



**FOUR-YEAR STRATEGIC PLAN 2020-2024**  
**TN DEPARTMENT OF ENVIRONMENT AND CONSERVATION**  
**TENNESSEE STATE PARKS**

Name	Status	Notes
<p><b>1 - WOW Moments:</b> By December 31, 2023, Tennessee State Parks will identify 3.8 million “WOW moments” as an indicator of creating lifelong memories for our citizens through Tennessee State Parks, local parks, Natural Areas, and Archaeological sites.</p>	<p>On track</p>	<p>Current Status: 1.1MM WOWs. Marketing has established social media listening and developed the WOW moment tracking mechanisms and formula. GIS team has built a dashboard to track and visualize WOW moments for leadership.</p>
<p><b>2 - Hospitality Guest Satisfaction:</b> By December 31, 2023, Tennessee State Parks will surpass the hospitality industry’s average guest satisfaction in Tennessee State Parks hospitality operations.</p>	<p>On track</p>	<p>Guest satisfaction survey developed and implemented. Tracking survey results and distributing to staff. Working towards restructuring hospitality and implementing best-in-class customer service training.</p>
<p><b>3 - Cumberland Trail:</b> By December 31, 2023, Tennessee State Parks will complete trail construction for the Cumberland Trail State Scenic Trail to provide a continuous trail of more than 300 miles from Chattanooga, Tennessee, to the Cumberland Gap National Historic Park on the northeast border of Tennessee and Kentucky.</p>	<p>On track</p>	<p>Land acquisition and funding plan developed. Focused on land acquisitions for FY21. On track to build at least 15 miles of new trail in 2021.</p>
<p><b>4 - Economic Impact:</b> By December 31, 2023, Tennessee State Parks will double the economic impact in Tennessee’s 15 most economically distressed counties through park improvements, projects and other major initiatives by leveraging our organization’s resources.</p>	<p>On track</p>	<p>We built an economic impact model to accurately measure our impact on the State and a respective local community’s economy. Our Rural Development Task Force visited all of Tennessee’s economically-distressed counties to find economic improvement opportunities. We’re now working towards developing county-specific economic development plans, and engaging county working teams and project planning teams.</p>

continued

<p><b>5 - Youth Outdoors:</b> By December 31, 2023, Tennessee State Parks will work to encourage outdoor recreation by youth and increase education of youth across the state, with a focus on youth in the 15 most economically distressed counties.</p>	<p>On track</p>	<p>New youth outdoor outreach programs have been implemented in 14 of the 15 distressed counties. We continue to focus on rural counties for grant opportunities. The Healthy Parks Healthy Person program has been implemented in all counties that have a Tennessee State Park, and app has been developed.</p>
<p><b>6 - Conservation Data:</b> By December 31, 2023, Tennessee State Parks will strengthen the quality and access to Tennessee's natural and archaeological resource data.</p>	<p>On track</p>	<p>Baseline community mapping complete. Archaeology continues to work on digitizing records.</p>
<p><b>7 - CAPRA:</b> By January 31, 2023, Tennessee State Parks will exceed the standards for Commission for Accreditation of Parks and Recreation Agencies [CAPRA].</p>	<p>On track</p>	<p>There are 154 total CAPRA standards. We are currently maintaining 153 of them since the last round. We have recently established new standard teams to begin work towards reaccreditation in 2023.</p>
<p><b>8 - Parks &amp; Land Acquisition:</b> By September 30, 2021, Tennessee State Parks will develop a comprehensive plan with criteria to guide future parks and land acquisitions.</p>	<p>On track</p>	<p>Working on outline/structure of the plan for May 2021 due date. Full plan done by Sept. 2021. We will also count on the GIS team and bring them to assist after plan is complete.</p>
<p><b>9 - Deferred Maintenance:</b> By December 31, 2023, Tennessee State Parks will eliminate its highest-priority deferred maintenance items in Tennessee State Parks (\$36 million of the existing \$82 million on the deferred maintenance list as of October 1, 2019) and continue to address emerging high-priority maintenance needs.</p>	<p>On track</p>	<p>FY21 has \$10mm in deferred maintenance budget. A priority list of projects was developed. Our teams have tackled \$6.79MM to date. Working towards project completion with 20% increase in efficiencies for FY21 and tracking ahead of that goal through bulk purchasing, utilizing local vendors, and utilizing park maintenance staff for labor.</p>

continued

<p><b>10 - Better IT:</b> By December 31, 2023, TDEC will implement a consolidated data management system to be utilized by various departments and divisions to help TDEC better serve citizens, local governments, businesses and other stakeholders through increased effectiveness, efficiency, and transparency.</p>	<p>On track</p>	<p>We completed an organization-wide assessment of current GIS use, and developed a 5-year, 3-phased GIS growth plan focused on leveraging GIS technology to better educate our organization on what exists in our system and help make better, data-driven decisions. We are currently moving into phase II of that plan. We are also currently assessing business needs or problems, and looking for innovative technology solutions while benchmarking our proposed solutions against other states' use of technology.</p>
<p><b>11 - Tennessee State Parks Operations Net Gain:</b> By December 31, 2023, Tennessee State Parks Operations Division will increase its annual net gain by \$2 million.</p>	<p>On track</p>	<p>Identified and implemented new revenue, including Cummins permits and online merchandise partnership. Established dynamic rates and the Tennessee resident discount. Developed and executed an expense management plan.</p>
<p><b>12 - Tennessee State Parks Hospitality Net Gain:</b> By December 31, 2023, Tennessee State Parks Hospitality Division will increase its annual net gain by \$5 million.</p>	<p>On track</p>	<p>Hospitality reorganization underway; lodges have been rebranded and renovated lodges reopened. Dynamic pricing and daily rates in place. Lodges at Fall Creek Falls and Paris Landing in the pipeline for 2021 re-openings.</p>
<p><b>13 - Donations:</b> By December 31, 2023, TSP will obtain or assist with obtaining \$5 million in total annual direct donations to the Tennessee State Parks Fund and Tennessee State Parks Friends Groups, collectively.</p>	<p>On track</p>	<p>The donation plan was completed in June 2020. We achieved the FY20 goal that was set at \$1MM. In January 2021, completed a successful campaign generating \$96,000. The new Trail Pack campaign begins April 1.</p>

