



**Meeman-Shelby Forest  
State Park  
Business & Management Plan**

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## Mission Statement

***“To provide professional, effective management and stewardship of the park and all its resources, present compelling interpretation of the park’s story and resources, provide opportunities for safe enjoyable outdoor and recreational experiences to all park visitors, provide the highest quality hospitality and stay-use services and facilities, provide a safe and inspiring workplace for all park employees and volunteers, manage all park operations to be as efficient and cost effective as possible and to partner with local community leaders to bring a positive economic impact to the area surrounding the park.”***

***Source: MDS, Meeman-Shelby Forest SP, April 2007***

## Goals, Objectives and Action Plans

### Definitions:

COGS – Cost of Goods Sold

SEER – Seasonal Energy Efficiency Rating

LEAN – Process Improvement Method

### Goal 1. Cost Management

**See Financial Pro forma section for the Parks' cost objective.** Cost Management can be enhanced by controlling COGS; by controlling Personnel costs and Other expenses.

Objective 1: Plans for controlling COGS; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

Action plans: What is to be done; frequency; by whom.

- 1) Researching vendor prices for goods to get best price.
- 2) Researching multi use cleaning products to find the best product for the price.

Objective 2: Plans for controlling Personnel expenses; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

Action plans: What is to be done; frequency; by whom.

- 1) Maintaining our job share of a 10.5 month position reducing benefit cost.
- 2) Consistently monitoring our 10.5 month and part time employees to make sure we do not go over their allotted time.
- 3) Using Inmate labor to cut down on personnel cost.
- 4) Looking at positions if they open up, turning them into job share positions.

Objective 3: Plans for controlling Other expenses. These action plans would include preventative maintenance, limited renovations, any savings from LEAN or energy audits; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

Action plans: What is to be done; frequency; by whom.

- 1) Reduce utility operational costs by using grant funding to purchase and install high efficiency lighting, using Energy Star rated appliances when replaced old refrigerators, ranges and other electrical appliances in the cabins.
- 2) Perform semi-annually preventive maintenance for HVAC units to insure peak performance and to extend the life span of the units.
- 3) Perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads.
- 4) Install motion sensor light switches in pavilions and restroom facilities reducing cost of electricity.

- 5) Comparing local vendor vs. contract price for repairs and using which one is cheaper per fiscal policy and procedures.
- 6) Installing Landlord thermostats to control the temperature range decreasing utility costs.
- 7) Making sure that repairs are made by park staff to reduce the costs from bringing in vendors.
- 8) Installing timers on lagoon pumps at our sewage treatment plant.
- 9) Updating Cabin 4 with a deck, flooring and other upgrades dependent on operation budget.
- 10) Replacing all mattresses and box springs in 6 rental cabins. This will be done over a period of time to reduce impact on Operations Budget
- 11) Working with Memphis, Light, Gas and Water to look at ways to improve the facilities to lower utility cost.

## Goal 2: Revenue Growth

**See Financial Pro forma Section for revenue objectives.** Revenues can improve with increased marketing and planned events (see Goal 3) throughout the year. *Top priority is increasing revenue at the campgrounds and cabins* by enhancing visitation during weeknights and winter months through marketing, packaging and special events. However, the park offers many different avenues for revenue growth and those should be planned for/implemented as well.

Other plans to increase revenues should look at prices, new products, activities and services that can be offered and new customers to call on.

Objective 1: Plans to increase campground revenue from \$X in FY12-13 to \$X in FY13-14.

Action plans: What is to be done; frequency; by whom.

- 1) Look into Wireless internet in Campground.
- 2) Working with the local communities and media resources to market our facilities.
- 3) Providing more programming in the campground for our visitors to attend.
- 4) Use different types of media to advertise.

Objective 2: Plans to increase cabin revenues:

Action plans: What is to be done; frequency; by whom.

- 1) Providing wireless internet
- 2) Updating Cabin 4 with new flooring, televisions, etc.
- 3) Maintaining lower cost by using the LEAN principles
- 4) After Cabin renovations are made look at increasing price to reflect updated facility.
- 5) Use different media sources to advertise our facilities

Objective 3: Plans to increase gift shop revenues:

Action plans: What is to be done; frequency; by whom.

- 1) Providing more products that will sell in our gift shop from Inova and other vendors.
- 2) Maintaining inventory supplies.
- 3) Purchasing new products that will sell to our visitors.
- 4) Use different media sources to advertise our merchandise.

- 5) Setting up our giftshop in a way to better sell merchandise.

Objective 4: Plans to increase boat rental revenue;

Action plans: What is to be done; frequency; by whom.

- 1) Opening the Boat rental earlier and keeping it open until mid-November.
- 2) Working with TWRA to conduct a fish population test on Poplar Tree Lake and make recommendations from this to increase fish quality.

Objective 5: Plans to increase group camp revenue;

Action plans: What is to be done; frequency; by whom.

- A. Create simple marketing materials to use online and printed to promote the group camps.
- B. Make list of groups (families, civic clubs, churches and conservation groups) who might be interested in using the camps.
- C. Make contact, preferably by phone or in person, with these groups and track who is using the camps, Follow up in six months and then annually.

Objective 6: Plans to increase assembly hall revenue;

Action plans: What is to be done; frequency; by whom.

- 1) Create simple marketing materials to use online and printed to promote the Recreation Lodge
- 2) Look at making sure facility is not on demand meter and put on regular meter
- 3) Since the facility has central heat and air opening it up for rental year round.
- 4) Adding a Refrigerator and a pit grill to the facility to better serve our guest.

Objective 7: Plans to increase fishing revenue;

Action plans: What is to be done; frequency; by whom.

1. Allowing boaters to use their gas motors at idle only.
2. Working with TWRA to conduct a fish population test on Poplar Tree Lake and make recommendations from this to increase fish quality.
3. Maintaining the banks around Poplar Tree Lake making it easier for people fishing.

Objective 8: Plans to increase swimming revenue;

Action plans: What is to be done; frequency; by whom.

- 1) Create simple marketing materials to use online and printed to promote the use and rental of the swimming pool.
- 2) Providing Vendors to sell food and snacks for our guest.

### **Goal 3: Expand Special Events**

Special events can include revenue generating concerts, golf tournaments, seasonal hikes, and incorporation of holidays and special days of the year to increase overnight occupancy and to show off culinary delights in the restaurant.

#### Objective 1: Inventory all Special Events locations currently being held at the Park.

Action plans: What is to be done; frequency; by whom.

- A. Prepare a list of current events celebrated by the park
  - 1. Spring Fest
  - 2. Jr. Ranger Camps
  - 3. Heritage Festival
  - 4. James R. Colbin Rendezvous
- B. Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced. List details.
  - 1. New features of Spring festival by adding BBQ cook off, Disc Golf Tournament.
- C. Determine if additional events can be added to the list and what logistics/staff are needed for successful events
  - 1. Add an Arts and Crafts Fair
- D. Find/Create Partnerships for these events to reduce the impact/cost of the event for the park, but insure the park receives a portion of the gross proceeds to cost all park costs (utilities, staff, etc.)
  - 1. Spring Fest I work with Ben Wolfe to set up this event.
  - 2. We charge a fee for the lease agreement and a portion of sales from vendors.
  - 3. I have started working with the Millington Chamber of Commerce.

#### Objective 2: Prepare a list of new events that can be added to the list of current events. Consider events linked to the park's history, ecology, wildlife, and area patrons. List details:

Action plans: What is to be done; frequency; by whom.

- 1. Summer Concert Series for our guest to enjoy music.
- 2. Fishing tournaments on Poplar Tree Lake

### **Goal 4: Expand Recreational and Interpretive Programs**

While MSSP already offers a wide variety of interpretive programs and recreational activities, the park staff should consider broadening the horizons with more group team building opportunities. With this in mind, the inclusion of a canopy tour operation should open up more opportunities to host groups with more and different interpretive programs. This should enhance people to visit the park more frequently and stay longer partaking of park facilities.

Another program should be considered where people can pay to work on park projects in the forest. Many people want to make a difference with nature; to build trails or to assist with ecology minded projects. *Example is Volunteer Vacations (building trails) offered by the American Hiking Society.*

Objective 1: Evaluate and prepare programs that can be offered to in-house groups.

Action plans: What is to be done; frequency; by whom.

1. Work with groups that use our overnight facilities to see if they would like special programs and inviting them to the programs that are occurring during their stay.
2. Offering evening pontoon boat rides for guest.
3. Working with our local schools to create programs for more community involvement.
4. Working with local school boards to get into schools to provide interpretive programming.
5. Creating programs for school groups to come out and enjoy the park.

Objective 2: Evaluate and prepare 3-day and 7-day “vacation” packages to offer to paying guests.

Action plans: What is to be done; frequency; by whom.

## **Goal 5: Improve the Effectiveness of Marketing and Sales**

This goal refers to marketing activities taken by the all Park staff in their local area. These activities will be assisted where possible by the Central Office marketing staff. Activities would include local area sales calls, phone calls to clients, email blasts, Facebook postings, attendance at local civic organizations, networking, Website postings and direct mail. In-house efforts would include lobby posters, in-room collateral, on-table offerings and front-desk signs, camp store signs, elevator signs, and park-wide video announcements.

Objective 1: Assign sales calls goals. Either client visits or phone calls.

Action plans: What is to be done; frequency; by whom.

1. Working with Community Organizations to discuss facilities which can be used for their events.

Objective 2: Acquire park-wide video capability.

Action plans: What is to be done; frequency; by whom.

Objective 3: Obtain 10,000 Facebook friends. Assign maintenance and updates.

Action plans: What is to be done; frequency; by whom.

1. Create or re-open the park Facebook page.
2. Utilize Facebook for advertising programs and events.

Objective 4: Plan for four email blasts to local patrons

Action plans: What is to be done; frequency; by whom.



1. Utilize the email list from Itinio to send out park advertising
2. Create a Quarterly newsletter about current events and information about the park.

Objective 5: Assign responsibility to attend local Chamber meetings.

Action plans: What is to be done; frequency; by whom.

1. I will be meeting with our local organizations.

Objective 6: Develop campers coupon to drive campers to local restaurants, local events, park events.

Action plans: What is to be done; frequency; by whom.

Objective 7: Develop or update five packages to include a mixture of cabins, campsites, meals and one park activity or local area activity.

Action plans: What is to be done; frequency; by whom.

Objective 8: Develop passive surveys and intrusive surveys.

Finding out the demographics will help point the marketing effort in the right direction. It will also help in the decision to develop park services and activities.

Action plans: What is to be done; frequency; by whom.

- A. Checking car tags is a passive survey that indicates where your visitors are from. Capture Zip Code information in order to Target Market to those areas.
- B. Asking people in the park to fill out a short survey as they check in to capture length of stay, activities they will participate in, activities they want to participate in to capture additional programmatic possibilities, .

## **Goal 6: Monitor and Manage Customer Service and Satisfaction**

Monitoring customer service and satisfaction will entails some means to measure how visitors feel about the Park and how they perceive the services and the conditions of the facilities. Ways to measure customer service are the number of complaint letters, comment cards, ratings on *TripAdvisor* or other social media platforms. In some cases, the park may have to go out and survey visitors several times a year.

Managing customer service and satisfaction deals with developing and incentivizing good products and services and getting rid of bad products and services. If you know what the visitor thinks is good, then it makes sense to make the product or service easier to use. Resource allocation would normally promote the good products over the bad or mundane products.

Objective 1: Develop a way to monitor activities and services throughout the park on a regular basis.

Action plans: What is to be done; frequency; by whom.

Objective 2: Set a numerical goal that all park personnel will strive for by which customer service and activities offered are evaluated as good.

Action plans: What is to be done; frequency; by whom.

## **Goal 7: Expand Partnership Opportunities**

All park locations have multiple types of partnership opportunities. The most obvious is the Friend's Group who raises money for Park projects and provides personnel to work on Park projects and events. Other types of partnerships include Campground Hosts, golf course volunteers, local companies that provide free services and institutional organizations that lend trustee prisoners for day-use work.

*By expanding partnerships, the Park can reduce the costs of materials and supplies and related services needed by the Park, and offset event and program costs.*

Objective 1: Find ways to measure the contribution by partnership and report this outcome annually, both in monetary contributions and volunteers hours worked. (Types of Partnerships would be Friends, Park Volunteers, Golf Course Volunteers, Court Mandated Community Service and Campground Hosts and Other)

Action plans: What is to be done; frequency; by whom.

1. Use the data from RMI to show volunteer hours performed on the park
2. Document all donations either given to the Friends of the Forest and the park donation fund.
3. Working with local leaders to develop a plan
4. Using the volunteer labor report form to document all volunteer hours worked at Meeman-Shelby.

Objective 2: Find ways to expand partnerships such as more participation in events, festivals or other park projects; or new types of volunteers or docents.

Action plans: What is to be done; frequency; by whom.

1. Working with the Chamber of commerce and local businesses to help sponsor and advertise during an event on the park.
2. Partnering with the City of Millington and NSA Mid-South with programs and events.
3. Partnering with local community organizations to hold events on the park.
4. Working with local law enforcement and military personnel to hold different training events.
5. The days for the drawn duck season at the park this year will allow for 3 straight days of hunting which should increase our cabin rental.

## Park Overview

### Park Fact Sheet

Park Name	Meeman-Shelby Forest State Park
Region Manager	Chris Padgett
Park Manager	James Wilkinson
Park acreage	12,539.15
Total Number of Visitors (FY13-14)	1,088,962
Total Expenses before CO (FY13-14)	1,239,002
Total Revenues (FY 13-14)	270,352
Retail Self-sufficiency %	NA
Park Self-sufficiency %	22%
Avg Expense per Visitor (FY13-14)	1.14
Avg Revenue per Visitor (FY13-14)	.25
Gross Profit or Loss (FY13-14)	-968,650
Total full-time positions / filled	23 / 20
Total part-time positions / filled	7 / 0
Primary feeder markets	Day Use: Memphis, Arlington, Millington, Shelby County, Tipton County  Overnight: same as above plus Mississippi & Arkansas
Primary reasons people come	<i>Activities available</i> : Boating, fishing, swimming, hiking, hunting, bird watching, picnicking, relaxing and park sponsored educational programs are among the activities available at Meeman-Shelby Forest.  <i>Facilities available</i> : Two boat launch ramps, 6 two bedroom rental units, a swimming pool for park guests, 49 campsites with water and electrical hook-ups, and a primitive group campsite. There are approximately 100 picnic tables, 6 picnic shelters, 3 playgrounds, one bath house, 18 miles of hiking trails, 8 miles of horse riding trails and 5 miles of biking trails. There are two Frisbee golf courses, a nature center, group camp, and gift shop.
Opportunities for improvement	

<sup>1</sup>Based on T.C.A. 11-3-305, Self-sufficiency of revenue-generating facilities

## Site Summary

Bordering the Mississippi River, 2/3 of this 12,539 acre park is bottomland hardwood forests of large oak, cypress and tupelo. There are two lakes in the park. There is a variety of wildlife including 200 species of songbirds, waterfowl, shorebirds and birds of prey which include the American Bald Eagle. There are 11

The park is 13 miles from downtown Memphis.

## Key Attractions

The Park has 6 picnic shelters available which may be reserved or offered on a first come first served basis. There are approximately 100 picnic tables throughout the park. There are 49 campsites with water and electrical hook ups and a primitive group site for Charitable Organizations. Six two-bedroom units make up the compliment of cabins. Boat Launch one is on the Mississippi River and boat launch two is on Poplar Tree Lake for fishing and boating. Jon boats are available for rent seasonally. Pontoon and guided canoe floats are also available.

The park has one of the largest Frisbee golf courses in the Southeast. A kid's fishing rodeo is held annually as are numerous educational programs.

## Financial Targets

The following table details the total operating expenses and earned revenues for Meeman-Shelby Forest State Park over the last four years (FY 09-13).

Actual	FY10-11	FY11-12	FY12-13	FY13-14
<b>Visitation</b>	1,414,786	1,191,903	940,169	1,088,962
<b>Total Revenues</b>	222,633	\$238,766	\$243,515	\$270,352
<b>Total Expenses</b>	\$1,116,022	\$1,214,307	\$1,235,523	\$1,239,002
<b>Revenue per Visitor</b>	\$0.16	\$0.20	\$0.26	\$0.25
<b>Expense per Visitor</b>	\$0.79	\$1.02	\$1.31	\$1.14
<b>Retail Self-sufficiency %</b>	265%	293%	349%	NA
<b>Gross Profit</b>	<b>(\$893,388)</b>	<b>(\$975,541)</b>	<b>(\$992,008)</b>	<b>(\$968,650)</b>
<b>Park Self-sufficiency %</b>	20%	20%	20%	22%

Use year 2 for revenue objectives.

	<b>Base Year</b>		<b>Year 1</b>		<b>Year 2</b>
	<b>FY12-13</b>	<b>%+</b>	<b>FY13-14</b>	<b>%+</b>	<b>FY14-15</b>
<b>Cabins</b>	60,177	5%	63,186	5%	66,345
<b>Camping</b>	120,264	5%	126,277	5%	132,591
<b>Gift Shop</b>	4,643	20%	5,572	10%	6,129
<b>Programs</b>	-	2%	-	4%	-
<b>Other</b>	58,431	3%	60,184	4%	62,591
<b>Total Revenue</b>	243,515	3.5%	255,219	3.9%	267,656
<b>Total Expense</b>	1,235,523	0%	1,235,523	0%	1,235,523
<b>Gross Profit</b>	(992,008)		(980,304)		(967,867)
<b>Park Self-sufficiency</b>	20%		21%		22%

## Key Recommendations for use in Action Plans

### Short Term Recommendations (Less than 1 year)

1. Our Native American history as well as Colonial and State history should be emphasized.
2. Preservation of our CCC structures is at a critical point. If something is not done soon a big part of our history will be lost.
3. Working with the State Penitentiary to get labor help with painting pavilions, updating cabins, general labor in clearing trees and debris.
4. Working with State Penitentiary to see if can build picnic tables and checking into sponsors for purchasing materials.
5. Planting Wildflowers in areas of the park to decrease mowing cost, increase beauty and wildlife.
6. Leveling and adding a metal cover to the foundation of the old office which is located by the Visitor Center to be used for programming and offering an area for our visitors to use.
7. Creating a Preventative Maintenance plan to keep facilities in working order.
8. Updating our Park entrances to be pleasing to the Visitor as they arrive (First Impressions).
9. Replacing our traffic counters that are not working to their fullest with new type counter

## Long Term Recommendations

Meeman-Shelby Forest is a 70-year-old park with many buildings on the verge of collapse. Too little regular maintenance and too much use have meant our park is being loved to death.

1. Updating Cabins by adding 12ft x 16ft. decks, replacing flooring, updating the hot water heaters.
2. Burying the power line on the South end of the Park, decreasing the amount of power outages and giving it a more appealing easier to maintain roadway.
3. Replacing the Central unit at Piersol Group Camp Dining Hall and installing a high efficiency, High SEER rated HVAC units. After this is accomplished renting this facility after November 1 to March 30 as a meeting room.
4. Repairing the Dining Hall and a couple of the buildings at the Mississippi River Group Camp since they were built by the CCC, cleaning up the whole area by removing old non savable structures and filling in the swimming pool and using this area for Group events and historical programming.
5. Replacing the playground by pavilions 1 and 2 since it is in bad shape and does not meet CPSC codes for our visitors to enjoy.
6. New lake side cabins with decks and wifi.
7. Adding a deck to the Lake side behind pavilion 5 with a wide walkway to the pavilion to allow for lake side weddings.
8. Adding a small kitchen facility to the Recreation Lodge to accommodate meetings and weddings better while increasing its price to generate more revenues.
9. Replacing Old central units at Cabins 3 and 4 with a high efficiency, High SEER rated HVAC units. With the whole unit being located outside, not having part of the unit in the attic.
10. With the extension of the greenway and trails in Shelby County connecting our park easily with the other sections of the county. Repaving and creating a good bicycle trail to get more guest riding bicycles to our park
11. Our trails need a complete revamping. Look at creating a mountain biking trail to offer more recreational opportunities for our visitors.
12. Our non-rental picnic areas have been overlooked because our budget only allowed for repairs and replacement of moneymaking facilities. I contacted Fort Pillow Prison to see if they have a wood shop to see if can make picnic tables.

Again, our parks great history is its downfall. Too many years and not enough budgets have led to Meeman-Shelby Forest's slow decline. The infrastructure that makes us a guest Mecca has declined to the point of obsolescence.

## Park and Operations Assessment

This section is an assessment in detail of facilities, operations, and financial forecasts. The findings are not intended to be exhaustive review of all issues but a basic overview of the predominant issues. The assessment includes the following:

- Park Facilities Assessment
- Operational Assessment
- Financial Assessment

### Park Facilities Assessment

Facilities and park assets are rated using a nominal scale of excellent, good, fair or poor. Descriptions of those rankings are provided below.

<b>Scale of Conditions</b>	
<b>Rating</b>	<b>General Description</b>
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Users perceive them to be adequate for their use, but probably not in excellent shape.
Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Users perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement

## Park Inventory & Facility Assessment

The table below is an inventory of facilities and amenities.

<b>Park Asset/Amenity</b>	<b>Quantity</b>	<b>Condition</b>
Park Office/Visitor Center	1	Good
Bathroom on Museum Rd	1	Excellent
Old Nature Center	1	Fair
Piersol Dining Hall	1	Good
Piersol Bunk house A	1	Fair
Piersol Bunk house B	1	Fair
Piersol Bunk house C	1	Fair
Piersol Bunk house D	1	Fair
Dogwood Ridge Pavilion	1	Fair
Dogwood Ridge Bath house	1	Fair/Poor
Cedar Tree Shelter	1	Fair
Woodland Trail Shelter	1	Fair
Disc Golf Pavilion	1	Good
Pavilion 1	1	Good
Pavilion 2	1	Good
Pavilion 3	1	Good
Pavilion 4	1	Good
Pavilion 5	1	Good
Pavilion 6	1	Fair
Recreation Lodge	1	Fair
Cabin 1	1	Good
Cabin 2	1	Good
Cabin 3	1	Good
Cabin 4	1	Good
Cabin 5	1	Good
Cabin 6	1	Good
Swimming Pool	1	Fair
New Treatment Plant	1	Excellent
Old Treatment Plant	1	Poor
Residence 345 Grassy lake Rd.	1	Good
Residence 316 Grassy Lake Rd.	1	Fair
Residence 847 Riddick Rd.	1	Fair/Poor
Residence 868 Riddick Rd.	1	Good
Nature Center	1	Fair
Boat House	1	Good
Horse Stables	1	Good
Horse Stables Office	1	Good
MRGC Dining Hall	1	Poor
Concession building U.A. Moore field	1	Fair



List new assets and amenities that would fall under capital expenditures that are needed to improve customer service and drive revenue.

<b>New Assets &amp; Amenities</b>	<b>Description</b>
Cabins	Updated and New Cabins, new sewer lines to these facilities
Bath house	To replace the old campground Bath house that is in bad condition and does not meet ADA regulations
Campground	Updated campground with a new dump station, bigger sites to accommodate larger RVs, wifi, new picnic tables and site setups
Cell Phone coverage	Cell phone coverage for the park for emergencies. We lose campers due to this because they have to have communications for their jobs.
Fishing Pier at Poplar Tree	Fishing pier to allow guest to enjoy poplar tree lake.

### **Prioritized Facility Needs**

Based on the inventory and assessment conducted above, these prioritized needs have been identified. Each need has been aligned with a priority category of high, moderate, or low to support future decision making regarding project sequencing, investment of public resources, and meeting community expectations.

<b>Facility Need</b>	<b>Priority Assignment</b>
Cabin – Renovation with new floors, sleeper couch and chairs, new mattresses and box springs, decks for each cabin, outdoor furniture for these decks, wifi, new appliances. Look at replacing sewer lines and cleanouts.	High
Campground Bath house replacement	High
Campground Dump station replacement	High
Updated campground sites to handle larger RVs and wifi	High
Group Camp dining Hall - Central Heat and Air Units to be able to rent this facility out all year round after bunkhouses are closed for winter, new boiler, updated floors and bathrooms.	High
Piersol Group Camp Bunkhouses – renovated bathrooms, new mattresses for the facility, new floors in rooms	High
*Mississippi River Group Camp restoration/Splash pad addition	High
Nature Center – Updated electrical, floors, central heat and Air Units/additional in-house renovations	Moderate
Recreation Lodge – Removing skylights, updating floors and doors	Moderate
*Boat Ramp repair/replacement	High
*Demolish old swimming pool	High

## Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services provided at the park.
2. A review of staffing at the park
3. A review of concessionaires and partners operating at the park
4. Visitation and customer satisfaction

### Inventory and Classification of Programs and Services

- 1) Programs and services are classified as Core or Essential Services
- 2) Important Services
- 3) Visitor Supported Services

Programs and services at the park are classified into these categories based in part on the mission and public mandates for both the site and the agency.

#### **Category 1 – Core Services** (largely supported by tax funds)

Core programs, services and facilities are those the agency must provide and/or essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection.

The following programs and services at Meeman-Shelby Forest State Park have been identified as **core services**:

- Support the mission of Tennessee State Parks which is “to preserve and protect, in perpetuity, unique examples of natural, cultural, and scenic areas and provide a variety of safe, quality, outdoor experiences through a well-planned and professionally managed system of state parks.
- Provide for public access to the park, the facilities and the grounds.
- Provide for public safety for visitors and protection of natural and cultural resources.
- Provide for maintenance of grounds, facilities and infrastructure.
- Maintain facilities developed through the LWCF program to required standards.
- Provide for basic, non-staff supported day-use activities (such as hiking and picnicking) with trails, informational signage, picnic tables, trash cans and restroom facilities.
- Maintain park drinking water and wastewater programs to state standards.

#### **Category 2 – Important Services** (supported by a balance of tax funds and earned revenues)

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. The following programs and services at Meeman-Shelby Forest State Park have been identified as **important services**:

- Provide a full range of environmental, cultural and recreational programs.
- Offer park-specific information at the Visitor Center and Nature Center.
- Provide educational programs for schools and organized groups.

**Category 3 – Visitor Supported Services** (almost exclusively supported by earned revenue)

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. The following programs and services at Meeman-Shelby Forest State Park have been identified as **visitor supported services**:

- Operate an Assembly Hall for business meetings, wedding, etc.
- Operate and provide retail support services for the gift shop.
- Provide support services for 6 rental cabins and 49 tent/RV campsites.
- Provide support services for pavilions, group camp.

**Staffing Assessment**

Full Time Positions / Filled      23 / 20

Part Time Positions / Filled      7 / 0

**Labor Support (Non-paid)**

Labor Support	Annual Hours
Friends (approx.)	312
Park Volunteers (approx.)	250
Golf Course Volunteers	0
Court Mandated Community Service (probation/prisoner)	0
Campground Host	0
Total	

**Labor Budget Summary**

Based on a 4 year average, total personal expense is 70.2% of total expense.

Expenditure Description	FY10-11	FY11-12	FY12-13	FY13-14	% Change from 2010
Personnel Services	515,905	560,515	580,303	Not available	
Employee Benefits	263,692	283,582	288,538	Not	

				available	
Total Personnel Expenses	779,598	844,098	868,842	Not available	

### Visitation and Occupancy

Describe trends over last 4 years. Overall annual visitation to this park has declined from FY10-11 to FY13-14, decreasing by 23% or over 325,000 visitors.

Fiscal Year	Total Visitation
FY10-11	1,414,786
FY11-12	1,191,903
FY12-13	940,169
FY13-14	1,088,962

Occupancy for the overnight accommodations as well as restaurant and golf activity for the last four years is detailed in the table below.

Fiscal Year	Cabin Occupancy	Campsite Occupancy	Group Camps Occupancy
FY10-11	37%	15%	Not reported
FY11-12	42%	17%	Not reported
FY12-13	42%	20%	36%
FY13-14	55%	21%	11%

### Financial Performance Assessment

#### Operational Expenses

A summary of total operating expenses from FY10-11 through FY13-14 are provided below.

#### Part 1 – Profit center Self-sufficiency

	FY10-11	FY11-12	FY12-13	FY13-14
<b>Profit Center Revenue</b>				
Restaurant				
Inn				
Cabins	71,616	80,922	60,176	94,757
Golf				
Marina				
Gift shop	1,328	2,632	4,643	6,175
Camping	45,220	50,166	120,264	75,320
<b>Sub-total Revenue</b>	<b>118,164</b>	<b>133,721</b>	<b>185,084</b>	<b>176,252</b>
<b>Costs &amp; Expenses</b>				
COGS	814	915	-547	
Personnel	14,081	20,206	20,866	

<b>Total Other Expenses</b>	29,723	24,508	32,740	
<b>Sub-total Cost &amp; Expense</b>	44,619	45,630	53,059	
<b>Retail Self-sufficiency %</b>	265%	293%	349%	

**Part 2 – Other profit center revenues and expenses**

	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	
<b>Vending</b>	879	249		
<b>Group Lodge/Camp</b>	16,069	14,605	11,869	23,772
<b>Picnic Shelters</b>	7,574	7,964	4,618	6,137
<b>Boat Rental</b>	1,266	1,706	1,803	7,557
<b>Fishing</b>	6,389	6,902	3,271	6,388
<b>Assembly Hall</b>	7,185	5,606	5,377	50
<b>Swimming</b>	29,357	33,119	12,334	25,273
<b>Gen Rec Other</b>	595	476	775	878
<b>Leased - Equestrian</b>				
<b>Leased - Gift Shop</b>				
<b>Leased - Other</b>	234	400		13,514
<b>Misc</b>	34,919	34,016	18,381	10,531
<b>Other Profit Center Revenue</b>	104,469	105,044	58,431	94,100
<b>Cost &amp; Expenses from Other Profit Centers</b>				
<b>COGS</b>		161		
<b>Personnel Expenses</b>	765,516	823,891	847,976	
<b>Total Other Expenses</b>	305,885	344,623	334,487	

**Part 3 – All sections combined to yield the Parks gross profit or loss**

	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	
<b>Total Revenue</b>	222,633	238,766	243,515	270,352
<b>-Total COGS</b>	814	1,076	-547	
<b>-Total Personnel Expense</b>	779,598	844,098	868,842	
<b>-Total Other Expense</b>	335,609	369,132	367,227	
<b>-Total Expenses</b>				1,239,002
<b>Gross Profit</b>	-893,388	-975,541	-992,007	-968,650
<b>Parks Self-sufficiency</b>	20%	20%	20%	22%

## Review of Pricing

(Taken from Rate Schedule)

### Cabins

PARK	CLASSIFICATION	PRICES		
		WEEKDAY	WEEKEND	PEAK
MEEMAN-SHELBY FOREST	Rustic 2 BR	\$ 85	\$ 95	\$ 100

### Camp Site Category General Descriptions:

Site designations at each park to be determined by Park Manager & Regional Manager

**Type AAA:** Premium sites with water & electric that has features that put them in high demand. Examples of premium features would be individual sewer hook-up, waterfront location, scenic vista location, etc.

**Type AA:** Standard improved sites with water, electric, may have sewer or 50 amp service but do not have the features of a premium site.

**Type A:** Standard improved sites with water and electric and usual campsite amenities.

**Type B:** Improved sites with water & electric that may be in less demand due to location or with older features and limited facilities, or, improved sites without water & electric that may be in high demand due to desirable features and location.

**Type C:** Improved sites without water and electric. This can also be used for unimproved low demand, overflow sites with water & electric.

**Primitive:** Unimproved sites without water & electric to be used by tent campers only. Sites minimally developed, may have table & fire ring but little else.

**Group camping sites:** Those sites designed to accommodate larger groups of campers within a specific single location.

**In Season Rates and Discounts**

Site Category	Base Rate	TN Senior	Disabled	TN State Employee*	TN Veterans*
Type A	\$20.00	25%	25%	25%	N/A
Primitive– reserved by charitable organizations only	\$ 10.50	N/A	N/A	N/A	N/A

**Off Season Rates and Discounts**

Site Category	Base Rate	TN Senior	Disabled	TN State Employee*	TN Veterans*
Type A	\$20.00	25%	25%	25%	N/A
Primitive– reserved by charitable organizations only	\$ 10.50	N/A	N/A	N/A	N/A

**RENTAL, CONFERENCE/MEETING ROOMS/REC HALL/REC LODGE/OTHER:**

<i>PARK</i>	<i>FACILITY</i>	<i>Minimum</i>	<i>Per Hour</i>	<i>Per Day</i>
<i>Meeman-Shelby</i>	<i>Rec Lodge</i>	<i>1 Day</i>		<i>\$200</i>

**SWIMMING:** (All rates include tax)

Pools & Beaches (per person per day) \$4.00-\$5.00

Campers and cabin guests (per person per day) ½ daily rate

**PICNIC SHELTER RESERVATION/RENTALS:**

Name of Park	Shelter	Per Day	Half-Day
Meeman-Shelby Forest	Meeting Room	\$50.00	
Shelter	#1-6	\$75.00	

**BOAT PROGRAM FEES:** (Rate includes tax)

Pontoon Boat Excursion		
*Long Cruise	Adult	\$9.00
	Children (16 & under)	\$6.00
*Short Cruise	All Ages	\$6.00

**BOAT RENTALS:** (All rates include tax)

Row Boat without motors	per hour	\$ 3.00
	each additional hour	\$ 3.00
No deposit required	weekly	\$125.00

**BOAT LAUNCHING FEES:** (Rate includes tax)

Park	Lake	Fee
Meeman-Shelby	Poplar Tree Lake	\$2.00/day



**FISHING:** (All rates include tax)

Daily Fishing Permit	Meeman-Shelby Forest	\$2.00
Annual Fishing Permit	Meeman-Shelby Forest	\$25.00

**RECREATIONAL FIELD RESERVATION CHARGE:**

Tax included

Park	Hourly		
	8am-6pm	6pm-10pm	
Meeman-Shelby			\$50.00

**Competitors**

List any competitors for the above listed facilities. Include their approximate proximity to the park, any competitive features, their quality level and their prices. List any key accounts they are getting.

**Campgrounds:**

There are 10 campgrounds within 25 miles of Meeman-Shelby Forest State Park. They include Graceland RV Park and Campground, Tom Sawyer's RV Park, T.O. Fuller State Park, Fort Pillow State Historic Area, Agricenter RV Park, Redwood Estates, Memphis East Campground, Southhaven RV Park, Memphis KOA and Elvis Presley Blvd RV Park

**Shelters:**

T.O. Fuller State Park, Fort Pillow State Historic Area, Shelby Farms, Lichterman Nature Center

**Group Camps:**

Hotels located in Millington and Memphis that have meeting room capabilities.

**Recreation Lodges:**

Pink Palace Museum, Lichterman Nature Center

**Cabins:**

Being located 10 miles from Millington and 15 miles from downtown Memphis, there are numerous hotels.

## Customer Service and Satisfaction

Describe any customer service rankings and/or surveys ranging from comment cards to TripAdvisor, Yelp or any other sources.

TripAdvisor as of 2/23/15

Meeman-Shelby Forest State Park

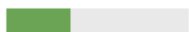

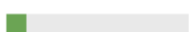

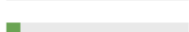
80% 



Ranked #52 of 79 Attractions in Memphis

 25 Reviews

### Visitor rating

Excellent		9
Very good		11
Average		3
Poor		0
Terrible		2

### *“A Variety of Amenities- Love the Horse Trails”*

 Reviewed February 10, 2015

We drove out on a pretty February Saturday and enjoyed a short walk near the nature center and lake. We spent an hour or so.

Spring/Summer/Fall are probably the best seasons to visit. This park has a variety of amenities- a lake with boat tours/fishing, playgrounds, 5 miles of bike trails, hiking trails, horse trails, frisbee golf, hunting, cabins, picnic...



More 





Was this review helpful?



**1. When was your last experience with Tennessee State Parks?**

		Response Percent	Response Count
Week		12.5%	1
Month		87.5%	7
Six Months		0.0%	0
Year or more		0.0%	0
<b>answered question</b>			<b>8</b>
<b>skipped question</b>			<b>0</b>



**2. In what capacity did you last interact with Tennessee State Parks and Conservation?  
(Check all that apply)**

		Response Percent	Response Count
Cabin Rental Guest		87.5%	7
Campground Guest		12.5%	1

**3. In the following categories, please rate your level of satisfaction with Tennessee State Parks and Conservation in all areas that apply:**

	Extremely Satisfied	Satisfied	Dissatisfied	Extremely Dissatisfied	Not Applicable	Rating Count
Courteous Staff	75.0% (6)	12.5% (1)	12.5% (1)	0.0% (0)	0.0% (0)	8
Professional Service	62.5% (5)	12.5% (1)	12.5% (1)	0.0% (0)	12.5% (1)	8
Quality Food & Beverage	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (8)	8
Clean Facilities	37.5% (3)	62.5% (5)	0.0% (0)	0.0% (0)	0.0% (0)	8
Amenities	37.5% (3)	50.0% (4)	12.5% (1)	0.0% (0)	0.0% (0)	8
Good Value	50.0% (4)	37.5% (3)	0.0% (0)	12.5% (1)	0.0% (0)	8
Scenic Qualities	50.0% (4)	50.0% (4)	0.0% (0)	0.0% (0)	0.0% (0)	8
Quality Programming	0.0% (0)	0.0% (0)	12.5% (1)	0.0% (0)	87.5% (7)	8
Overall Satisfaction	37.5% (3)	50.0% (4)	0.0% (0)	12.5% (1)	0.0% (0)	8

**4. Would you recommend this park to a friend?**

		Response Percent	Response Count
Yes		87.5%	7
No		12.5%	1

Page 8, Q5. Please share specific feedback about Tennessee State Parks or parks and conservation programs, including good experiences or opportunities for improvement.

1	We had a rat in our cabin. It was in our food. We found dropping on the kitchen cabinets. Had to check out early. Park CSR was not at all concerned with the fact that we had a rat in our cabin. She just laughed about it. We were not offered a refund or to be moved to another cabin. Had to leave our vacation early because of this experience. I understand cabins are in the woods but the state park should be prepared and have traps or poison out for rats.	Mar 17, 2014 2:14 PM
2	The park rangers were very helpful and everyone I encountered was extremely knowledgeable and friendly	Feb 11, 2014 9:55 AM
3	Bed's in the cabins should be replaced periodically	Feb 7, 2014 10:06 AM
4	We love the park and come almost every year. This year, our only complaints about the cabin are that the dishes weren't clean and the grill was full of ashes and cigarette butts.	Feb 6, 2014 8:41 PM

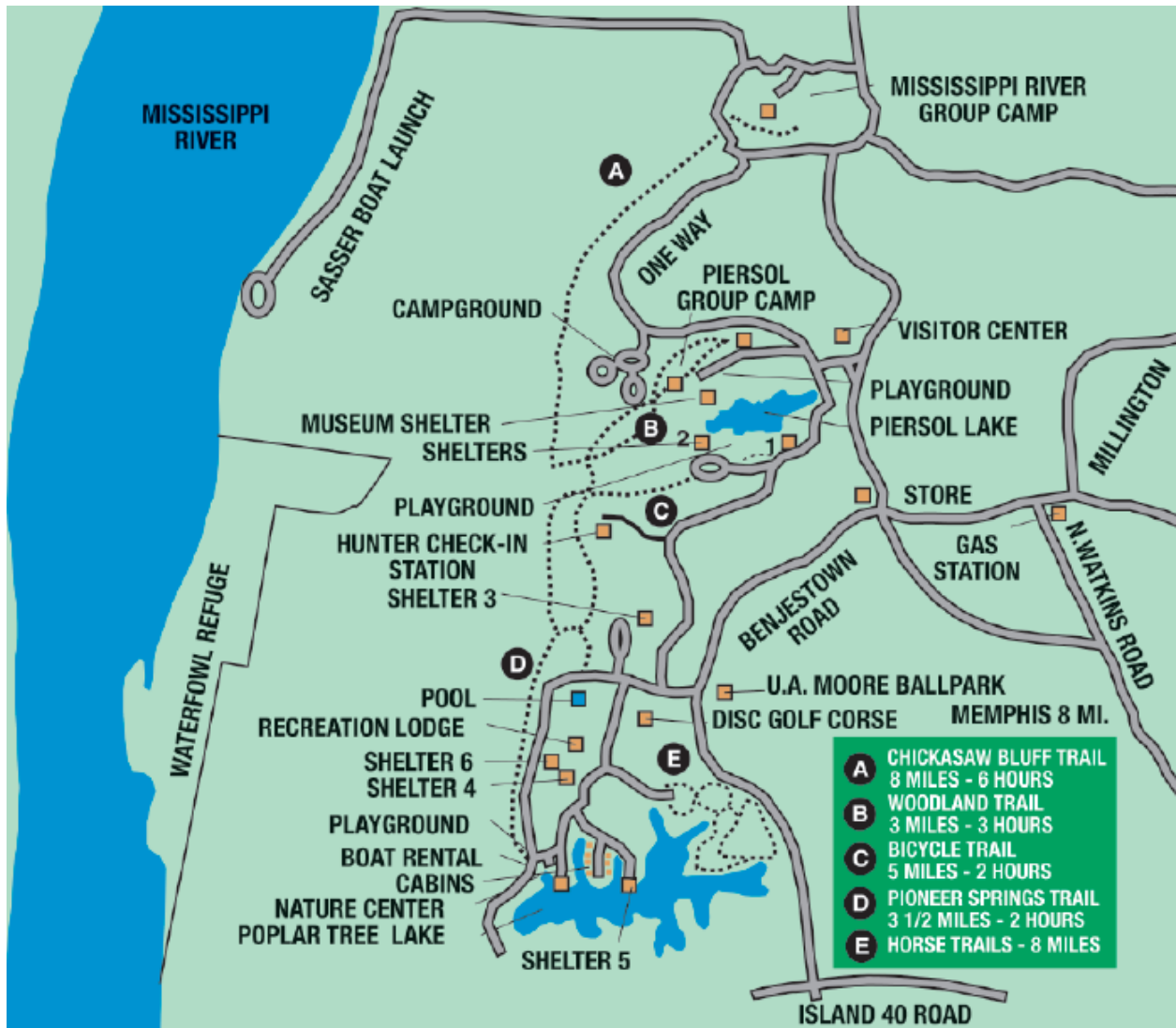
## Financial Pro Forma

The following five-year pro forma projects the financial outcomes based on the strategies and desired outcomes identified in this business plan.

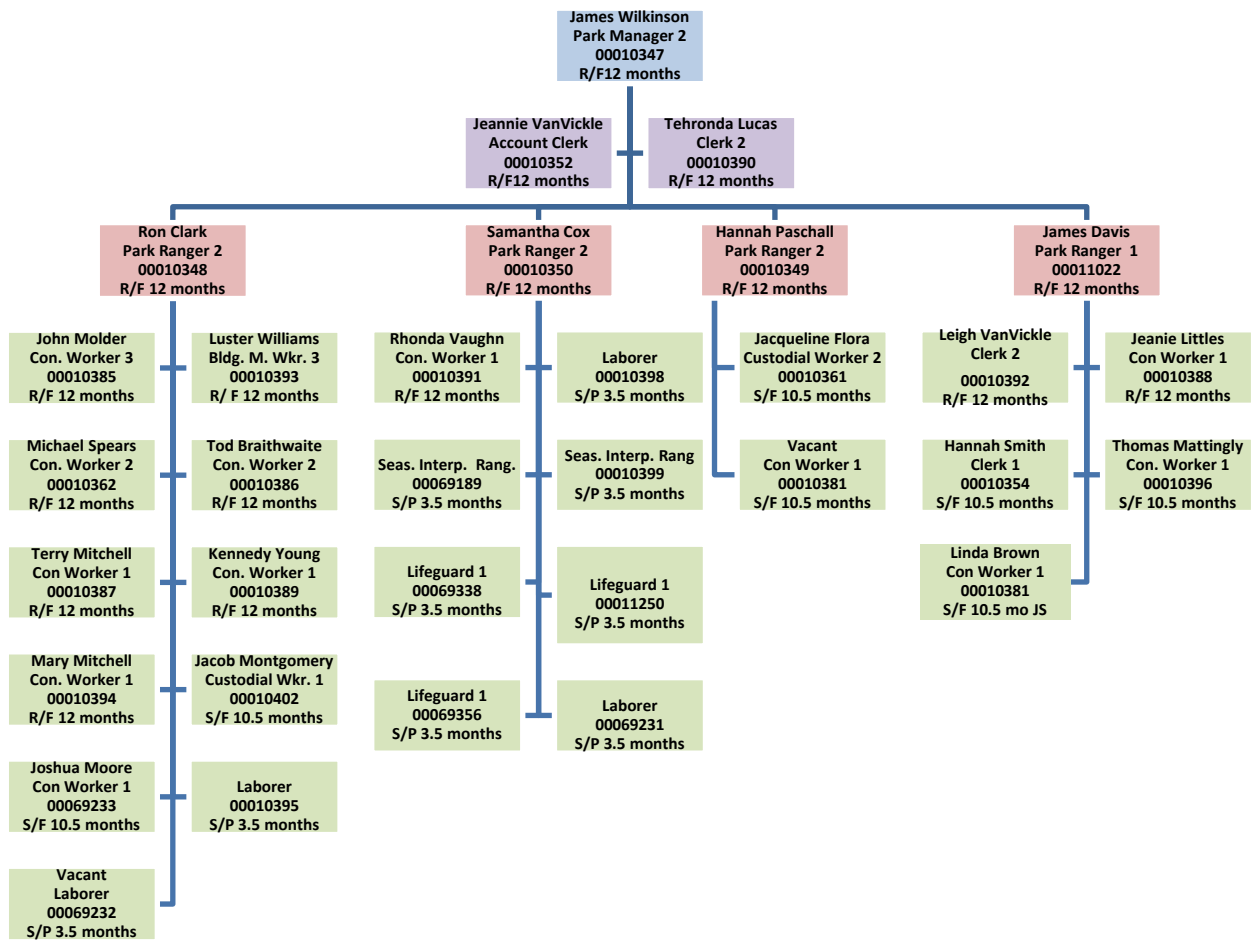
Use year 2 for revenue objectives.	<b>Base Year</b>		<b>Year 1</b>		<b>Year 2</b>
	<b>FY12-13</b>	<b>%+</b>	<b>FY13-14</b>	<b>%+</b>	<b>FY14-15</b>
<b>Cabins</b>	60,177	5%	63,186	5%	66,345
<b>Camping</b>	120,264	5%	126,277	5%	132,591
<b>Gift Shop</b>	4,643	20%	5,572	10%	6,129
<b>Programs</b>	-	2%	-	4%	-
<b>Other</b>	58,431	3%	60,184	4%	62,591
<b>Total Revenue</b>	243,515	3.5%	255,219	3.9%	267,656
<b>Total Expense</b>	1,235,523	0%	1,235,523	0%	1,235,523
<b>Gross Profit</b>	(992,008)		(980,304)		(967,867)
<b>Park Self-sufficiency</b>	20%		21%		22%

		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>
	<b>%+</b>	<b>FY15-16</b>	<b>%+</b>	<b>FY16-17</b>	<b>%+</b>	<b>FY17-18</b>
<b>Cabins</b>	5%	69,662	5%	73,146	5%	76,803
<b>Camping</b>	5%	139,221	5%	146,182	5%	153,491
<b>Gift Shop</b>	10%	6,742	5%	7,079	5%	7,433
<b>Programs</b>	4%	-	5%	-	5%	-
<b>Other</b>	4%	65,095	5%	68,350	5%	71,767
<b>Total Revenue</b>	4.5%	280,720	5.0%	294,756	5.0%	309,493
<b>Total Expense</b>	0%	1,235,523	0%	1,235,523	0%	1,235,523
<b>Gross Profit</b>		(954,803)		(940,767)		(926,030)
<b>Park Self-sufficiency</b>		23%		24%		25%

# Park Map



# Organization Chart





\*Updated June 24, 2018; Page 17; Public Hearing held April 19, 2018 at Meeman  
Shelby Forest State Park as per Tenn.Code Ann. 11-3-120

# Business & Management Plan

## Meeman-Shelby Forest State Park

June 24, 2018

Approved by:

  
James Wilkinson, Park Manager  
Meeman-Shelby Forest State Park

Date: 6/19/18

  
Michael Dobis, Area Manager  
Tennessee State Parks

Date: June 24, 2018

  
Mike Robertson, Director of State Park Operations  
Tennessee State Parks

Date: 30 July 2018

  
Brock Hill, Deputy Commissioner  
Parks & Conservation

Date: 8.30.2018

