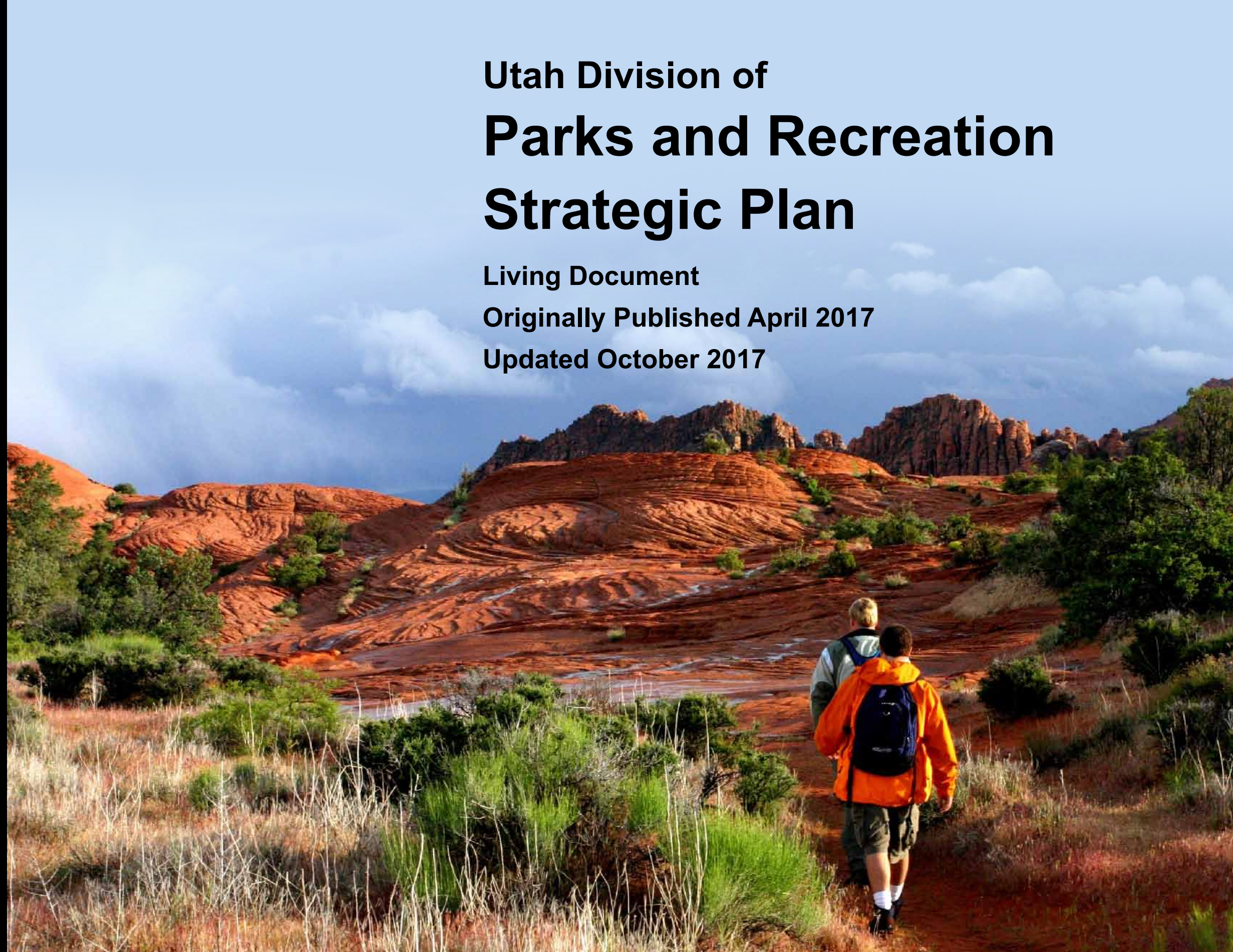


# Utah Division of Parks and Recreation Strategic Plan

Living Document

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Updated October 2017



**State of Utah**  
**Department of Natural Resources**  
**Division of State Parks and Recreation**







**State of Utah**  
**DEPARTMENT OF NATURAL RESOURCES**  
  
MICHAEL R. STYLER  
*Executive Director*  
  
**Division of Parks and Recreation**  
  
FRED HAYES  
*Division Director*

January 5, 2017

Dear Friends,

The Utah Board of Parks and Recreation and the entire staff at the Utah Division of Parks and Recreation are proud to present our Strategic Plan!

Our previous strategic plan, Vision 2010, had been drafted during 2004 and had been designed as a five-year roadmap. Those five years are long behind us--and then some. In early 2013, following a rather tumultuous year of adapting to a rapidly changing business paradigm, we began to see the need for a new type of strategic plan to guide us into the future. New demands had been placed on the Division by economic realities, changing demographics of Utah's citizenry, and other factors. The Division needed to redefine what the State Parks of Utah should look like moving forward.

As you read this document, you will notice that it is somewhat different in scope and nature from other strategic plans with which you may be familiar. Contained within these pages are broad statements of our commonly held values and goals that we intend to accomplish. Measurable objectives and strategies for accomplishing those objectives have been omitted from the plan with the intent of having individual unit managers actively add these elements on an ongoing basis.

The year 2017 marks the 60th Anniversary of the creation of the Utah State Park system. We hope this document will serve as a good foundation for guiding the Division into the next 60 years.

Sincerely,

Fred Hayes  
Director



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Mandate

The Utah Legislature created the Division of Parks and Recreation in 1957 to be the recreational authority for the state. They charged the Division with creating:

A long range, comprehensive plan and program for the acquisition, planning, protection, operation, maintenance, development, and wise use of areas of scenic beauty, recreational utility, historic, archaeological or scientific interest, to the end that the health, happiness, recreational opportunities and wholesome enjoyment of life of the people may be further encouraged.

A Living Document for a New Era

Sixty years after the Utah Legislature’s original vision, the Division is managing 43 state parks and the statewide heritage, boating, and off-highway vehicles programs. This strategic plan meets the spirit and intent of the legislative mandate and the management needs of the Division. It sets expectations and provides guidance for all Utah State Parks employees.

Trends and expectations change over time and flexibility will be needed as the Division of Parks and Recreation moves into the future. This document can be adjusted and amended as time and circumstances may demand.

How to Apply the Strategic Plan

Each employee should carefully review this document and make note of how their duties specifically support the mission, values, and goals outlined here. Whether you are a law enforcement ranger, an interpretive specialist, a resource manager, a curator, an office specialist, a seasonal employee, a maintenance journeyman, a manager or administrator, you should see what you do each day, and the reasons you do it, reflected in this document.

1958-1968:

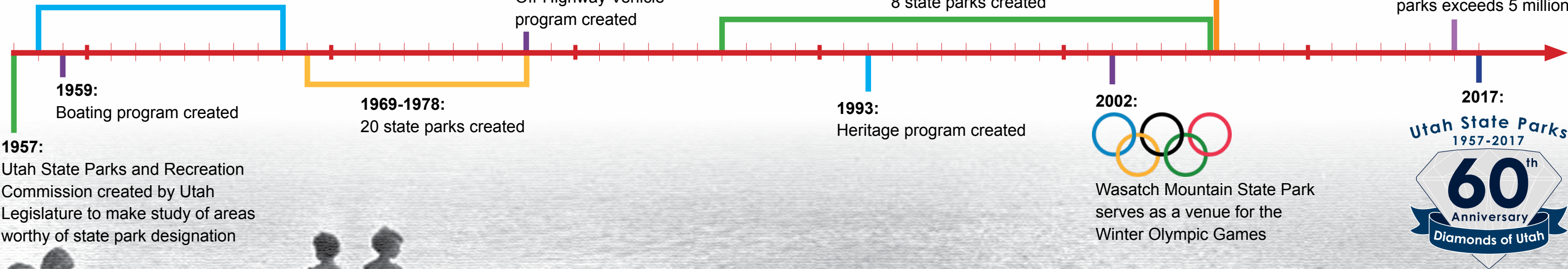
First four state parks in Utah were named:  
Pioneer Monument State Park (This Is the Place State Park)  
Camp Floyd and Old Stagecoach Inn (Camp Floyd/Stagecoach Inn State Park)  
Old Statehouse (Territorial Statehouse State Park)  
Dixie State Park (Snow Canyon State Park)

1978:  
Off-Highway Vehicle program created

1986-2006:  
8 state parks created

2006:  
Utah’s newest state park: Flight Park

2016:  
Annual visitation to state parks exceeds 5 million



1957:  
Utah State Parks and Recreation Commission created by Utah Legislature to make study of areas worthy of state park designation

1993:  
Heritage program created

2002:  
Wasatch Mountain State Park serves as a venue for the Winter Olympic Games





## Utah State Parks Mission

To enhance the quality of life of Utahns and visitors by preserving and providing natural, cultural and recreational resources for the enjoyment, education, and inspiration of this and future generations.





# Values

## The Division of Parks and Recreation Values:

1. High quality recreational experiences for visitors.
2. Our identity as a trusted brand.
3. Our innovative role within the recreation community.
4. Public safety, protection, and stewardship of our assets and resources.
5. Mutually beneficial partnerships with private businesses, government agencies, and citizens groups.
6. Our social and economic contributions to local communities and the State of Utah.
7. Passionate, energetic, and innovative employees.
8. Self-sufficiency.
9. Self-determination.



2010, Interpretation program in Wasatch Mountain State Park



2003, Tour of Anasazi State Park



Parks Staff with 2002 Winter Olympic Torch, Great Salt Lake State Park

## How the Division of Parks and Recreation Embodies These Values

The Division of Parks and Recreation encourages employees to improve their skills and education so they can provide the most up-to-date services possible.

We employ certified law enforcement rangers to help safeguard our visitors and the amenities they come to enjoy. We provide interpretive specialists to help the public learn more about our parks and the recreational, scenic and cultural wonders they contain. We retain experienced maintenance personnel to keep our facilities and equipment in top shape.

Because of these efforts, Utah State Parks are locally, regionally, nationally and internationally recognized as spectacular recreation areas.

Our private, local and state government and sister agency partners help provide our guests with an ever-increasing variety of activities. These expanded offerings, combined with system-wide efficiencies, have substantially bolstered enjoyment of parks.

In sum, our brand is a recognized benefit to economies around the state. We pledge to increase this value by becoming more efficient while becoming less dependent on taxpayer dollars.



# Goals

## The Division of Parks and Recreation will:

1. Attain the highest standards in maintenance, health, and safety.
2. Provide professional, prompt, and courteous internal and external customer service.
3. Present a variety of recreational opportunities for all segments of the population.
4. Adapt quickly and creatively to recreational trends and needs.
5. Develop and maintain local, regional, national and international public/private partnerships that enhance our parks and the visitor experience.
6. Develop the Utah State Parks brand so the public and our partners know who we are and what we do.
7. Develop specialized training and professional development opportunities for our employees.
8. Recognize employee contributions and reward exceptional employee performance.
9. Meet operational expenses and generate a profit to secure capital development needs at all recreation and scenic parks.
10. Consistently work to improve their profit and loss ratios at all parks.
11. Strive to increase overall profitability each year.



Date unknown, Utah State Parks rescue boat in the Great Salt Lake Marina

# How The Division of Parks and Recreation Is Achieving These Goals

As defined by State of Utah statute, the Division of Parks and Recreation has the mandate to act as the state's recreation authority.

Administration and staff realize the recreational needs and desires of our customers are as varied as the customers themselves. We want everyone to feel safe and enjoy Utah State Parks, regardless of age, cultural background, socioeconomic status or ability.

Our employees provide the highest level of customer service to visitors, vendors, public and private partners, and each other. Our frontline workers answer questions knowledgeably and courteously. Maintenance personnel actively inspect infrastructure and equipment and make repairs promptly to preserve the useful life of our facilities and safeguard the health, and safety of our patrons.

Our law enforcement rangers use a proactive educational approach. They prefer informational contacts over confrontational engagement. They constantly inform visitors about the laws and rules designed to promote safe boating, responsible off-highway vehicle use, cultural and natural resource stewardship and enjoyable park visits.

With the help of our private and public partners, we constantly seek and create new recreational opportunities. Ziplines, paddleboard rentals, tactile exhibits, evening and night programming, floating playgrounds, wheelchair-accessible trails, interpreted viewpoints, expanded campgrounds, yurts, tipis, and cabins are just some of the ways we are offering more people more fun in more parks more often.

Staff engage with local business organizations, civic groups, governmental entities, and citizen advisory groups to strengthen community ties and build a more robust outdoor recreation and tourism economy.

In addition to cooperative marketing efforts, we promote our singular brand through social and traditional media campaigns, familiarization tours for journalists and tourism professionals, and participation in out-of-park community outreach events. By honing our brand, we hope to eliminate confusion and help the public and our partners make the distinction between our amazing state parks and other city, county and national recreation areas.

The Division of Parks and Recreation is also making a name for itself by becoming increasingly self-sufficient. Managers of scenic and recreation parks are required to operate at a profit. This allows for our operational costs to be borne by the people who use our services and frees up scarce general fund money for other state needs. These park units also generate surplus revenue to fund capital improvements of facilities.





Heritage parks, comprised of our museums and cultural sites, inherently have less of an opportunity to operate at a profit than do our other sites. However, managers of these units are still expected to move their operations toward self-sufficiency through a combination of efficiencies, expanded offerings, grant funding and beneficial partnerships.

It is the goal of the Division to operate as a park system. By definition, that implies a sharing of resources among the various park units and programs that the Division operates. With that in mind, Division administration reserves the right to use profit generated at one park to satisfy the capital needs of another.

We recognize the recent changes in Division practices have left many feeling like they are performing duties they are insufficiently trained to successfully accomplish. We desire to remedy that situation and will make training opportunities available to any employee who feels a need to acquire a skill set upgrade in order to better perform their duties. This includes providing educational assistance for technical training, a college education, or advanced degrees. It also includes arranging for ongoing on-the-job training in the form of workshops, seminars, job shadowing, and career mobility. Financial incentives for successful completion of certain levels of training will be made available.

We adhere to the notion that advancement and compensation within the Division are both tied directly to an employee’s contribution. Outstanding employees should have opportunities to be financially rewarded or recognized for their hard work. Salary increases are now directly tied to performance.

# Acknowledgments

## Utah Board of Parks and Recreation

Jaren Davis, Chair	Corey Cram	Claudia Jarrett
Bob Murri, Vice Chair	Ryan Starks	Kevin Christensen
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## Special Thanks

The Division of Parks and Recreation would like to thank intern Kimberly Carter for her valuable contribution and input in preparing this document.





2016, AquaX at Jordanelle State Park

**The Division currently manages 43 state parks and the statewide Heritage, Boating, and Off-Highway Vehicles Programs.**



2016, Ready to zip in Utah State Parks

### Northern Region State Parks

2. Antelope Island
3. Bear Lake
4. Camp Floyd/Stagecoach Inn
7. Deer Creek
8. East Canyon
11. Flight Park
16. Great Salt Lake
19. Historic Union Pacific Rail Trail
21. Hyrum
22. Jordan River OHV
23. Jordanelle
31. Rockport
38. This is the Place
40. Utah Lake
41. Wasatch Mountain
42. Willard Bay

### Southwest Region State Parks

10. Escalante Petrified Forest
12. Fremont Indian
5. Coral Pink Sand Dunes
13. Frontier Homestead
18. Gunlock
24. Kodachrome Basin
26. Otter Creek
27. Palisade
28. Piute
29. Quail Creek
32. Sand Hollow
34. Snow Canyon
37. Territorial Statehouse
43. Yuba

### Southeast Region State Parks

1. Anasazi
6. Dead Horse Point
9. Edge of the Cedars
14. Goblin Valley
15. Goosenecks
17. Green River
20. Huntington
25. Millsite
30. Red Fleet
33. Scofield
35. Starvation
36. Steinaker
39. Utah Field House

## Utah State Park Regions

