

# Pickwick Landing 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”.**

## Executive Summary

### Park Fact Sheet

Park Name	Pickwick Landing State Park
Region Manager	Michael Dobis
Park Manager	Andrew Wright
Park acreage	1,533
Total Number of Visitors (FY15-16)	1,171,815
Total Expenses before CO (FY13-14)	5,401,781
Total Revenues (FY 13-14)	4,094,791
Self-sufficiency %	110%
Avg Expense per Visitor (FY13-14)	\$4.60
Avg Revenue per Visitor (FY13-14)	\$3.94
Avg Self-sufficiency <sup>1</sup> (FY13-14)	111%
Gross Profit or Loss	-1,307,000
Total full-time employees <sup>2</sup>	70
Total part-time employees <sup>3</sup>	19.8
Primary feeder markets	Memphis, Germantown, Collierville, Jackson, Florence, AL, Tupelo, MS
Primary reasons people come	Boating, golf, fishing, water sports, meetings, Shiloh National Military Park
Opportunities for improvement	Upgrading marina and campground; Building new cabins.

<sup>1</sup>This is the average of the last three years – FY10-11, FY11-12, and FY 13-14/  
Based on **T.C.A. 11-3-305, Self-sufficiency of revenue-generating facilities**

<sup>2</sup>Current employees, not including vacancies.

<sup>3</sup>Current employees, not including vacancies.

### Site Summary

On the shores of Pickwick reservoir, this Park is a water sportsman’s paradise. This park is located near Savannah, TN, approximately 4 miles north of the Mississippi border.

### Key Attractions

The Park has a full service marina, that includes dry boat storage, sailboat, wet and overnight slips, three public launching ramps, , a 119 room inn, 10 cabins and a restaurant with convention and meeting facilities. There is also an 18-hole golf course.

### Financial Targets

The following table details the total operating expenses and earned revenues for Pickwick Landing State Park over the last four years (FY 09-13). Park management will need to decide the assumptions for visitation growth and Self-sufficiency percentage for FY13-15 (3 years out). Once those two numbers are decided upon, total expenses and revenues for FY 13-15 can be calculated.

#### Factors impacting Financial Targets

- Revenue will increase with the addition of 7 new cabins. Revenue for the park is expected to increase in January 2016.

Actual	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>
<b>Visitors</b>	1,241,972	1,293,403	1,485,159	1,248,495
<b>Total Revenues</b>	4,294,905	4,478,366	4,367,309	4,035,491
<b>Total Expenses</b>	5,359,291	5,624,122	5,647,956	5,347,772
<b>Revenue per Visitor</b>	3.45	3.46	2.94	3.23
<b>Expense per Visitor</b>	4.32	4.35	3.80	4.28
<b>Self-sufficiency %</b>	112%	115%	113%	106%
<b>Gross Profit</b>	<b>-1,064,387</b>	<b>-1,145,755</b>	<b>-1,280,647</b>	<b>-1,312,282</b>

Estimated	FY13-14	FY14-15	FY15-16
<b>Visitors</b>	1,171,815	1,012,883	1,350,000
<b>Total Revenues</b>	4,094,791	4,300,000	4,500,000
<b>Total Expenses</b>	5,401,781	5,100,000	4,900,000
<b>Revenue per Visitor</b>	3.49	3.44	3.33
<b>Expense per Visitor</b>	\$4.60	\$4.08	\$3.62
<b>Self-sufficiency %</b>	110%	112%	114%
<b>Gross Profit</b>	<b>-1,307,000</b>	<b>-800,000</b>	<b>-400,000</b>

## Key Recommendations

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

1. Obtain funding for critical infrastructure repairs/modifications necessary for basic operation of the site and improving customer satisfaction levels. Areas included are updating room furnishings at the Inn, enhancing stronger WiFi signals, acquiring updated exercise equipment for our exercise room, and continuing to upgrade televisions in guest rooms to modern flat screens. \*Bathhouses at the main campground were completed in Winter 2018.
2. Work towards establishing appropriate balance between full time and hourly staff positions with attention to the hiring and retention of quality associates.
3. Continue to identify and develop partnerships and opportunities for local packaging and marketing. Possible package ideas - Father and son weekend (include a guide for fishing or golf pro lessons; tours of Shiloh; Mother daughter packages; Spa weekends – message therapist, make-up, fashion show, nice lite luncheon, cooking demo; Daddy Daughter package; tour antebellum homes in Corinth or Savannah; No TV Weekend – check out a Nature Backpack at our front desk and enjoy a weekend outdoors exploring and enjoying nature.
4. Complete construction of 7 new cabins by WINTER 2015. The cabins replace the old inn and will enhance revenue at the park.
5. Increase marketing by utilizing social media on an almost daily basis. This will be accomplished utilizing the parks Facebook page which is no cost to park and/or state. Repeated exposure via social media enhances the parks image and will increase revenue.
6. Signage needs enhancing to offer park amenities so guest are aware of such.

7. Continue to identify and develop partnerships and opportunities for local packaging and marketing. Work closer with Hardin County Tourism and Hardin County Chamber of Commerce. Possibly work with a local theater group that could come out and put on a play for a dinner/theater night. Also work closer with Friends of Pickwick Landing and Pickwick Rotary.

### Long Term Recommendations

1. Evaluate existing facilities and add new amenities for enhancing multi-night stays, and enhance/upgrade existing facilities. Adding 7 new cabins at site of Old Inn.
2. The addition of a modern visitor's center would greatly increase visitation and revenue to our park. The center could encompass a museum with modern technology and local memorabilia that explains in detail how the Pickwick Dam was built. We currently have photographs displayed at the Inn, but a more accurate depiction of the building of the dam would entice visitors.
3. Obtain Capital funding to add lake sites to the existing campground. The campsites would include 50 amp service, Wi-Fi and other needs of modern campers and RV's. Bruton Branch has one of the best views of the lake. If funding could be obtained to modernize it by providing electricity and water it would greatly increase revenue for the park.
4. The completion of a TVA grant funded pier at Bruton Branch will increase visitors to the area.
5. Pontoon rental pier at marina could possibly be upgraded with contingency funds that are available from all other piers being upgraded.
6. Dry boat storage needs to be renovated to the size of the boats today. The exterior walls could possibly be expanded to allow larger boats to be stored.
7. To increase revenue at the golf course, a modern clubhouse could be built. This modern clubhouse would include a larger sitting and/or dining area to further enhance customer's experience.
8. Picnic shelters could use some modernizing and upgrades.
9. Paving is a big issue. We need every road and every boat ramp resurfaced.
10. The old bathroom at the large boat dock could be restored for usage due to it being one of the few original CCC structures still left standing. This would preserve part of the areas culture and history.

# Park and Operations 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. The assessed condition is for the group of assets under that label.

Needed capital improvements - Assets & Amenities

## Pickwick Landing State Park

Lodge and Conference Center	1	FAIR
Inn rooms	119	Fair
Suites	5	Fair
Meeting Rooms	4	Fair
Cabins/Villas	10	Excellent/Fair
Campsites (2 campgrounds)	54	Good/Fair
Picnic Shelters	5	Good
Swimming Pool	2	Good
Restaurant Dining Room	1	Good
Restaurant Kitchen	1	Good
Roads/Paving	4	Good
Parking Lots		Good
Trails	2	Good/Fair
Visitor Center/office	1	Good
Marina	1	EXCELLENT
Boat Dock / Shelter - Complete	1	Capital Project
Golf Course irrigation (COMPLETE)	1	Capital Project
Golf Shop	1	FAIR
Golf Maintenance Shed	1	Fair
Golf Maintenance (old TVA bldg)	1	FAIR
Golf Cart Storage	1	Good
Sewage Plant	1	Good
Ranger Residence	4	Good
Picnic Shelters	6	Good/Fair
dry boat storage	2	Good/Fair
Maintenance Bldg. / Equip. Shed	1	Fair
Campground Bathhouse	1	Good
Circle Restroom	1	Fair
Stone Restroom	1	CLOSED
Fish Tournament /Weigh Structure	1	Good




List new assets and amenities that would fall under capital expenditures that are needed to improve customer service and drive revenue. Examples would be new trails, ADA improvements, Wi-Fi accessibility, additional campsites, etc.

<b>New Assets &amp; Amenities</b>	<b>Description</b>
New Lakeside Campground	The new campground would be added near the lake and included modern amenities including 50 amp service and WiFi.
Amphitheater	Friends Group request – future amenity
New Cabins	Completed – Opened Jan. 2017
New Playground	Completed

### Prioritized Facility Needs

Based on the inventory and assessment conducted above, these prioritized needs have been identified.

<b>Facility Need</b>	<b>Priority Assignment</b>
Pickwick Landing Inn Renovation (HVAC, plumbing, rooms, furnishings, paint) – Funded FY18	<b>1</b>
Additional Cabin Renovation	<b>2</b>
Roads, Sidewalks, Lighting	<b>5</b>
Water line replacements	<b>4</b>
Add better signage to attract additional business – signage is in progress	<b>3</b>
New Playground Equipment	<b>2</b>
*Backcountry campsites	<b>3</b>

<b>Facility Need</b>	<b>Priority Assignment</b>
ADA upgrades - Completed	High
Marina upgrades (COMPLETED)	High
7 New Cabins (COMPLETED)	High
New Lakeside Campground	Low
*Campground renovations at Bruton Branch and main campground	Low

### 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 Pickwick Landing 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 Pickwick Landing 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 Pickwick Landing State Park have been identified as **visitor supported services**:

- Operate a 119-room inn and conference center.
- Operate a full-service, year-round restaurant.
- Operate banquet and conference facilities for business meetings, wedding, etc.
- Operate and provide retail support services for the gift shop in the inn.

- Provide support services for 10 rental cabins and 84 tent/RV campsites.
- Provide support services for picnic shelters, group camp and group lodges.
- Operate a 72 par Championship 18-hole Golf Course, including a Pro Shop and Snack Bar. Provide support for Golf Tournaments for but not limited to Schools, Fund Raisers, and Business Groups.
- Operate a Marina, which includes rental space in Dry Boat, Sailboat Slips, Transit Slips and Wet Slips, along with Gas Pier and Marina Store with resale Items.

## Staffing Assessment

### Full Time Equivalent employees

As of: 5/28/13

Position/Title	Quantity (FTE)	Vacancies	Annual Hours
Park Manager 3	1		1950
Ranger	3		5850
Park Manger 1	1		1950
Conservation Worker 1	8	1	17,550
Conservation Worker 2	5		9750
Conservation Worker 3	2		3900
Admin Services Assistant 2	1		1950
Account Clerk	4		7800
Clerk 1	1		1950
Clerk 2	3		5850
Room Clerk	3		5850
Hospitality Manager 2	2		3900
Hospitality Manager 3	1		1950
Hospitality Assistant	3		5850
Food Service Worker	5		9750
Food Service Supervisor 2	1		1950
Food Service Asst Mgr	1		1950
Cook 1	3	1	7800
Servitor	4		7800
Storekeeper 1	1		1950
Marina Manager	1		1950
Golf Course Manager	1		1950
Greenskeeper	1		1950
Grounds Worker 1	1		1950
Equipment Mechanic 1	1		1950
Custodial Worker Supv 1	1		1950
Custodial Worker Supv 2	1		1950

Custodial Worker 1	6		11,700
Custodial Worker 2	1		1950
Building Maint Worker 2	1		1950
Building Maint Worker 3	1		1950
Facilities Supervisor	1		1950
Total	70	2	142,350

Part Time Employees (No benefits)

Position/Title	Quantity (FTE)	Vacancies	Annual Hours
Food Service Worker	4.1	.8	9594
Room Clerk		.8	1599
Laborer	1.7	3.2	9594
Clerk 1	4.1		7995
Laundry Worker 1	.8		1599
Servitor	2.5		4797
Conservation Worker 1	.8		1599
Custodial Worker 1	4.9		9594
Total	19.8	4.8	52,767

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	60
Park Volunteers	60
Golf Course Volunteer s	6,480
Court Mandated Community Service (probation/prisoner)	1,800
Campground Host	120
Total	8,520

Labor Budget Summary

As a 3 year average, total personnel expense is 55.2% of total expenses.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	2,130,679	2,161,974	2,150,658	2,124,764	-.3%
Employee Benefits	1,188,987	1,207,271	1,215,130	1,171,187	-1.5%
Total Personnel Expenses	3,319,666	3,369,245	3,365,788	3,295,951	-.7%

Visitation and Occupancy

Describe trends over last 4 years. Overall annual visitation to this park has increased from FY09-10 to FY12-13, by .5% or about 5,000 visitors.

<b>Fiscal Year</b>	<b>Total Visitation</b>
FY09-10	1,241,972
FY10-11	1,293,403
FY11-12	1,485,159
FY12-13	1,248,495

Occupancy for the overnight accommodations as well as restaurant and golf activity for the last three years is detailed in the table below. Overall occupancy has trended downward.

<b>Fiscal Year</b>	<b>Inn Occupancy</b>	<b>Cabin Occupancy</b>	<b>Campsite Occupancy</b>	<b>Group Camps Occupancy</b>	<b>Restaurant Covers</b>	<b>Total Golfers</b>
FY09-10	44%	53%	9%	NA	114,251	15,033
FY10-11	44%	54%	13%	NA	115,539	16,350
FY11-12	43%	49%	11%	NA	105,827	16,653
FY12-13	40%	52%	11%	NA	98,526	14,033

### **Customer Service and Satisfaction**

The inn is listed on Tripadvisor.com and has 48 reviews for a ranking of 3.5 stars. In comparison, the Hampton Inn is ranked at 4.0 stars.

AAA has rated this Inn at 3 diamonds and the restaurant at 2 diamonds.

### **Financial Performance Assessment**

#### **Operational Expenses**

A summary of total operating expenses from FY09-10 through FY11-12 are provided below. Revenue increases are noticeable in the restaurant, gift shop and camping while activity, as reported above is declining.

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

	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>

<b>Profit Center Revenue</b>				
<b>Restaurant</b>	1,084,507	1,099,971	1,029,190	949,105
<b>Inn</b>	1,499,830	1,476,659	1,471,934	1,374,291
<b>Cabins</b>	127,158	179,767	165,984	193,721
<b>Golf</b>	490,329	536,835	565,504	490,995
<b>Marina</b>	983,523	1,043,386	1,016,008	899,759
<b>Gift shop</b>	53,506	43,347	38,717	40,173
<b>Camping</b>	40,724	54,313	44,094	41,300
<b>Sub-total Revenue</b>	4,279,577	4,434,278	4,331,431	3,989,344
<b>Profit Center Costs &amp; Expenses</b>				
<b>COGS</b>	575,339	760,224	658,825	672,083
<b>Personnel</b>	2,108,851	1,915,250	1,894,371	2,031,136
<b>Travel (03)</b>				
<b>Utilities &amp; Fuel (05)</b>				
<b>Maintenance &amp; Repair (07)</b>				
<b>Supplies &amp; Materials (09)</b>				
<b>Motor Vehicle Operation (11)</b>				
<b>Buildings (18)</b>				
<b>Total Other Expenses</b>	1,126,477	1,163,942	1,282,575	1,076,395
<b>Sub-total Cost &amp; Expense</b>	3,810,667	3,839,416	3,835,771	3,779,704
<b>Self-sufficiency %</b>	112%	115%	113%	106%

## Part 2 – Other profit center revenues and expenses

	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>
<b>Vending</b>	642	884	1,718	1,300
<b>Group Lodge/Camp</b>				
<b>Picnic Shelters</b>				
<b>Boat Rental</b>	167			4,364
<b>Fishing</b>				
<b>Grocery Store</b>				
<b>Swimming</b>				
<b>General Recreation-Other</b>	2252	3112	2,641	2,420
<b>Leased - Equestrian</b>				
<b>Leased - Gift Shop</b>				
<b>Leased - Other</b>	4,818	2504	0	2747

Misc	7,449	37,588	31,519	32,478
Other Profit Center Revenue	15,328	44,088	35,878	43,309
Cost & Expenses from Other Profit Centers				
COGS	3939	1714	1,196	-90
Personnel Expenses	1,212,391	1,453,995	1,471,417	1,264,815
Travel (03)				
Utilities & Fuel (05)				
Maintenance & Repair (07)				
Supplies & Materials (09)				
Motor Vehicle Operation (11)				
Buildings (18)				
Total Other Expenses	332,294	328,996	339,573	303,253

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

	FY09-10	FY10-11	FY11-12	FY12-13
Total Revenue	4,294,905	4,478,366	4,367,309	4,035,491
-Total COGS	579,278	761,938	660,021	672,173
-Total Personnel Expense	3,321,242	3,369,245	3,365,788	3,295,951
-Total Other Expense	1,458,771	1,492,938	1,622,148	1,379,648
Gross Profit	-1,064,387	-1,145,755	-1,280,647	-1,312,282
Park Self-sufficiency	80%	80%	77%	75%

Review of Pricing

Current rates as taken from the TSP Webpage are below.

As of 3/27/13:	In Season		Off Season	
	April 1 to October-31		November 1 to March-31	
	Sunday - Thursday	Friday - Saturday	Sunday - Thursday	Friday - Saturday
Inn room	81	88	81	88
1 Bed Suite	156	156	156	156
2 bed Suite	230	230	230	230
Parlor	75	82	68	68
AAA cabin *	110	120	110	120



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\* = 2 night minimum

<b>Camping</b>	
<b>Base rate campsite w/o sewer connection</b>	16
Bruton's Branch - No hookups	11

<b>Conference and Meeting facilities</b>	<b>Sq. Ft.</b>	<b>Dim.</b>	<b>Rate</b>
<b>Conference Room A or C</b>	2173	41' x 53'	250
<b>Conference Room B</b>	2067	39' x 53'	250
<b>Conference Room A, B &amp; C</b>	6143	121' x 53'	700
<b>Conference Room C1, C2 or C3</b>	697	41' x 17'	100
<b>Board Room</b>	510	30' x 17'	125

	<b>In Season</b>		<b>Off Season</b>	
	<b>March 1 to</b>	<b>October-31</b>	<b>November 1 to</b>	<b>February-28</b>
	<b>Monday - Friday</b>	<b>Saturday - Sunday</b>	<b>Monday - Friday</b>	<b>Saturday - Sunday</b>
<b>Green Fees 18 holes</b>	38 w/cart	41 w/cart	30 w/cart	30 w/cart
<b>9 holes</b>	21 w/cart	23 w/cart	18 w/cart	18 w/cart
<b>Green Fees 18 Hole Walking</b>	22	25	14	14
<b>9 Holes</b>	13	15	10	10
<b>Private Cart</b>	11	11		
<b>Pull cart</b>				
<b>Senior Rates 18 holes</b>	26.00 w/cart	Same	26.00/w cart	Same
<b>9 holes</b>	16 w/cart	Same	16.00	Same
<b>Junior Rates 18 holes</b>	10/Walk \$16.00 w/cart	Same	Same	Same
<b>Twilight Fee</b>	\$30.00 w/cart	\$33.00 w/cart	Same	Same

### Competitors

- Hampton Inn at Pickwick Dam is a 75-room hotel owned by the Hilton Corporation. Their quality is superior and their guestroom prices are about 20% higher.

- There are numerous restaurants within 5 miles of the Inn.
- Shiloh Falls Golf Course is the main golf competitor.

## Business and Management Plan

### Business Goals

The following goals serve as the foundation for key recommendations and strategies in this business plan. Summarize your goals in each area below.

#### Enhance Self Sufficiency of Site Operations

Pickwick Landing State park Inn and Conference Center is currently forecasting operating in FY13 at a 100-% cost of operational expenses through earned revenues. This percentage can be higher with increased preventive maintenance improvements to the overall infrastructure of the lodge and cottages. Revenues can improve with increased marketing and events in the winter months and going after the Sunday-Thursday overnight visitors. With the strategies below in place along with the update of the infrastructure it is conceivable that Pickwick Landing State park inn and conference center could achieve 100% or higher cost of recovery.

#### Enhance Revenue Generation Strategies

Top priority is increasing revenue at Pickwick Landing State Park Inn and Conference Center. This will most likely take place by enhancing, in winter months, visitation by marketing, packaging and special events. Also, Sunday thru Thursday overnight stays, year round, will be targeted.

#### Expand Special Events at the Site

Expand to include revenue generating events while incorporating holidays and special days of the year which when then allow Pickwick Landing State Park Inn and Conference Center to utilize rooms and to show off our culinary delights and presentation.

#### Improve the Diversity and Innovation of Recreational and Interpretive Programs

While Pickwick Landing State Park Inn and Conference center already offers a wide variety of programs and recreational activities to all age groups we would like to broaden our horizons with more Marketing. With this in mind, we are having discussions about incorporating Tour Buses which will also enhance our discussed revenue generation strategies.

### **Improve the Effectiveness of Marketing and Sales**

This is in the process of being improved by discussions with Marketing and Product development to bring out name recognition for Pickwick Landing State Park Inn and Conference Center as one of the biggest issues from guests is “I didn’t even know you were here”. This will also help in generating the above discussed revenues by making groups and tour buses aware that we are, in fact, here.

### **Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction**

Pickwick Landing State Park Inn and Conference Center plans to improve the consistency of managing and monitoring customer service and satisfaction by conducting on-site surveys to assess how well customer satisfaction levels are being met. Create and distribute a quarterly report to employees that will show what our guests are saying; good and bad. This will increase our employees awareness of guest satisfaction and promote ownership in customer service and satisfaction. We will strive to have 90% of visitors responding to ‘Comment Cards’ report that they were either ‘satisfied’ or ‘very satisfied’. We will have a post rap up session after each event, with the managers, to look over the customer comments and look at ways to improve the event or look at replacement options if the event was not well received by our guests.

### **Expand Partnership Opportunities**

The partnership opportunities available to Pickwick Landing State Park Inn and Conference center are many, multiple priorities will drive partnership opportunities for the site. This will include expanding service partnerships in which related providers in the community support the programs and services to visitors; expanding vendor partners to reduce the costs of materials and supplies, and related services needed by the site; and seeking co-branding partners to off-set event and program costs, and to expand awareness of site programs and facilities in the site’s market area. The largest growth will be in the co-branding and vendor areas. Working with the 3 local counties to make sure that Pickwick Landing State Park Inn and Conference center is used in their advertising and promoting. Working with local vendors on packaging and co-advertising will be a major part of expanding our opportunities.

### **Partnership Development Plan**

The listing below summarizes existing partners and targeted partnerships by classification (operational, vendor, service, and co-branding, funding partners) and by organizational type.

Pickwick Landing State Park has an excellent relationship with Friends of Pickwick Landing State Park, Pickwick Rotary, Hardin County Tourism, West and Southwest Tennessee Tourism, Hardin County Chamber of Commerce, Tishomingo County

Chamber and Tourism and Shiloh Military National Park Service. We also have a good relationship with the local prison system which provides us with free labor throughout the park for approximately 6 – 8 months.

## Marketing and Sales Plan

Marketing and sales goals for Pickwick State Park Inn and Conference center are based on the following desired outcomes:

1. Produce increased overall visitation and revenues.
2. Enhance marketing for site recognition to improve visitation.
3. Special events on a monthly basis name recognition to Pickwick Landing State Park Inn and Conference center.
4. To promote Pickwick Landing State Park Inn and Conference center as the Premiere Destination ...

## Marketing and Promotion Strategies

### *Publicity and Social Media*

Pickwick Landing State Park Inn and Conference Center will approach marketing and publicity planning using the following guidelines and themes:

#### **1. Event publicity**

Major events benefit by having short stories in local, regional, and statewide newspapers and online social media hooks planted that run three to four weeks in advance of the event up to the date of the event itself. Stories and media need to be cultivated with contacts and online sales channels several weeks in advance of the time the stories need to run. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs, and blogs on known affinity online sites should also be included.

#### **2. Program publicity**

Special and unique programs should have feature stories in magazines, local and regional weekly newspapers, and statewide daily newspapers that are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will likely require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If

pre-publicity cannot be generated, post-publicity can help promote future programs.

### **3. Site Publicity**

Site publicity focusing on a single site or sub-set of sites requires intense planning efforts to attract multiple writers and editors from target publications.

Examples and suggested opportunities for events, programs and related publicity efforts based on the themes described above at Pickwick Landing State Park Inn and Conference center are provided in the table below.

#### ***Packaging***

Examples and suggested packages for Pickwick Landing State Park Inn and Conference center are provided below:

Honeymoon/Anniversary Packages  
Pickwick Getaway Packages  
Golf Packages with Weekday/Weekend options  
Christmas in The Park Packages  
No TV Weekend

#### ***Group Sales***

Types of groups within which specific target customers can be identified for Pickwick Landing State Park Inn and Conference Center are listed below:

- Family Reunions
- Youth service organizations
- Church Retreats
- Weddings and Receptions
- Women's Get-A-Ways
- Craft Groups
- Teachers Retreats
- Business meetings
- Leadership Groups
- Community organizations
- Birthday Parties
- Reunions
- Anniversaries
- Training meetings
- Government Groups

#### ***Incentivizing New and Repeat Visitation***

Pickwick Landing State Park Inn and Conference Center will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Use (specific) Social Media outlets to offer last minute deals and promote special events both in the park and lodge.
- Offering 2-3 packages per month on the website, newspapers and other media outlets to promote higher occupancy.
- Co-branding with other vendors to become the official overnight accommodations for them and offer deals to their customer base.
- Increased monthly special events to include both culinary and park activities.

- Hosted a wedding show per year to continue to promote Pickwick Landing State Park Inn and Conference Center as the top destination wedding venue in Tennessee.
- Attend local chamber events in the surrounding counties to promote site and remind the local business leaders that we are here to work with them.
- Hold monthly revenue meeting at the site to brainstorm ideas and discuss what is working and what may not and how to improve.
- Continue to work with the Product Marketing and Development group for name recognition and interest in the local communities.

### Customer Service and Satisfaction Plan

List plans to measure the customer experience. Surveys, “likes” on FB, a measured number of customer interactions, comment cards, are all ways in which customer satisfaction can be measured.

### Revenue Generation Plan

Pickwick Landing State Park Inn and Conference Center has set a financial goal of increasing annual revenues by 2% annually between 2012 and 2013. The largest revenue growth opportunity is most likely December-March and Sunday through Thursday overnight stays year round. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Year	% Growth from Previous Year	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2012	Base Year	\$298,103	\$255,733	\$268,556	\$394,364	\$296,901	\$165,364	\$143,927	\$143,684	\$230,527	\$275,337	\$264,600	\$278,877	\$3,015,973
2013	4%	\$308,536	\$264,683	\$277,956	\$408,168	\$307,293	\$171,152	\$148,964	\$148,712	\$238,596	\$284,974	\$273,861	\$288,638	\$3,121,533
2014	4%	\$320,878	\$275,271	\$289,074	\$424,494	\$319,584	\$177,998	\$154,923	\$154,661	\$248,139	\$296,373	\$284,816	\$300,184	\$3,246,395
2015	4%	\$333,713	\$286,282	\$300,637	\$441,473	\$332,368	\$185,118	\$161,120	\$160,847	\$258,065	\$308,228	\$296,208	\$312,191	\$3,376,250

These projections would result in a total of 12.4% cumulative growth in total annual revenues between FY2010 and FY2013. If operational expenses can be managed with a cumulative reduction of less than 1% between FY 2010 and FY 2015 then the overall self-sufficiency of the site will be approximately \_\_\_\_% in FY 2015 at these projected revenue levels. This is higher than the annual financial performance of the site in FY 2010, which was operated at 95% cost recovery in that year.

*Innovative Programming and Special Events Plan*

<b>Program / Event</b>	<b>Theme / Purpose</b>	<b>Scheduled Date/Season</b>	<b>Frequency</b>	<b>Target Participants</b>	<b>Target User Fee</b>	<b>Level of self sufficiency</b>
Dinner /Dance/ Theater	Evening Recreation	Winter/Spring/Summer	Every 6 weeks	50-75 people	\$30-40 per person	75-80%
Author/Artist Weekend	Retail promotion and author support	January	Yearly	100+	Sale of crafts	90%
Golf Pro Lessons Target shooting Interpretive programs	skills training and appreciation	Spring/Summer	Yearly	200+	\$50	100-110% when factoring increased food and lodging revenues
Discover	Family Recreation	Ongoing	Ongoing	6-10 families per month	\$0	100%+ when used in conjunction with retail and lodging

*Partnerships Plan*

<b>Service / Partnership</b>	<b>Term of</b>	<b>Financial Objective</b>	<b>Contract Manager</b>
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	<b>Service</b>		
Packaging and promotions with local business	1 year	Shared revenue	General Manager
In room Spa Treatments	2 years	20% of gross receipts to site	General Manger
Zip Line/Kayaking/Canoeing	?	?% of gross receipts to site and increased visitation to lodge and restaurant	Site Manager

## Expense Management Plan

### Personnel Assignments

The following actions will be taken to proactively manage labor costs via personnel assignments and classifications.

Action	Timeline	Outcome
Reduced full time positions by 10 and convert to part time	Started 13-14 to present	Reduction in force and reduction in labor costs

### Management Techniques

The following actions will be taken to proactively manage labor costs via management techniques.

Action	Timeline	Outcome
No overtime	Current	Reduction in labor costs
Cut hours of part time labor when guest visitation is the lowest	Current	Reduction in labor costs

### Adjusted Levels of Service

The following actions will be taken to proactively manage labor costs via reduced levels of service.



Action	Timeline	Outcome
At the present time we are unable to reduce levels of service and still increase revenues as stated in the cost recovery summary	Positions are at lowest level possible	Maintain Current Services

### Cost and Expense Control

1. List actions, timeline and outcome. Identify which services will be affected and how will reduced levels of service affect park operation and revenue generation.
2. List any improvements from LEAN.
3. List any improvements from green and sustainability efforts.

### Financial Pro Forma

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

State assumptions on park visitation growth, inflation, revenue growth:

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

	FY13-14	FY14-15	FY15-16
<b>Profit Center Revenue</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>
<b>Restaurant</b>	894,660	921,499	949,144
<b>+Inn</b>	1,270,490	1,308,591	1,347,849
<b>+Cabins</b>	217,860	224,395	231,127
<b>+Golf</b>	571,093	588,226	605,873
<b>+Marina</b>	1,045,814	1,077,188	1,109,504
<b>+Gift shop</b>	41,207	42,443	43,716
<b>+Camping</b>	60,231	62,038	63,899
<b>=Sub-total Revenue</b>	<b>4,101,355</b>	<b>4,224,396</b>	<b>4,351,127</b>
<b>Profit Center Costs &amp; Expenses</b>			
<b>COGS</b>	692,338	713,108	734,501
<b>+Personnel</b>	2,387,035	2,458,646	2,532,405
<b>+Other Expenses</b>	1,079,624	1,082,863	1,086,102
<b>=Sub-total Cost &amp; Expense</b>	<b>4,158,997</b>	<b>4,254,617</b>	<b>4,353,008</b>

<b>Self-sufficiency %</b>	101%	101%	100%

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

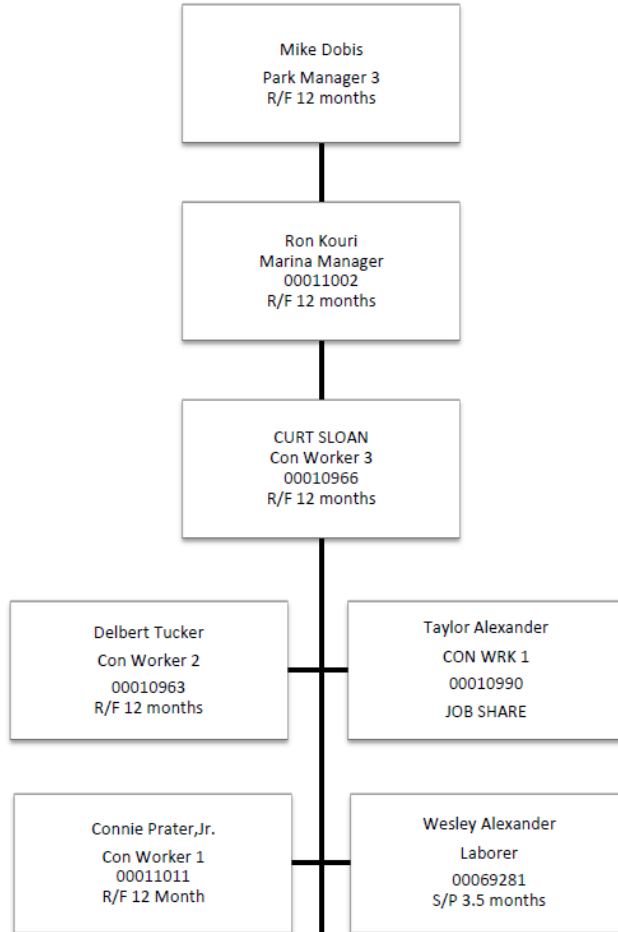
	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>
<b>Other Profit Center Revenue</b>	44,608	45,946	47,324
<b>Cost &amp; Expenses from Other Profit Centers</b>			
<b>COGS</b>	1,232	1,269	1,307
<b>Personnel Expenses</b>	1,302,760	1,348,184	1,382,098
<b>Other Expenses</b>	312,351	321,721	331,373

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

	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>
<b>Total Revenue</b>	4,145,963	4,270,342	4,398,451
<b>-Total COGS</b>	693,570	714,377	735,808
<b>-Total Personnel Expense</b>	3,689,795	3,806,830	3,914,503
<b>-Total Other Expense</b>	1,391,975	1,404,584	1,417,475
<b>=Gross Profit</b>	-1,629,377	-1,655,449	-1,669,335



PICKWICK LANDING MARINA  
ORGANIZATIONAL CHART  
June 2, 2015







\*Updated June 24, 2018; Pages 5, 9-10; Public Hearing held April 19, 2018 at Pickwick Landing State Park as per Tenn.Code Ann. 11-3-120

# Business & Management Plan

## Pickwick Landing State Park

Updated June, 2018

Approved by:

  
\_\_\_\_\_  
Andrew Wright, Park Manager  
Tennessee State Parks


Date: 6/19/18

  
\_\_\_\_\_  
Michael Doblis, 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

