responsibilities of the park and Division in protecting them for the future to provide knowledge to researchers and the public. Most of the recommendations in the following Issues and Recommendation Section address the stewardship responsibilities of the Division for the park and its precious resources.

Issues and Recommendations

The planning team identified a number of issues at the park. Each of these issues was identified by various means, including input from planning team members and the public at large through a public meeting, visitor surveys and team meetings. An analytical technique used to determine the park's strengths, weaknesses, opportunities and future threats (known as a "SWOT" analysis) helped in the development of these issues. A specific description or statement summarizing each issue was constructed to clearly identify and articulate each problem or challenge.

A number of constraints (e.g. available funding, sufficiency of staff, facility location and design, federal regulations, etc.) will need to be addressed prior to issue resolution. Team members, planning staff and Division experts identified some of the limiting factors that may hinder implementation of a specific team recommendation.

The planning team developed specific recommendations for the identified issues. The team's recommendations were arrived at by consensus of opinion unless otherwise identified. The team also emphasized that recommendations be consistent with the mission and vision statements.

The eight issue areas forming the basis of the team's recommendations include: 1) resource management; 2) interpretation and education; 3) community relations and support; 4) facilities and development; 5) funding and staffing; 6) marketing; 7) concessions and revenue; and 8) changing the park name.

Resource Management

The park has a variety of resources to protect and manage, including the excavated

and unexcavated portions of the site, the museum building, replica dwelling, cultural artifacts and museum grounds.

Issue Area: Resource Management

Key Issues:

Protect and Manage Resources

- Archeological site management
- Maintain and improve the replica dwelling
- Manage the museum's collection of artifacts
- Manage and maintain the site and museum grounds
- Acquire stewardship and access rights to local archeological sites associated with the Coombs Site
- Resolve issues with Native American Graves Protection and Repatriation Act cultural items

Issue: Protect and Manage Resources

The park exists because of the prehistoric village located within its boundaries. The ruin needs ongoing maintenance for protection and to allow research to continue at the site. The replica dwelling gives visitors a unique chance to experience the prehistoric lifestyle. It needs to be maintained to allow this use. The park has many thousands of artifacts that require special care for their maintenance. Specific handling is required for some of these artifacts by the Native American Graves Protection and Repatriation Act.

Recommendations

1. Archeological site management.

- Continue the partnership with the Hopi Cultural Preservation Office and the Hopi Foundation to implement the elements of the ruin stabilization plan. Look to supplement existing Division

funds with other monies to keep up with the rising cost of stabilization efforts.

- Develop research goals for a more complete study of the site. Future excavation should only be done to advance research goals or for site protection and stabilization.
- Excavation will not be conducted without tribal consultation.
- Explore and map unexcavated portions of the site using non-invasive technologies, such as ground-penetrating radar.
- If it is practical, volunteers such as those paying to attend a field school may be used, with staff supervision, to conduct stabilization or excavations. This may generate some revenue for the park, but more importantly, this activity would advance research goals while providing interpretive and learning opportunities to participants.
- The park should partner with private landowners and other agencies to investigate off-park archeological resources, possibly using volunteers as mentioned above.

2. Enhance visitors' emotional experiences by improving and maintaining the replica of a prehistoric dwelling. The replica dwelling is one of the most popular and oft photographed elements in the park.

3. Manage the museum's collection of artifacts.

- Continue professional management of the artifact collection as outlined by agency guidelines.
- Increase knowledge of the site by continuing to provide researchers with access to park collections.
- Support continued and additional scientific study at the park, and

encourage researchers to publish their findings.

- Pursue acquisition, loan or return of objects that have been removed from the Coombs Archeological Site and surrounding area.
- Develop a repository at the park for artifacts that were collected in the Boulder/Escalante area, most of which are now housed outside of the area. Consider this only if there is full and ongoing financial support from another agency or institution.

4. Manage and maintain the site and museum grounds.

- Develop a site plan for the museum grounds that:
 - Uses native plants and xeriscaping where it is possible and practical.
 - Considers soil stabilization, fire control, ease of maintenance and interpretive opportunities in the design.
 - Maintains the lawn area for community and visitor use.
 - Includes a Puebloan garden with perennials, squash, beans, corn and gourds from authentic seed sources.
 - Improves the appearance of the park entrance and road frontage to attract and invite visitors to stop as outlined in the Facilities and Development Issue Section.
- Solve erosion issues on neighboring lands by meeting with landowners to find a mutually acceptable solution to these problems (in particular, erosion along the edge of the road on the southern side of the park).

5. Acquire care taking and/or access rights to local archeological sites associated with the Coombs Site.

- If they are amenable, work with the owners of the Schoolhouse Ledge archeological site near the park to ensure that the site receives adequate stewardship and monitoring. If possible, the park should arrange for occasional access for educational purposes. Schoolhouse Ledge is an archeological site associated with the Coombs Site that is located on private land.

6. Resolve questions about the Native American Graves Protection and Repatriation Act collection items.

- The U.S. Bureau of Reclamation (BOR) is conducting a cultural affiliation study that includes the Coombs Site. After the BOR finishes their study, the Division should consult with the affiliated tribe(s) (as determined by the BOR study) and other agencies as necessary to determine what actions to take with the human remains and funerary objects associated with the site.
- If consultation shows it is desirable, the remains and objects could be reburied at the park, not necessarily where they were unearthed, but perhaps in an exploration trench from a previous excavation.

Interpretation and Education

While the park does have an active interpretation and education program, there may be opportunities to improve existing efforts and to add to the park’s program where needed. In particular, the team thought that the park should offer programs for children and adults that create

understanding and respect for prehistoric and other cultures with the intended result of reducing vandalism and accidental damage to cultural resources.

Issue Area: Interpretation and Education

Key Issues:

-  Improve Existing and Offer Additional Interpretive and Education Programs, Exhibits, Signs and Printed Materials
 - Continue current programming
 - Offer additional educational and interpretive programs and training
 - Improve exhibits and displays
 - Generate additional publications

Issue: Improve Existing and Offer Additional Interpretive and Education Programs, Exhibits, Signs and Printed Materials

The park’s mission, in part, is to educate visitors about the prehistoric cultures that inhabited the area of present-day Boulder, Utah. The park’s vision statement directs the Division and staff to accomplish this by developing and maintaining facilities that offer safe and suitable educational and recreational opportunities for visitors. The park can also meet its vision by offering engaging and interesting interpretive and educational programs and materials that enhance the visitors’ experience and appreciation of the park and surrounding landscape. The planning team suggests that a comprehensive interpretive plan be developed for the park, and that the Division and staff include or implement the following recommendations. Additional staff may be required to complete some recommendations.

Recommendations

1. Continue current programming.

- Providing curriculum-based programs for K-12 schools in the local area.
- Offering programs using a movable (suitcase) exhibit.
- Continuing to work with tribes and tribal members to offer guest lectures and performances. These have been very popular in the past and should be expanded with more funding.
- Expanding interpretation efforts to include sites within a 10-kilometer radius to offer a regional perspective.
- Developing, and periodically changing, temporary exhibits (such as pottery reconstruction and an exhibit on past excavation teams) to provide new learning opportunities to visitors and encourage repeat visitation.
- Providing community evening programs at the park and other venues.
- Hosting the Boulder Heritage Festival.
- Partnering for archeological hikes with local outfitters by providing lectures at the museum, then accompanying groups on trips to off-park archeological sites.
- Working with educational groups and field schools as requested and as staff is available.

2. Offer additional educational and interpretive programs and training.

- Provide outreach to schools outside of the local area, perhaps with a web-based interactive program. This may require additional staff to accomplish.
- Provide programs for school aged children that instill an appreciation of archeological and other resources

by educating them about the past, while relating the challenges faced by prehistoric peoples to those of the area's current inhabitants.

- Provide on-site summer school programs for children to work on projects and learn about archeology.
- Hold ecology day programs at the park for children from the extended area to learn about care and respect for archeological and environmental resources by expanding on an existing program offered by Capitol Reef National Park.
- Focus on educational programming – particularly off-park programs – during the off-season of November through February.
- Provide training for park staff and area business employees by:
 - Improving customer service training and the information manual for staff so they might speak more knowledgably about the park and its resources, the surrounding area and local businesses and attractions.
 - Helping to arrange and sponsor a Super Host training program for all park staff, local business employees and community members. Training would familiarize attendees with opportunities offered at the park and in the surrounding area. It would teach techniques for hosting and providing information to visitors, and may encourage repeat and longer visits to area. Consider offering training to the broader Highway 12 area, from Bryce to Torrey.

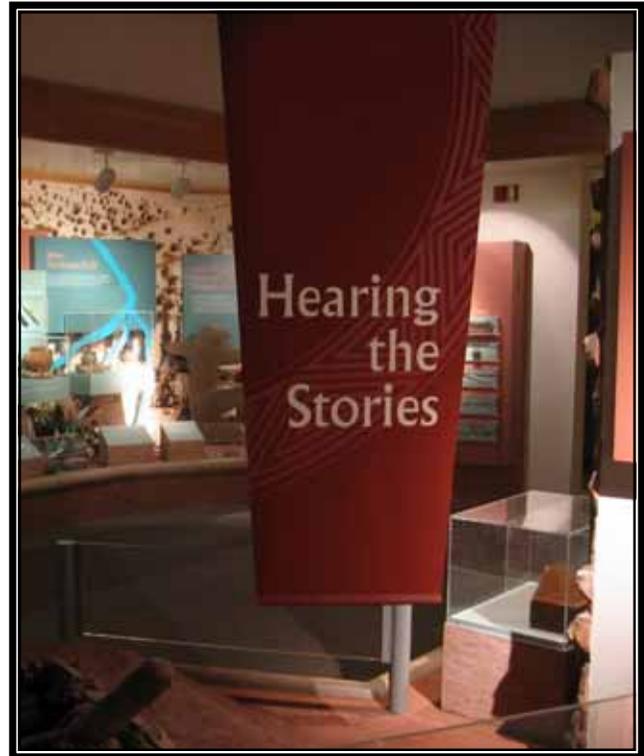
- Partner with others to provide information, as well as interpretive and educational opportunities:
 - Partner with Boulder Town, the BLM and the Forest Service to share the costs of offering enhanced programming, such as an Archeology Summer Camp and other multi-day educational programs and conferences. Participants in these programs could be housed at camping areas away from the park.
 - Develop mutually beneficial educational programs with other federal and state agencies.
- Provide staff dedicated to directing volunteers in stabilization, excavation and exploration programs.

3. Improve exhibits and displays.

- Improve interpretation opportunities throughout the park by evaluating the effectiveness of current offerings (park staff or a contractor may complete this assessment) and by changing, upgrading and renovating current exhibits and displays.
- Provide more interpretive exhibits that can be easily changed to keep content fresh and to offer return visitors new information and opportunities.
- Add exhibits and panels to inform visitors about area attractions.
- Develop a Boulder heritage exhibit that would tie more recent Boulder history with the pre-history of the area, focusing on the challenges of living in this remote area. A temporary exhibit could focus on the continuation of agriculture in the area by different cultures. Another subject could be the use of ancient

irrigation systems in the Boulder area.

- As mentioned in the Resource Management Section, improve and maintain the replica dwelling.
- Provide translations of exhibits in more languages.



Museum Exhibits

4. Generate additional publications.

- Investigate providing a brochure that identifies and interprets historic and important cultural sites in and around Boulder, being careful not to encourage visitors to trespass on private property or sites that are sensitive to impacts.
- Provide translations of printed materials in more languages than just French, Dutch and German.
- All printed materials should be available as downloads on the park's website.

Community Relations and Support

The planning team and park staff realized that to be successful, the park must have the support of the local community. It is also a goal of the Division that all parks be perceived as valuable assets and partners in their communities.

Issue Area: Community Relations and Support

Key Issues:

-  Build and Maintain Community Support**
 - Develop guidelines for displaying art in the auditorium
 - Create a friends group for the park
 - Involve the community in the development of a Boulder heritage exhibit
 - Increase use of the park and its facilities as a local community center for meetings and other events.
 - Host additional community festivals
 - Partner with others for outreach programs
 - Use the RMP team as an advisory group

Issue: Build and Maintain Community Support

The success of the park will require the support and advocacy of the local community. This support would help the park to achieve its mission and complete the recommendations in this plan. The planning team developed the following recommendations to help build local support and to better serve the community and state.

Recommendations:

- 1. Develop guidelines for displaying art in the auditorium. Consideration should be given to the following criteria:**

- Continue to allow artwork with a southwestern theme.
- Require that the artists themselves be locally or regionally based, and include justification in their applications of how their artwork furthers the mission of the park.
- Have the selected artists provide personal profiles and labels for their artwork.

- 2. Create a friends group to provide advocacy and support for the park and its programs.**
- 3. Involve the community in the development of the Boulder heritage exhibit mentioned in the Interpretation and Education section, and seek suggestions for other ways to integrate the community into museum functions while advancing the park's mission.**
- 4. Increase use of the park and its facilities as a local community center for meetings and other events.**
- 5. Host other festivals, such as a winter solstice festival.**
- 6. Partner with the community to explore outreach programs.**
 - For example: consider a cultural exchange between Boulder children and children from the reservations. Both groups of children could work together to repair the park's replica dwelling and then work on a project benefiting the reservation.
- 7. Consider using the RMP team as an advisory group for issues requiring public input and support.**

Facilities and Development

The planning team considered how well the existing facilities meet current demand and what improvements may be needed in the future. Their recommendations will improve the utility of the museum building and will welcome and attract visitors.

Issue Area: Facilities and Development

Key Issues:



Improve Existing Facilities

- Repaint and retrofit the auditorium with improved lighting
- Improve the appearance of the park entrance and road frontage
- Expand the auditorium for more exhibit space and to accommodate larger groups
- Make efforts to be an environmentally sustainable operation
- Enhance accessibility for the disabled
- Support community efforts to provide safe and convenient access for visitors between attractions in Boulder

Issue: Improve Existing Facilities

Some existing park facilities are in need of improvement. Walkways and museum doors require enhancements to meet requirements of the Americans with Disabilities Act (ADA). The planning team suggested enlarging the existing meeting room and theater to accommodate larger groups or multiple groups and events. The public and the planning team thought that a site plan should be developed for the park, as mentioned in the resource management issue area.

Recommendations

- 1. Repaint and retrofit the auditorium with track lighting to better highlight artwork displays.**

- 2. Improve the appearance of the park entrance and road frontage to attract and invite visitors to stop.**

- Replace the tall chain link fence along the highway with a shorter, more attractive, landscape-appropriate fence with gates (to control after-hour use).
- Place security fencing as necessary (possibly flush with the building) to provide protection for the ruin.
- Make the entrance sign more visible from the highway (possibly using a two-sided sign placed perpendicular to the road).

- 3. Expand the auditorium, potentially with retractable room dividers and upgraded audio-visual equipment to create more space for exhibits and provide opportunities to bring in larger or multiple groups for conferences, meetings and educational programs.**

- 4. Make efforts to be an environmentally friendly operation. Numerous efforts are already being made, but there are other things the park could do to serve as a role model for visitors and the Boulder community. For example, research the feasibility of installing solar power in the park.**

- 5. Enhance accessibility for the disabled.**

- Install automatically opening exterior doors on the museum.
- Improve access to the ruin and replica by constructing or improving walkways to ADA standards.

- 5. Support community efforts to provide safe and convenient access for visitors between attractions in Boulder, including paths and walkways.**

Funding and Staffing

There is a concern about the park's limited funding for any increase in operational workload. This concern further indicates that, if more development occurs, additional operational funding must be included to properly staff and operate the park. This will include any development or workload increases recommended in the RMP.

Issue Area: Funding and Staffing

Key Issues:

- 🏠 Inadequate Staffing and Funding Level
 - Cross-train BLM and park employees
 - Acquire a fulltime maintenance worker position
 - Investigate providing employee housing for employee retention
 - Experiment with expanding the park's hours of operation

Issue: Inadequate Staffing and Funding Level

The park, through a formal agreement with the BLM, provides space for a BLM employee to dispense information to the public regarding the Grand Staircase-Escalante National Monument. The team felt that the BLM employee and park staff should be cross-trained to help each other when necessary. The team also recognized a need for more staff at the park and identified positions that may be needed. Retention of staff is also an issue, as was providing greater service to visitors.

Recommendations

- 1. Improve the partnership between the park and BLM. The park currently has a memorandum of understanding (MOU) with the BLM; the BLM leases space in the museum for use as a visitor center for the Grand Staircase-Escalante National Monument. A**

BLM employee staffs a desk in the area to dispense information and issue backcountry permits for the monument, and the monument's management plan lists the museum as a visitor center for the monument. The team recommends the following to improve this partnership:

- The park should approach the BLM to renegotiate the MOU to formalize the cross training of BLM and state park employees to ensure that both entities' essential tasks can be completed during staffing emergencies or shortages, or when the park is open but no BLM employee is available.
- Another option would be for the BLM to fund a state park staff position to provide BLM-related services.
- The fee the BLM pays to the park may have to be renegotiated, depending on circumstances.



Prehistoric Pit House

- 2. Add a full-time maintenance position to the park staff.**
 - This position is needed to provide the skills necessary to maintain the park's complicated heating, ventilation, air-conditioning and climate control system, and expertise

necessary to maintain the archeological site. A permanent employee could become adept at maintaining these unique features.

3. **Investigate the possibility of providing employee housing to improve recruitment and retention of qualified staff.**
4. **Experiment with expanding the hours that the museum is open to determine if there are adequate numbers of visitors to warrant an increase in service.**
 - Instituting this will necessitate additional staff and training seasonal employees to close the cash register and museum. This would require a change in the park's employee access policy.

Marketing

The museum attracts approximately 35,000 visitors per year. There seems to be a lot of unused capacity at the park to accommodate greater numbers of visitors. Marketing opportunities should be explored and developed to attract more visitors to enjoy the park's unique resources and to generate more revenue for the Division.

Issue Area: Marketing

Key Issues:

-  Market the Park and Surrounding Area
 - Consider implementing a discount program for all state parks in the region
 - Improve the park and Division websites to provide more information and links

Issue: Market the Park and Surrounding Area

Anasazi State Park Museum is a remote park located on a popular scenic byway, State

Highway 12, between larger attractions (national parks and monuments). The following recommendations, if implemented, are attempts to both attract visitors that are driving by the park on Highway 12 and to attract potential visitors through the Internet. The team felt that the website should not tell the whole story of the park, but enough to make those viewing the site want to learn more by visiting the park. The team also felt that, because Anasazi is a remote park, there is a large socioeconomic sector of the population that is unlikely ever to visit the park. These people would benefit from opportunities to learn about Utah State Parks and the state's unique natural and cultural resources through a better website accessible from their home, school or library computers. Such an improved website and internet marketing would benefit the park and the Division by providing more exposure to a growing tech-savvy population and generating interest in, and more visits to, Utah State Parks.

Recommendations

1. **Consider implementing a regional discount program that would give visitors entrance fee discounts for each additional park they visit during a specified period.**
 - A program that included Anasazi, Kodachrome, Escalante and possibly Goblin Valley state parks would encourage visitors to stop at more of the parks along State Highway 12 and could be used to track how many travelers actually visit more than one park. The team suggested implementing this program Division-wide.
2. **The team felt that improvements to the park and Division websites would entice more people to visit the park by providing more information about the park and Boulder area.**

- The Division should develop a template for individual park websites that allows the parks some freedom to control the content placed on the site. Parks have great incentive to improve their own websites to provide needed information to potential visitors to increase visitation and revenue.
- Add more travel and activity website links to the park's website, and make efforts to add the park's website link to additional external sites in order to attract more interest in the park and area. The park will need to follow state guidelines about the types of links that can be listed on state websites.
- Add additional downloadable brochures, maps and information to the site.
- The Division and park websites need more photo galleries to show what Anasazi and other parks offer. For Anasazi, this should include photos of the viewable collections.
- More current condition information is needed, including what exhibits have been added recently.
- The Division website should include interactive trip planners to aide travelers and to encourage visits to multiple state parks on a party's vacation route.
- The Division should investigate allowing paid advertisements from local and other business partners on their websites, and conversely, business partners should place links and advertisements for the parks on their websites.
- The Division and parks should advertise through new, online interactive media. This is a targeted approach to marketing that, done correctly, can minimize costs and

maximize returns; it has proven very successful for other businesses.

Concessions and Revenue

Revenue, through fees and other sources, is very important to the Division. It is required to collect approximately 40 percent of its operating costs. Anasazi State Park Museum collects 49 percent of its operating costs in revenue. Each park in the Division has a revenue goal. The park may have the opportunity to keep part of any revenue collected in excess of its revenue goal. There might be park-appropriate visitor services that the park cannot provide, but may be provided through private concession operators. Concessions can increase revenue for a park, but other means to increase revenue should be considered (increased fees, more retail sales offerings, charges for special programs, etc.).

Issue Area: Concessions and Revenue

Key Issues:

-  Consider Concession Opportunities in the Park
 - No concessions were recommended
-  Enhance Revenue Collection at the Park
 - Increase visitation through marketing and other activities
 - Continue to expand the gift shop selection
 - Charge appropriate fees for special group lectures

Issue: Consider Concessionaire Opportunities at the Park

The Division's strategic plan requires all RMPs to consider concession opportunities in the individual parks. The team considered concession opportunities at the park and decided that no private concessions were needed at this time.

Recommendations

1. **The team recommended no concessions for the park.**

***Issue:* Enhance Revenue Collection at the Park**

To meet Division and park goals to increase revenue, the team made a number of recommendations for the park staff to consider.

Recommendations

1. **Follow recommendations to increase visitation as outlined in the Marketing, Community Relations and Support, and Interpretation and Education issue areas.**
2. **The park's gift shop should continue to search for appropriate items to add to the inventory to increase retail sales.**
3. **Where appropriate, charge fees for providing lectures to groups (as allowed in the Division fee schedule).**

Park Name

As discussed in the About the Park section of this plan, the Hopi Cultural Preservation Office (HCPO) has requested that the term "Anasazi" be removed from the name of the park because they find the term culturally offensive.

***Issue:* Consider Changing the Name of the Park**

Utah State Parks is very appreciative of past and current collaborations with HCPO and individuals from Hopi and recognize that changing the name of the park as requested may enhance that relationship. Therefore, the planning team was asked to consider the HCPO request and make a recommendation

regarding changing the name of the park.

Issue Area: Park Name

Key Issues:

-  Consider Hopi request to change the name of the park
 - Conduct market research to determine the attraction value of the current name
 - Reconvene the planning team to consider results of marketing research and replacement names, if appropriate
 - Prepare name change recommendation for the Utah State Parks Board's deliberation

Recommendations

1. **Division staff to conduct further study of the name change issue and with the help of the planning team make a recommendation for Utah State Parks Board consideration.**
 - While the majority of the team supported the concept of changing the name, the challenge of finding a suitable replacement did not find consensus. Therefore, the team recommends that staff research other names and determine the acceptability to other affiliated tribes and local citizens and stakeholders.
 - A concern is that changing the name could have a negative impact on visitation to the park; therefore it is recommend that the Utah State Parks Public Affairs Section arrange market research to try to determine any potential impacts on visitation as a factor for consideration.
 - The RMP team agreed to meet in the future to discuss the results of these consultations and research and perhaps to advance a recommendation to the Utah State Parks Board.

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Conclusion

This plan is a blueprint to help implement the planning team's recommendations. As such, it outlines the initial steps to be taken in concert with park visitors, local communities and other interested users to: properly develop facilities to meet diverse visitor needs; ensure adequate staffing and funding; protect the cultural and natural resources of the park; enhance the park's impact on the community, state and local economies; and educate visitors and community members about the park and its resources.

The recommendations contained in this plan conform to the team's mission of providing visitors with educational experiences about prehistoric cultures while simultaneously protecting park resources and having positive impacts on the local community. The plan's recommendations effectively address the current needs for resource protection, facility development, visitor education and enjoyment, land and facility management and cooperative efforts. However, it is crucial that adequate funding be received to implement these goals and accommodate visitor needs. The plan's success is dependent upon the continued support of stakeholders, Division and park staffs, the Utah Department of Natural Resources and Utah Legislature. The recommendations contained within this plan are based upon an open and collaborative process. It is imperative that this collaborative spirit continues as the plan's components are implemented.

It is also imperative that the document be reviewed on a regular basis to ensure its viability, relevance and usefulness. The plan has sufficient flexibility to be amended in response to changing resource conditions, visitor needs and expectations, community needs and agency priorities. Such amendments may occur under the auspices

of the Division of Utah State Parks and Recreation. Any such changes will include input from the many stakeholders with interests relevant to the operation and maintenance of the park.

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Maps

Map 2: Anasazi State Park Museum Site Map

Map 3: South-Central Utah Area Map

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Map 2



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Appendices

Appendix A: Summary of Public Comments and Responses

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Appendix A

Summary of Public Comments and Responses

The draft Anasazi State Park Museum resource management plan was available for public comment from October 27, 2008 through November 30, 2008. The draft plan was available on the Division of Utah State Parks website, at the Division's main office in Salt Lake City, the Division's Southeast Region Office in Moab, Utah, and at Anasazi State Park Museum. Comments were accepted in writing or by e-mail.

No public comments were received regarding the draft plan.

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