



**Nathan Bedford Forrest
State Park
Business & Management Plan**

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Mission Statement

Protect and preserve historical, cultural and natural features of the area. To provide quality recreational activities and facilities to all individuals. To plan and operate these recreational pursuits in accordance with the divisions goals. To manage the resource and facilities in a fiscally sound manner.

Source: NBFSP MDS, 1/3/13

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. This percentage can be reduced by increasing revenues (see Goal 2); 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.

COGS 2013 - \$1333

GS Revenue 2013 - \$7916

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

Gift shop personnel will continually research which products are selling well and search for the best products at the best wholesale prices by:

- Utilizing a variety of sources to find products and vendors including, state wide contracts, internet, word of mouth recommendations, open market, other park gift shop operations, and customer recommendations.

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.

Park Manager and unit supervisors will continually monitor personnel and activity schedules to ensure the most efficient allocation of resources while providing the best service possible to the public, including utilization of Friends group and other sources of volunteer labor when possible.

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. (Lighting replacement project currently in progress at the museum.)
- 2) Install high efficiency, High SEER rated HVAC units for all buildings.

- 3) Perform semi-annually preventive maintenance for HVAC units to insure peak performance and to extend the life span of the units.
- 4) Perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads.
- 5) Install motion sensor light switches in living room spaces to insure lights will not be left on when people are not in the room thus reducing cost of electricity. (Including restrooms)
- 6) If petroleum prices continue to climb, investigate the feasibility and potential savings available by switching the heating units at the cabins from propane to electric.
- 7) Turn off propane supply during warm weather seasons to prevent doubling of utility usage.

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 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 cabin revenue from \$ in FY12-13 to \$ in FY13-14.

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

- Cabin staff, supervisors, and park management will work together daily to maintain superlative cleaning standards in our cabins to provide the best possible product to the public and increase return visits and customer recommendations to others.
- Office personnel and all park staff will consistently provide excellent customer service to provide for the needs of the cabin guests and to enhance their experience and increase return visits and customer recommendations to others.
- Park maintenance staff and supervisors will consistently strive to keep the cabins, grounds, and associated facilities clean, groomed, repaired, and available to the public at all times. All occasions of maintenance or repairs needed in the cabins will be addressed immediately so that all facilities remain available to the public.
- Continue to promote our cabins via websites, brochures, flyers, and personal promotion

Objective 2: Plans to increase gift shop revenues:

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

- Gift shop staff will continually monitor inventories – placing orders as needed.
- Gift shop staff will continually monitor displays and set up the most appealing arrangements possible.
- All park staff will help increase gift shop sells by promoting the gift shop to visitors as opportunities arise.

- Gift shop personnel will continually monitor items of great interest to the customers and remove outdated/stagnate items.
- The website liaison will continually update our gift shop information on our website.

Objective 3: Plans to increase camping revenues:

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

- Highest priority is to revamp the campsites. New roads, pads, and upgrade electrical service on one half of the sites which have not been upgraded yet.
- Add sewer hookups to the sites at Happy Hollow Campground.
- Add electric and water hookups at the Lake Front Campground.
- Install additional sites at the Lake Front Campground (our most popular campground) adding ample distance between sites for privacy and screening.
- Continue to promote our campsites via websites, brochures, flyers, and personal promotion.

Objective 4: Plans to increase picnic shelter revenue:

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

- Continue to promote the shelters through websites, flyers, brochures, word of mouth, Friends group, and special events.
- Market the shelters to large groups in the group lodge.
- Maintain the shelters to an excellent level of cleaning and appearance and ensure that all facilities and amenities are in proper working order.

Objective 5: Plans to increase Group Lodge revenue:

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

- Maintenance staff, supervisors, and park management will work together daily to maintain superlative cleaning standards in our Group Lodge to provide the best possible product to the public and increase return visits and customer recommendations to others.
- Office personnel and all park staff will consistently provide excellent customer service to provide for the needs of the Group Lodge guests and to enhance their experience and increase return visits and customer recommendations to others.
- Park maintenance staff and supervisors will consistently strive to keep the group lodge, grounds, and associated facilities clean, groomed, repaired, and available to the public at all times. All occasions of maintenance or repairs needed in the Group Lodge will be addressed immediately so that all facilities remain available to the public.
- Park management, supervisors, and maintenance personnel will work with West Tennessee Maintenance concerning major maintenance projects to the facility.
- Continue to promote the facility through websites, flyers, brochures, word of mouth, Friends group, and special events.

Objective 6: Plans to increase new sources of revenue:

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

- Construct 4-6 new small rustic cabins. Work with park management concerning the proper building sites to maximize users' enjoyment through private, isolated settings.
- Construct tennis courts and basketball courts to draw more visitors and provide more recreational opportunities during their extended stays.
- Consider the feasibility of initiating a paddleboat and canoe rental operation for summer months.
- Develop 1-2 additional revenue generating annual events.

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.

Perpetual Events

The programs below are available every day. Visitors can start at any time and continue at their own pace.

Photo Scavenger Hunt & Search –A-Word

Treasure Hunt

Annual Events

1st Hike – January 1st - Celebrate the New Year with a ranger-led hike through the hills and hollows of Nathan Bedford Forrest State Park to get a healthy start on the year

Astronomy Day - 1st Saturday in April (moved forward 1 week if Easter falls at this time) – Bernard Seyfert Astronomical Society will be on site with a variety of observational equipment and a wealth of knowledge to help us understand the mysteries of the night sky. Programs are scheduled throughout the day.

Easter Egg Hunt – Saturday before Easter – Bring the kids and search for hundreds of candy-filled eggs hidden by the Easter Bunny at Eva Beach. Fun for all ages!

Summer Programs – Quality programs are scheduled throughout the summer for park visitors to enjoy. From our ever-popular wagon rides to archery and kayaking, or an educational tour of the Folk-life Museum; there are plenty of things to keep everyone busy and having fun during your stay. Remember to take part in our ever popular Jr. Ranger Camp.

Storytelling Event – Each May storytellers gather around the campfire at the ballfield to share stories and tall tales. Of course, no campfire would be complete without roasting marshmallows and hotdogs over the fire.

Fishing Rodeo – This event coincides with TWRA’s Free Fishing Day and is held at Eva Beach Day Use Area in an inlet of KY Lake stocked with hundreds of fish. Lots of great prizes are awarded to participants.

Rock n’ Race Weekend – 3rd weekend in September – The Eva Beach Music and Arts Festival now includes the best in local performers, arts, crafts, food, and more. To add to the excitement, the Friends of Nathan Bedford Forrest State Park have partnered with the Camden Central High School Rebound Club to bring you The Amazing Race. Two-person teams will compete in a variety of sports including biking, canoeing, and running. This will be a weekend to remember!

Halloween weekend – Haunted Trail – Every year on Halloween the Polk Creek Trail is visited by ghosts and ghouls of all kinds. Take a wagon ride from Shelter 1 to this ghostly site and be prepared for a scare.

1st Weekend of November – Battle of Johnsonville Commemorative Living History Event- This year marks the 151st Anniversary of the Battle of Johnsonville and in honor of this momentous occasion there will be artillery, infantry, cavalry, and civilian demonstrations taking place at Eva Beach Day Use Area in Nathan Bedford Forrest State Park and throughout Johnsonville State Historic Area. For further information please contact the park office at 731-584-6356

November – Pilot Knob 10K Race-This race is part of the TN State Parks Running Tour and traverses a course from Eva Beach to the top of Pilot Knob and back.

2nd Weekend in November – North South Skirmish Association Forrest Escort Division Target Competition-

Target competitions with soldiers dressed in Confederate and Federal attire. Set up will be at the Ball Field. The Friends of Nathan Bedford Forrest will be selling snack and drinks.

Lighting of the Knob – Last Saturday in November - One of the most spectacular sights you will find during the Christmas season is Pilot Knob adorned with thousands of lights and decorations. The festive atmosphere is topped off with refreshments, holiday music, and even an appearance by Santa himself.

- A. Prepare a list of current events celebrated by the park
- B. Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced. List details.
- C. Determine if additional events can be added to the list and what logistics/staff are needed for successful events
- 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.)

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.

We are planning to start an annual horse shoes competition in 2015.

Goal 4: Expand Recreational and Interpretive Programs

While NBFSP 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.

See perpetual programs above.

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. Typical objectives might be:

Objective 1: Acquire park-wide video capability.

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

Clarification needed-

Objective 2: Obtain 10,000 Facebook friends. Assign maintenance and updates.

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

At least 2 employees are currently monitoring our facebook friends.

Objective 3: Develop campers coupon to drive campers to local restaurants, local events, park events.

Would require buy in from local businesses.

Objective 4: 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.

- Comment sheets are provided at all facilities. These are collected and sent to management for review, then filed for future use.

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

Our goal for this objective will obviously be 100%.

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.

- We currently utilize a very active Friends group which helps us with various projects and special events throughout the year.
- We use community service workers when they are available.

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.

- We are expanding our partnerships with our Friends group, re-enactors, NSSA members, and special interest groups.

Park Overview -- Park Fact Sheet

Park Name	Nathan Bedford Forest State Park
Region Manager	Ryan Forbess
Park Manager	John "J.C." Johnsonious
Park acreage	2,650.25
Total Number of Visitors (FY12-13)	1,021,449
Total Expenses before CO (FY12-13)	768,545
Total Revenues (FY 12-13)	196,111
Retail Self-sufficiency % ¹	109%
Park Self-sufficiency %	26%
Avg Expense per Visitor (FY12-13)	.75
Avg Revenue per Visitor (FY12-13)	.19
Gross Profit or Loss (FY12-13)	-572,433
Total full-time available positions / filled	14 / 14
Total part-time available positions / filled	2 / 0
Primary feeder markets	<p>The primary market area is designed to include areas within a 45-minute drive of the park. The boundary of the primary market area includes Benton County and the adjacent counties of Carroll, Decatur, Henry and Humphreys. The area is generally rural in character and consists of just over 100,000 people. The extended market area for day use activity includes Jackson, TN.</p> <p>For overnight stay, there are two urban markets that contribute market share – Nashville and Memphis, both within 150 miles of the park.</p> <p><u>Organized groups that utilize park:</u>Recreational users: campers, anglers, boaters, picnickers, day-use recreators, cabin guests, group lodge guests, history enthusiasts, wildlife enthusiasts</p> <ul style="list-style-type: none"> • Friends group • Hiking club/Scout groups • Benton County Garden Club • Benton County Chamber of Commerce
Primary reasons people come	Fishing, Water skiing, Biking, Playgrounds, Hiking, Sports, Bird Watching, Shuffleboard, Camping, Backcountry Camping, Disk Golf, Canoes, Kayaks

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

Site Summary

NBFSP lies 95 miles west of Nashville, 24 miles north of I-40 exit 126 at Hwy 641 or 8 miles north of Camden on Hwy 191.

Bordered on the east by Kentucky Lake

Bordered on the north, south and west by private lands.

97% old growth hardwood forest

3% developed areas and open ground

Habitat for white-tailed deer, fox, squirrel, opossum, raccoon, wild turkey, migratory and song birds, river otter, snakes, beaver, groundhogs, birds of prey, and turtles

Facilities include: Museum, Visitor's Center, 8-Rental cabins, Group Lodge, RV Campground (37 Sites) with dump station, Primitive Campground (15 Sites), Backcountry Camping (2 Shelters), Scout Camp, 3-Boat Ramps, Fishing Pier, 3-Volleyball Courts, 3 Playgrounds, 5-Picnic Shelters, 1 Bathhouse, 4 Remote Restrooms Facilities, Pump house, Maintenance Compound, Linen House, Ball field, 25 Miles Hiking Trails, 3 Residences

Key Attractions

Activities : Fishing, Water skiing/Jetskiing, Pleasure Boating, Biking, Playgrounds, Hiking, Tennessee River Folk Life Museum, Volleyball, Baseball/Softball, Bird watching, Shuffleboard, Camping, Backcountry Camping, Cabins, Group Lodge, Picnic Shelters, Disk Golf, Canoes, Kayaks

Cultural Heritage: Directly across the river from the site of the Union garrison stationed at Johnsonville, Nathan Bedford Forrest State Park is the site from which General Nathan Bedford Forrest attacked and defeated the union ground forces and naval fleet. River/folk life, CCC camp, 1800s railway, Eva Indian cultural sites, and other cultural features are also located here.

Financial Targets

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

Actual	FY09-10	FY10-11	FY11-12	FY12-13
Visitors	308,768	823,910	1,190,048	1,021,449
Total Revenues	185,923	187,434	232,490	196,111
Total Expenses	707,713	685,340	742,322	768,545
Revenue per Visitor	.60	.23	.20	.19
Expense per Visitor	2.29	.83	.62	.75
Retail Self-sufficiency %	143%	126%	96%	109%
Gross Profit	-521,790	-497,906	-509,832	-572,433
Park Self-sufficiency %	26%	27%	31%	26%

Pro forma	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Cabins	126,883	5%	133,227	5%	139,889
Camping	31,235	5%	32,797	5%	34,437
Gift Shop	6,597	20%	7,916	10%	8,708
Programs	-	2%	-	4%	-
Other	31,394	3%	32,336	4%	33,629
Total Revenue	196,109	3.5%	206,276	3.9%	216,662
Total Expense	768,545	0%	768,545	0%	768,545
Gross Profit	(572,436)		(562,269)		(551,883)
Park Self-sufficiency	26%		27%		28%

Key Recommendations for use in Action Plans

Short Term Recommendations (Less than 1 year)

More involvement with TWRA and other related agencies

Long Term Recommendations

Electric & water hookups @Lakefront campsites

Construct additional Lakefront campsites.

*A River Life Folk Center is needed

*ADA upgrades

Restroom facilities needs to be upgraded with showers

Renovation and upgrades to museum

Addition of 4-6 small log cabins needed

Construct basketball and tennis courts in ball field area

Improve roads, paved gravel roads, replace ageing HVAC units, sewer lines, water lines

Renovate Group Lodge

Replace playground equipment

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.

Scale of Conditions	
Rating	General Description
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. The assessed condition is for the group of assets under that label, i.e., inn rooms includes the overall condition for 145 inn rooms; Group Camp Two includes the overall condition of all the structures in that group camp, etc.

Needed capital improvements - Assets & Amenities

Park Asset/Amenity	Quantity	Condition
bathhouse	1	good
cabins	8	good
campgrounds	2	fair
campsites	50	fair
group lodge	1	fair
maintenance shop	1	good
museum	1	fair
office/visitor center	1	good
pump house	1	good
playstructure	1	good
residence	3	good/fair
restrooms	4	good/fair
shelters	5	good/fair
sheds, equipment	2	fair/poor
storage buildings	2	fair
swing sets	4	poor

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

New Assets & Amenities	Description
4-6 small log cabins	
Tennis courts	
Basketball court	
*Land Acquisition	The King Tracts - Future
Canoe/kayak rentals Electric and water hookups at lakefront campground Additional campsites at lakefront	

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. The priority assignment is not a measure of importance; rather, these recommended priorities reflect a phased implementation approach over the next several years.

Facility Need	Priority Assignment
4-6 small log cabins	high
Electric and water hookups at lakefront campground	high
Additional campsites at lakefront	high
*A River Life Folk Center *ADA upgrades/Exhibit upgrades	High
Tennis courts	moderate
Basketball court	moderate
Canoe/kayak rentals	low
Road improvements	moderate

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 Nathan Bedford Forrest 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 Tennessee River and Kentucky Lake
- 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 Nathan Bedford Forrest 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 museum.
- 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 Nathan Bedford Forrest State Park have been identified as **visitor supported services**:

- Operate and provide retail support services for the gift shop in museum.

- Provide support services for 8 rental cabins and 50 tent/RV campsites.
- Provide support services for 5 picnic shelters, and 1 group camp/group lodge.

Staffing Assessment

Full Time available Positions / Filled

14 / 14

Part Time available Positions / Filled

2 / 0

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	600
Park Volunteers	200
Golf Course Volunteers	n/a
Court Mandated Community Service (probation/prisoner)	40
Campground Host	0
Total	

Labor Budget Summary

Based on a 4 year average, total personal expense is 65.5% of total expense.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	296,245	273,232	298,836	327,900	10.7%
Employee Benefits	163,223	159,697	179,874	203,035	24.4%
Total Personnel Expenses	459,468	432,930	478,710	530,935	15.6%

Visitation and Occupancy

Describe trends over last 3 years. Overall annual visitation to this park has increased from FY10-11 to FY12-13, increasing by 24% or over 198,000 visitors.

Fiscal Year	Total Visitation
FY09-10	308,768
FY10-11	823,910
FY11-12	1,190,048
FY12-13	1,021,449

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
FY09-10	48%	11%	36%
FY10-11	47%	10%	36%
FY11-12	53%	13%	34%
FY12-13	51%	10%	31%

Financial Performance Assessment

Operational Expenses

A summary of total operating expenses from FY09-10 through FY12-13 are provided below.

Part 1 – Profit center Self-sufficiency

	FY09-10	FY10-11	FY11-12	FY12-13
Profit Center Revenue				
Restaurant				
Inn				
Cabins	121,271	123,909	134,342	126,883
Golf				
Marina				
Gift shop	5,632	5,016	5,364	6,597
Camping	25,076	23,985	29,161	31,235
Sub-total Revenue	151,980	152,910	168,869	164,717
Costs & Expenses				
COGS	293	4,394	2,066	1,333
Personnel	61,642	62,457	74,204	72,762
Total Other Expenses	44,076	54,705	100,261	76,980
Sub-total Cost & Expense	106,011	121,557	176,532	151,077
Retail Self-sufficiency %	143%	126%	96%	109%

Part 2 – Other profit center revenues and expenses

	FY09-10	FY10-11	FY11-12	FY12-13
Vending				
Group Lodge/Camp	24,242	25,114	24,652	22,441
Picnic Shelters	1,189	1,300	1,062	1,359
Boat Rental				
Fishing				
Grocery Store				
Swimming				
Gen Rec Other	530	621	107	634
Leased - Equestrian				
Leased - Gift Shop				
Leased - Other				
Misc	7,979	7,487	37,799	6,959
Other Profit Center Revenue	33,943	34,523	63,621	31,394
Cost & Expenses from Other Profit Centers				
COGS			223	
Personnel Expenses	397,826	370,472	404,506	458,172
Total Other Expenses	203,875	193,310	161,060	159,294

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

	FY09-10	FY10-11	FY11-12	FY12-13
Total Revenue	185,923	187,434	232,490	196,111
-Total COGS	293	4,394	2,290	1,333
-Total Personnel Expense	459,468	432,930	478,710	530,935
-Total Other Expense	247,951	248,015	261,321	236,275
Gross Profit	-521,790	-497,906	-509,832	-572,433
Parks Self-sufficiency	26%	27%	31%	26%

Review of Pricing

(Take from Rate Schedule)

TN State Parks Cabin and Villa Nightly Lodging Rates

PARK	CLASSIFICATION	PRICES		
		WEEKDAY	WEEKEND	PEAK
NATHAN BEDFORD FORREST	Deluxe 2 BR	\$ 110	\$ 120	\$ 125
	Rustic	\$ 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 AAA	\$25.00	N/A	N/A	N/A	N/A
Type AA	\$25.00	25%	25%	25%	N/A
Type A	\$20.00	25%	25%	25%	N/A
Type B	\$16.00	25%	25%	25%	N/A
Type C	\$11.00	25%	25%	25%	N/A
Primitive	\$ 8.00	25%	25%	25%	N/A

Off Season Rates and Discounts

Site Category	Base Rate	TN Senior	Disabled	TN State Employee*	TN Veterans*
Type AAA	\$25.00	N/A	N/A	N/A	N/A
Type AA	\$25.00	50%	50%	50%	50%
Type A	\$20.00	50%	50%	50%	50%
Type B	\$16.00	50%	50%	50%	50%
Type C	\$11.00	50%	50%	50%	50%
Primitive	\$ 8.00	50%	50%	50%	50%

PICNIC SHELTER RESERVATION/RENTALS:

Name of Park	Shelter(s)	Per Day	Half-Day
Nathan Bedford Forrest	5@	\$20.00	

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.

Birdsong Resort

16 miles south of the park.

Camping rates:

RV sites;

	1 A/C Unit	2 A/C Units	3 A/C Units
2 Persons	\$42	\$45	\$48
3 Persons	\$47	\$50	\$53
4 Persons	\$52	\$55	\$58
5 Persons	\$57	\$60	\$63
6 Persons	\$62	\$65	\$68

Tent sites:

1-2 people \$32

Each additional person \$5

Each additional tent \$32

They also have cabins (manufactured housing) but the prices are not listed.

Customer Service and Satisfaction

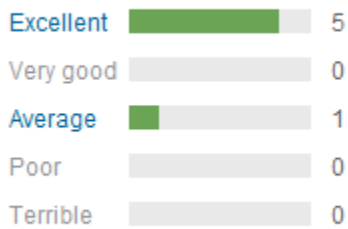
Describe any customer service rankings and/or surveys ranging from comment cards to TripAdvisor, Yelp or any other sources.

TripAdvisor as of 4/17/14

Ranked #1 of 1 Specialty lodging in Eva

 6 Reviews

Traveler rating



9 reviews from our community

Traveler rating

Excellent

8

Very good

0

Average

1

Poor

0

Terrible

0

See reviews for

Families

3

Couples

0

Solo

0

Business

0

Rating summary

- Location
- Sleep Quality
- Rooms
- Service
- Value
- Cleanliness

9 reviews sorted by: **Date** | [Rating](#)

Traveler rating

[Excellent](#)

8

Very good

0

[Average](#)

1

Poor

0

Terrible

0

7 reviews from our community

Visitor rating

[Excellent](#)

5

Very good

0

[Average](#)

2

Poor

0

Terrible

0

7 reviews sorted by: **Date** | [Rating](#)

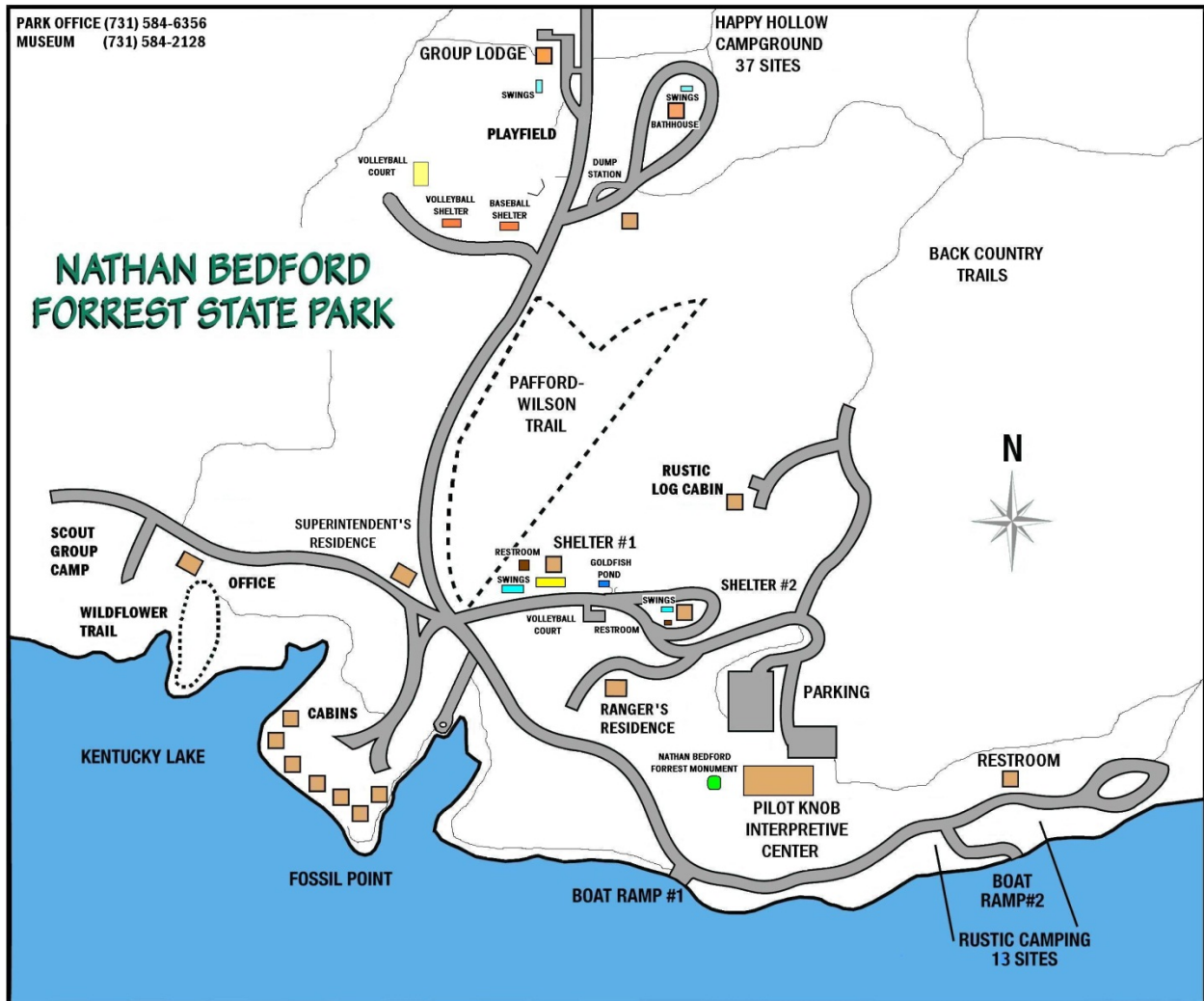
Financial Pro Forma

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

	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Cabins	126,883	5%	133,227	5%	139,889
Camping	31,235	5%	32,797	5%	34,437
Gift Shop	6,597	20%	7,916	10%	8,708
Programs	-	2%	-	4%	-
Other	31,394	3%	32,336	4%	33,629
Total Revenue	196,109	3.5%	206,276	3.9%	216,662
Total Expense	768,545	0%	768,545	0%	768,545
Gross Profit	(572,436)		(562,269)		(551,883)
Park Self-sufficiency	26%		27%		28%

	%+	Year 3		Year 4		Year 5
		FY15-16	%+	FY16-17	%+	FY17-18
Cabins	5%	146,883	5%	154,227	5%	161,938
Camping	5%	36,158	5%	37,966	5%	39,865
Gift Shop	10%	9,579	5%	10,058	5%	10,561
Programs	4%	-	5%	-	5%	-
Other	4%	34,974	5%	36,723	5%	38,559
Total Revenue	4.5%	227,595	5.0%	238,974	5.0%	250,923
Total Expense	0%	768,545	0%	768,545	0%	768,545
Gross Profit		(540,950)		(529,571)		(517,622)
Park Self-sufficiency		30%		31%		33%

Park Map



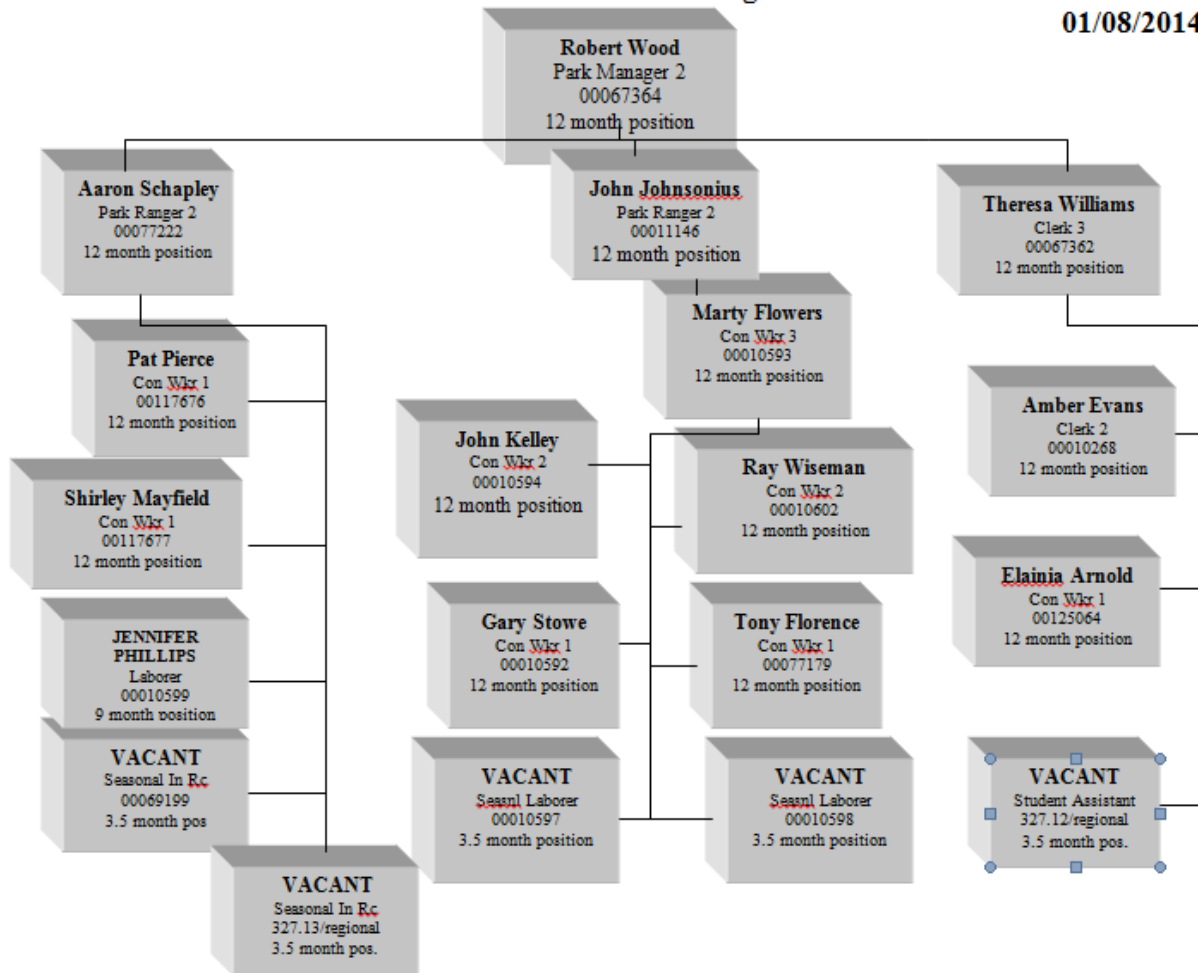
Google Map



Organization Chart

Nathan Bedford Forrest State Park Organizational Chart

01/08/2014



*Updated June 24, 2018; Pages 15, 18; Public Hearing held April 19, 2018 at Nathan Bedford Forrest State Park as per Tenn.Code Ann. 11-3-120

Business & Management Plan

Nathan Bedford Forrest State Park

Updated June, 2018

Approved by:


John Johnsonius, Park Manager
Tennessee State Parks


Date: 6/19/18


Ryan Forbess, Area Manager
Tennessee State Parks

Date: 7/11/2018


Mike Robertson, Director of State Park Operations
Tennessee State Parks

Date: 30 July 2018


Brock Hill
Deputy Commissioner
Parks & Conservation

Date: 8-30-2018

