



# **Tims Ford 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: TFSP MDS, 2013)

## 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 enhanced by increasing revenues (see Goal 2); by controlling COGS; by controlling Personnel costs and Other expenses.

Objective 1: Plans for controlling COGS; In the Park’s gift shop and the golf course pro shop and snack bar, COGS will be incurred. List \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY14-15.

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

1. COGS will be maintained at no more than 65% for the park gift shop and golf course pro shop. Sales will be conducted to provide fresh product offerings as well as reducing inventory.
2. COGS for the snack bar will be maintained at or below 40%.

Objective 2: Plans for controlling Personnel expenses; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY14-15.

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

1. Utilize Volunteer hosts for morning duties at the golf course.
2. Part time (Job Share) employees will be sent home when not needed at the golf course and the swimming pool. This is not an available option with employees working in full time positions.
3. As full time positions become vacant the position needs will be evaluated and a determination will be made as to the need for the position in its current state. Some positions will be targeted as job shares once they become vacant.

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. EXAMPLES:

1. Park management will work with ranger and maintenance staff to reduce utility costs by using grant funding to purchase and install high efficiency lighting, using Energy Star rated appliances when replacing old refrigerators, ranges and other electrical appliances in the cabins.
2. Install high efficiency, High SEER rated HVAC units for all buildings especially cabin structures.
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.
6. Move the park away from traditional incandescent bulbs and toward more efficient compact fluorescent bulbs. The prices of LED bulbs are not yet cost effective when compared to compact fluorescents. Once price drops on LED bulbs the park will move toward LED.

## **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. There is a healthy mix of transient (one night) and groups (multiple nights) that stay in the cabins while other activities such as camping and golf pull in travelers as well. Top priority is increasing cabin and golf revenue. 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 golf revenues:

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

1. The Golf Course Manager will come up with a package to help entice golfers to come out and play during the slower months.
2. The Golf Course Manager will annually review the Snack Bar menu offerings and make changes according to consumer demand.
3. Promote the game of golf and try to increase participation by offering a junior golf clinic or camp. This could encourage more families to come out and play more often.

### Objective 2: Plans to increase camping revenues:

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

1. Add a new campground in order to make more sites available, specifically to accommodate the larger, more high end RV traffic.
2. Renovate Fairview campground adding 50 amp service and sewer to sites.

Objective 3: Plans to increase cabin revenue;

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

1. Renovate cabins and add amenities such as WiFi internet service allowing Tims Ford to better compete with competitors.

Objective 4: Plans to increase gift shop revenue;

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

1. The gift shop is currently located in the park visitor center and both camper check-in stations. The goal now is to increase guest traffic through the gift shop with a particular emphasis on Fairview Campground. With the on-line reservation system campers are failing to stop at camper check-in and in turn not seeing the gift shop items.

Objective 5: Plans to increase swimming revenue;

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

1. Add vending machine in additional locations if needed.
2. Advertise the possibility of private pool parties during non-business hours. The office staff has been securing free air time on the local radio station to advertise park programs.
3. The Seasonal Interpretive Ranger will offer park programs located at the pool to hopefully draw larger crowds to the pool.
4. Park Management will identify local day camps and approach them with the possibility of a discounted group rate.
5. Park management will look to develop coupons for other park facilities in conjunction with the purchase of a specific amount of pool entry fees.

Objective 6: Plans to increase picnic shelter and meeting room / recreational hall revenue;

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

1. Park management will develop some type of coupon/deal that will include a reduced rates on the shelter with a specific number of individuals paying full rate at the pool.
2. Acquire WiFi internet service and begin charging for the meeting space located at the parks visitor center.

Objective 7: Plans to increase new sources of revenue;

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

1. Begin charging for select ranger led programs.
2. Rangers have approached management with multiple ideas for a second junior ranger camp.
3. Park management will work with park operations to develop new sources of revenue.
4. Begin charging for primitive campsites located at Fairview Campground.

### **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. EXAMPLES

1. Prepare a list of current events celebrated by the park. (Heritage Day, Quarterly Hikes, JR. Ranger Camp)
2. Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced. List details.
3. Determine if additional events can be added to the list and what logistics/staff are needed for successful events
4. 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.

1. A park ranger will be tasked with developing a spring time event that will capitalize on the parks secondary interpretive theme as the primary interpretive theme is highlighted during "Heritage Day".

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

While TFSP 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. Park Ranger Staff will be tasked with expanding the interpretive program selection so as to offer programs to groups and various demographics.

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.

1. Park management and ranger staff will work to develop vacation packages that could involve private programs led by a Park Ranger. Other options could include lessons with the golf pro or some type of deal with the Lakeview Marina (lease operation) on boat rentals.

## **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: Obtain 10,000 Facebook friends. Assign maintenance and updates.

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

1. Park Rangers will manage the Facebook page meeting the standards set forth in the social media policy, while also using creative ideas to engage the user.

Objective 2: Plan for four email blasts to local patrons

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

1. Park Management and the Golf Course manager will work to identify local patrons to include on an email marketing campaign.

Objective 3: Assign responsibility to attend local Chamber meetings and speak with local groups and organizations.

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

1. The park manager and golf course manager will regularly attend local chamber of commerce meetings rotating between the three local municipalities (Winchester, Tullahoma, and Lynchburg)
2. The park manager will speak with local groups including, but not limited to Rotaries, Tims Ford Council, and neighborhood associations.

Objective 4: Develop campers/cabins coupon to drive campers to the restaurant.

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

1. A campers / cabins coupon will be developed to help get non golfing park guests into the restaurant at the Bear Trace. The coupon will also help us to track the amount of campers and cabin guests being pulled over to the restaurant.

Objective 5: Develop or update five packages to include a mixture of cabins, meals and one park activity or local area activity.

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

1. Park management and ranger staff will work to develop vacation packages that could involve private programs led by a Park Ranger. Other options could include lessons with the golf pro or some type of deal with the Lakeview Marina (lease operation) or Holiday Landing Marina (Lease Operation).

Objective 6: 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. EXAMPLES

1. 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.
2. 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 entail 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.

1. Park Management will monitor Tripadvisor weekly and respond to comments accordingly.



2. Park Rangers will monitor Facebook comments and ratings while also engaging users by asking about activities at Tims Ford State Park.

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.

1. Park management will review customer comment cards as well as track complaints and compliments coming through the park office and set numerical goals based on these methods of evaluations.

## **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. Reorganize "Tims Ford Environmental Education Association" into Friends of Tims Ford State Park"
2. Partner with other organizations and businesses including, but not limited to, "Tims Ford Council" and Jack Daniels Distillery.

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. Bring various organizations, business, volunteer groups together to work on projects in conjunction with the park.
2. Approach local vendors about participating in "Heritage Day"

## Park Overview

### Park Fact Sheet

Park Name	Tims Ford State Park
Region Manager	Sean Vinson
Park Manager	
Park acreage	2,461
Total Number of Visitors (FY12-13)	1,005,766
Total Expenses before CO (FY12-13)	2,364,302
Total Revenues (FY 12-13)	1,359,514
Retail Self-sufficiency % <sup>1</sup>	98%
Park Self-sufficiency %	59%
Avg Expense per Visitor (FY12-13)	2.36
Avg Revenue per Visitor (FY12-13)	1.36
Gross Profit or Loss	(976,203)
Total full-time available positions / filled	30/29
Total part-time available positions / filled	10/10
Primary feeder markets	Chattanooga, Nashville, Middle TN, Huntsville, Northern Alabama
Primary reasons people come	Water sports, golfing, hiking, camping.
Opportunities for improvement	Courtesy and transient docks for camping and cabin guests and docking ability at golf course for local home owners to access the golf course by lake. FF&E for cabins. Converting picnic area into a camping area. Add wifi access to campground, Visitor Center, pro shop, and cabins if feasible.

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

### Site Summary

This 2,400 acre park offers a variety of recreational opportunities and wildlife viewing as it is located on the 10,700-acre Tims Ford Reservoir.

### Key Attractions

Although the park is oriented towards fishing and water recreation, there are six miles of paved bike trails and hiking trails, cabins for rent, camping, swimming and a boat dock. The park also offers a Jack Nicklaus signature Bear Trace Golf Course.

## Financial Targets

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

### Budgeting assumptions:

The campground will see a decrease in revenues for FY 13/14 as campsites are out of service during the upgrades. Expect FY14/15 increased revenue with increased rates on the upgraded 50 amp sites. Work is schedule to begin in November 2013 and be completed by the end of March 2014.

Actual	FY09-10	FY10-11	FY11-12	FY12-13
<b>Visitors</b>	808,601	888,791	1,057,348	1,005,766
<b>Total Revenues</b>	1,307,397	1,379,100	1,503,331	1,388,099
<b>Total Expenses</b>	2,334,359	2,460,588	2,824,343	2,364,302
<b>Revenue per Visitor</b>	1.62	1.55	1.42	1.38
<b>Expense per Visitor</b>	2.89	2.77	2.67	2.35
<b>Retail Self-sufficiency %</b>	106%	97%	99%	98%
<b>Park Self-sufficiency %</b>	56%	56%	60%	59%
<b>Gross Profit</b>	(1,031,962)	(1,081,487)	(1,321,012)	(976,203)

	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
<b>Cabins</b>	270,516	5%	284,042	5%	298,244
<b>Golf</b>	727,452	3%	749,276	3%	771,754
<b>Camping</b>	226,525	5%	237,851	5%	249,744
<b>Gift Shop</b>	14,153	20%	16,984	10%	18,682
<b>Programs</b>	-	2%	-	4%	-
<b>Other</b>	149,453	3%	153,937	4%	160,094
<b>Total Revenue</b>	1,388,099	3.5%	1,442,089	3.9%	1,498,518
<b>Total Expense</b>	2,364,302	0%	2,364,302	0%	2,364,302
<b>Gross Profit</b>	(976,203)		(922,213)		(865,784)
<b>Park Self-sufficiency</b>	59%		61%		63%

## Key Recommendations to consider for Action Plans

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

- Develop curriculum based interpretive programs.
- Complete the interpretive signage and display for the history of Tims Ford in the new visitor center.
- Additional position(s) are needed to staff the Bear Trace snack bar operation.
- Park equipment and vehicle inventory needs to be re-evaluated to determine where cuts may be made.
- Information on the demographics of our visitors needs to be obtained.
- Additional parking is needed at the main park boat ramp or another ramp needs to be developed to help alleviate the congestion and user conflicts.
- The ability for the park and golf course to utilize social media to increase occupancy and tee times needs to be established at the park level to increase revenues.
- The park and golf course need to become members of the local Chambers and do a better job of promoting the park and its benefits to local officials.
- Interpretive signage needs to be added at those locations that the trail system or park roadways pass.
- Develop a plan to create a new campground area to accommodate larger Recreational Vehicles.
- Fairview Campground renovation needs to get started, it has been funded and designed but has not been put out for bid.
- The parks friends group needs to be reestablished.

### Long Term Recommendations

- Interpretive Facility: repurpose the old visitor center into an Environmental Education Center with exhibits.
- Residential and commercial properties owned by the department and managed by the park need to be sold.
- The potential to transfer management or operation of some of the public boat accesses needs to be pursued, in particular Rock Creek and Neil's Bridge.
- Cabins need to be re-sided with a material that is pest and rodent resistant.
- The main park campground is in need of restoration in particular the bathhouses. They are our number 1 guest complaint from campers.

- An A/V presentation of the oral histories that were conducted in '08 and '09 needs to be created for display at the park's visitor center.
- Display cases for artifacts found at some of the old home sites should be constructed in the park's visitor center.
- Another boat ramp with shelters located on the south side of Mansford Bridge to accommodate large fishing tournaments needs to be constructed.
- New playground equipment needs to be purchased to replace the equipment that was removed in the picnic grounds.
- The park's paved bicycle trail needs to be resurfaced.
- The bicycle bridge needs to be repaired and repainted.
- A launch ramp for canoes and kayaks needs to be established.
- Upgrade or develop new Campsites to accommodate the growing needs of larger Recreational Vehicles.
- Continue to upgrade furnishings, fixtures, and equipment on park cabins.
- Cabins need to be underpinned to keep out rodents and mammals while also increasing energy efficiency of HVAC units.

## Parks 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.

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. Needed capital improvements - Assets & Amenities

Site Asset/Amenity	Quantity	Condition
Cabins	20	Fair
Campsites	132	Fair
Conference Rooms	3	Good/Fair
Picnic Shelters	2	Good
Trails	16	Good
Ranger Residence	4	Fair
Visitor Center/Park Office	1	Good/Excellent
Interpretive Center (Old Park Office)	1	Fair/Poor
Golf Course	1	Fair

Marina (Lake View – leased operation)	1	Fair/Poor
Gift Shop	1	Good

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>
Wifi accesibility	Need in the cabins, campgrounds, park office, and proshop
Launch ramp for canoes & kayaks	Needs to be established
Playground equipment for picnic area	To replace equipment that had been removed.
Cabin furnishings, fixtures and equipment	Upgrade furnishings, fixtures and equipment in all cabins.
New Campground	Create new campground to accommodate larger RV's
Upgrade Current Campgrounds	Upgrade sites, utilities and bathhouses

#### 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>
Campground bath houses	High
Cabins need to be re-sided/renovated	High
Bike trail needs resurfacing	Medium
Bike bridge needs repairing and repainting	High
New Campground to accommodate larger RV's	Medium
Upgrade building facility at Lake View Marina	Medium
*Emergency electrical repairs at 20 cabins	Completed
Renovate old park office into Interpretive Center	Medium / 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 Tims Ford 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 Tims Ford 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.
- 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 Tims Ford State Park have been identified as **visitor supported services**:

- Operate and provide retail support services for gift shop.
- Provide support services for 144 tent/RV campsites.
- Provide support services for picnic area and picnic shelters.
- Operate an 18-hole golf course.
- Provide support services for 20 rental cabins.



- Provide facilities for a seasonal marina and restaurant.

## Staffing Assessment

Full Time available positions / filled

30 / 29

Part Time available positions (No benefits) / filled

10 / 10

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	0
Park Volunteers	150
Golf Course Volunteers	5184
Court Mandated Community Service (probation/prisoner)	200
Campground Host	960
Total	

Labor Budget Summary

Based on a 4 year average, total personnel expenses are 50.3% of total expenses.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	968,385	1,008,474	973,990	929,860	-4.0%
Employee Benefits	526,380	563,608	544,884	506,074	-3.9%
Total Personnel Expenses	1,494,765	1,572,082	1,518,874	1,435,934	-4.0%

## Visitation and Occupancy

Overall annual visitation to this park has increased 24% from FY09-10 to FY12-13, by over 197,000 visitors.

Fiscal Year	Total Visitation
FY09-10	808,601
FY10-11	888,791
FY11-12	1,057,348
FY12-13	1,005,766

Occupancy for the overnight accommodations and golf activity for the last four years is detailed in the table below. Overall occupancy has flat-lined.

<b>Fiscal Year</b>	<b>Cabin Occupancy</b>	<b>Campsite Occupancy</b>	<b>Total Golfers</b>
FY09-10	45%	41%	14,379
FY10-11	42%	38%	14,974
FY11-12	46%	40%	17,684
FY12-13	44%	26%	17,573
FY 13-14	43%	24.6%	19,469

## Financial Performance Assessment

### Operational Expenses

#### 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>Cabins</b>	327,974	314,441	315,706	270,516
<b>Golf</b>	616,309	650,495	730,477	727,452
<b>Gift shop</b>	11,122	11,469	15,965	14,153
<b>Camping</b>	181,578	182,261	193,756	226,525
<b>Sub-total Revenue</b>	1,136,985	1,158,666	1,255,902	1,238,646
<b>Profit Center Costs &amp; Expenses</b>				
<b>COGS</b>	114,941	107,334	159,237	150,131
<b>Personnel</b>	614,808	637,893	659,792	670,418
<b>Total Other Expenses</b>	342,053	443,985	446,788	474,040
<b>Sub-total Cost &amp; Expense</b>	1,071,802	1,189,212	1,265,817	1,294,589
<b>Self-sufficiency %</b>	106%	97%	99%	96%

**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>				
<b>Group Lodge/Camp</b>				
<b>Picnic Shelters</b>	6,436	7,693	8,457	2,114
<b>Boat Rental</b>				
<b>Fishing</b>	7,138			
<b>Grocery Store</b>				
<b>Swimming</b>	24,453	35,034	39,852	33,540
<b>General Recreation-Other</b>	9,903	11,802	10,384	8,746
<b>Leased - snackbar</b>				3525
<b>Leased - marina</b>				31,851
<b>Leased - Other</b>	87,281	142,932	160,053	35,884
<b>Misc</b>	11,683	2	46,627	28,585
<b>General recreation – Assembly Hall</b>			5646	5208
<b>Other Profit Center Revenue Totals</b>	165,412	197,463	271,019	149,453
<b>Cost &amp; Expenses from Other Profit Centers</b>				
<b>COGS</b>	352	86	667	(4611)
<b>Personnel Expenses</b>	879,957	934,189	859,082	765,515
<b>Total Other Expenses</b>	382,248	337,100	422,676	313,246

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

	<b>FY09-10</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>
<b>Total Revenue</b>	1,302,397	1,379,100	1,526,887	1,388,099
<b>-Total COGS</b>	115,293	107,420	159,904	145,520
<b>-Total Personnel Expense</b>	1,494,765	1,572,082	1,518,874	1,430,956
<b>-Total Other Expense</b>	724,301	781,085	869,464	787,826
<b>Gross Profit</b>	(1,031,962)	(1,081,487)	(1,021,355)	(976,203)
<b>Park Self-sufficiency</b>	55.8%	56.0%	59.9%	58.7%

## Review of Pricing

### TN State Parks Cabin and Villa Nightly Lodging Rates

PARK	CLASSIFICATION	PRICES		
		WEEKDAY	WEEKEND	PEAK
TIMS' FORD (weekly rentals only in June and July)	Deluxe 2 BR	\$ 125	\$ 135	\$ 140

#### ***CAMPING: Rates Effective January 1, 2013***

Camping rates are the Base Rate listed below plus State and local sales taxes, where applicable. The following camp rates will apply at all parks.

#### 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
<b>Type B</b>	\$16.00	25%	25%	25%	N/A
Type C	\$11.00	25%	25%	25%	N/A
<b>Primitive</b>	\$ 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%
<b>Type B</b>	\$16.00	50%	50%	50%	50%
Type C	\$11.00	50%	50%	50%	50%
<b>Primitive</b>	\$ 8.00	50%	50%	50%	50%

#### **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.

**GOLF GREEN FEES: tax included except annual passes and permits**

Weekends & Holidays	Number of Holes	Green Fees	Cart Rental Fee	Annual Pass
Tims Ford Bear Trace	18	\$40.00	\$16.00	\$950 plus tax
Weekdays				
Tims Ford Bear Trace	18	\$30.00	\$16.00	
Golf Carts				
Privately Owned-Handicap equipped	Day		No Charge	
Junior Golfers Aged 18 and under				
Tim's Ford Bear Trace	Walking Week day 18/9 Week end 18/9	\$15/8 \$10/\$5	\$16	
Senior Rates:				
Bear Trace Courses				
Tims Ford (in season)	18 holes	\$20.00 Mon-Fri \$30.00 Sat-Sun & holidays	\$16	
Tims Ford (out of season)	18 holes	\$10.00 Mon-Fri \$20.00 Sat-Sun & holidays	\$16	

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

<i>PARK</i>	<i>FACILITY</i>	<i>Half Day</i>	<i>Whole Day</i>
<i>Tims Ford</i>	<i>Large Room w/fireplace (60/35) Small Meeting Room (60/35)</i>	<i>\$75 / single room \$150 / Entire Building</i>	<i>\$125 /single room \$225 / Entire Building</i>

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

**Pools are generally open from Memorial Day to Mid-August**

Pool (per person per day)	\$4.00
Campers and cabin guests (per person per day)	½ daily rate

**PICNIC SHELTER RESERVATION/RENTALS:**

<b>Name of Park</b>	<b>Shelter(s)</b>	<b>Per Day</b>	<b>Half-Day</b>
<b>Tims Ford</b>	<b>2@</b>	<b>\$40.00</b>	

**Competition**

**Cabins:**

**Tims Ford Marina:**

- 15 cabins
- 9 single bedroom.
- 6 Two bedroom
- Maximum Occupancy – 6
- WiFi internet Service

Winter Rates (November 1 – March 15)

One Bedroom:

Sunday – Thursday.....\$49.95

Friday – Saturday.....\$69.95

Two Bedroom:

Sunday – Thursday.....\$59.95

Friday – Saturday.....\$89.95

Spring and Fall Rates (March 16 – May 31 and August 16 – October 31)

One Bedroom:

Sunday – Thursday.....\$69.95

Friday – Saturday.....\$99.95

Two Bedroom:

Sunday – Thursday.....\$79.95

Friday – Saturday.....\$119.95

Peak Season Rates (June 1 – August 15)

One Bedroom:

Sunday – Thursday.....\$99.95

Friday – Saturday.....\$139.95

Two Bedroom:

Sunday – Thursday.....\$124.95

Friday – Saturday.....\$169.95

Holiday Weekend Rates (3 – Night Minimum)

One Bedroom.....\$169.95

Two Bedroom.....\$199.95

**Camping:**

**Tims Ford Marina:**

- **29 sites**
- **30 amp and 50 amp connections on all sites**
- **Water and Sewer on all sites**
- **All parking pads in excess of 50 feet**
- **Discounts offered for boat rentals with campsite rental**

**Rates:**

June – August

Nightly - \$35

Weekly - \$210

Monthly - \$675

Apr/May – Sep/Oct

Nightly - \$30

Weekly - \$175

Monthly - \$475

November – March

Nightly - \$25

Weekly - \$100

Monthly - \$350

**Winchester City Park:**

- **39 Total Sites**
- **9 with full hook-up**
- **24 with electric and water**
- **6 Tent Sites**
- **Open April 1 – October 31**

**Rates:**

- **Water, electric, and sewer - \$18**
- **Water and electric - \$17**



- Tent site with no utilities (Primitive) - \$12

**Barton Springs and Cedar Point Campground (Normandy Lake):**

- TVA owned campgrounds operated by Recreation Resource Management Inc.
- **Barton Springs:**
  - o 62 sites plus 4 campground host sites
  - o All sites offer 50/30/20 Amp Electric and Water (No Sewer)
  - o Waterfront Sites - \$29
  - o Non-Waterfront - \$27
  - o Extra Vehicle Pass (2 vehicles included with campsite) - \$7
- **Cedar Point Campground:**
  - o 52 total sites (24 Primitive sites, 28 sites offer 30/20 amp electric and water)
  - o Primitive Sites (waterfront) - \$22
  - o Primitive Sites - \$20
  - o Non primitive (waterfront) - \$29
  - o Non primitive - \$27

**Golf:**

**Willow Brook Golf Course:**

- 18 Hole Public Golf Course

**Rates with cart:**

- Weekend
  - o \$40
- Weekday
  - o \$30

**Senior rates:**

- Weekend
  - o \$35
- Weekday
  - o \$25

**Junior Rates:**

- Weekend
  - o \$15
- Weekday
  - o \$10

**Scenic View Golf Course:**

- 12 hole public golf course

**Rates with Cart:**

- Weekend - \$29
- Weekday - \$27

**Sewanee Golf Course:**

- 9 Hole course at University open to public play as well

**Rates with Cart:**

- Weekend - \$59
- Weekday - \$49

**Senior:**

- Weekend - \$48
- Weekday - \$38

## 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.

TripAdvisor as of 5/6/14

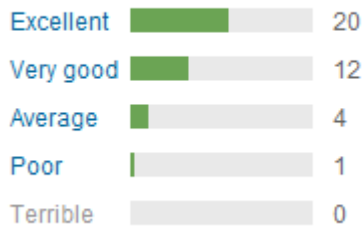
Tims Ford State Park

**Ranked #1** of 6 attractions in Winchester

 37 Reviews

 Certificate of Excellence 2013

### Visitor rating



- A. Park Management will monitor social media and trip advisor on a bi-weekly basis and reply to comments and ratings as needed.
- B. The park manager will respond to all negative customer comment cards within 24 hours of receiving the negative card.
- C. Office staff will ask all customers about their stay upon check out. Comments, negative or positive, will be recorded and brought to managements attention.

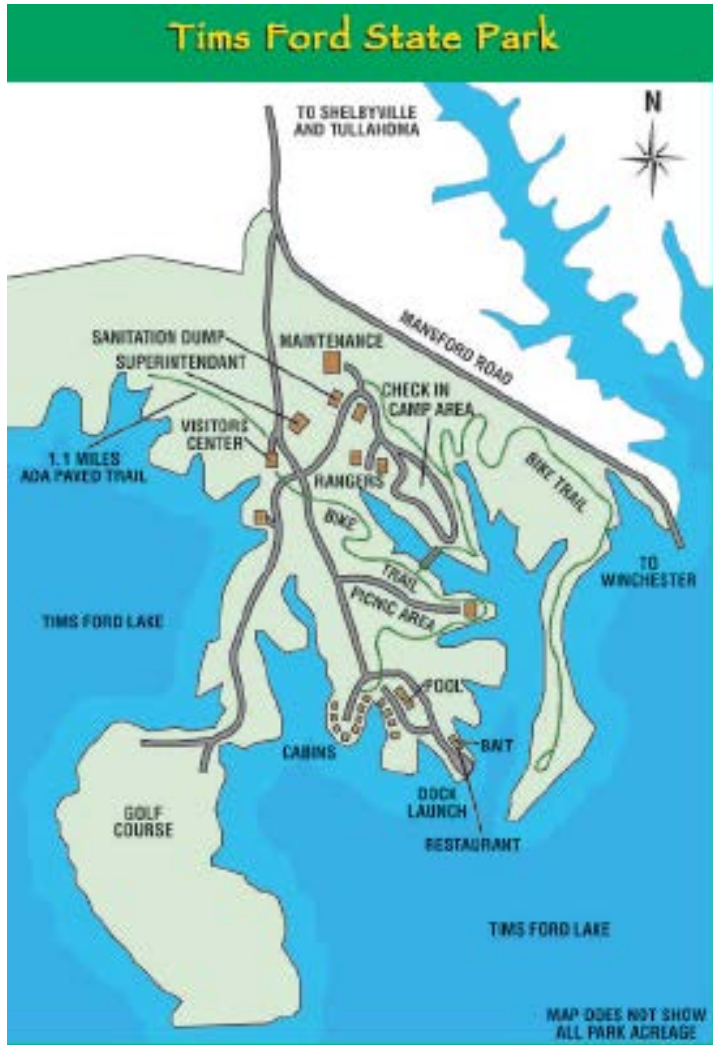
## Financial Pro Forma

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

	<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>	270,516	5%	284,042	5%	298,244
<b>Golf</b>	727,452	3%	749,276	3%	771,754
<b>Camping</b>	226,525	5%	237,851	5%	249,744
<b>Gift Shop</b>	14,153	20%	16,984	10%	18,682
<b>Programs</b>	-	2%	-	4%	-
<b>Other</b>	149,453	3%	153,937	4%	160,094
<b>Total Revenue</b>	1,388,099	3.5%	1,442,089	3.9%	1,498,518
<b>Total Expense</b>	2,364,302	0%	2,364,302	0%	2,364,302
<b>Gross Profit</b>	(976,203)		(922,213)		(865,784)
<b>Park Self-sufficiency</b>	59%		61%		63%

		<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%	313,156	5%	328,814	5%	345,255
<b>Golf</b>	4%	802,624	3%	826,703	3%	851,504
<b>Camping</b>	5%	262,231	5%	275,343	5%	289,110
<b>Gift Shop</b>	10%	20,550	5%	21,578	5%	22,657
<b>Programs</b>	4%	-	5%	-	5%	-
<b>Other</b>	4%	166,498	5%	174,823	5%	183,564
<b>Total Revenue</b>	4.5%	1,565,059	5.0%	1,643,312	5.0%	1,725,478
<b>Total Expense</b>	0%	2,364,302	0%	2,364,302	0%	2,364,302
<b>Gross Profit</b>		(799,243)		(720,990)		(638,824)
<b>Park Self-sufficiency</b>		66%		70%		73%

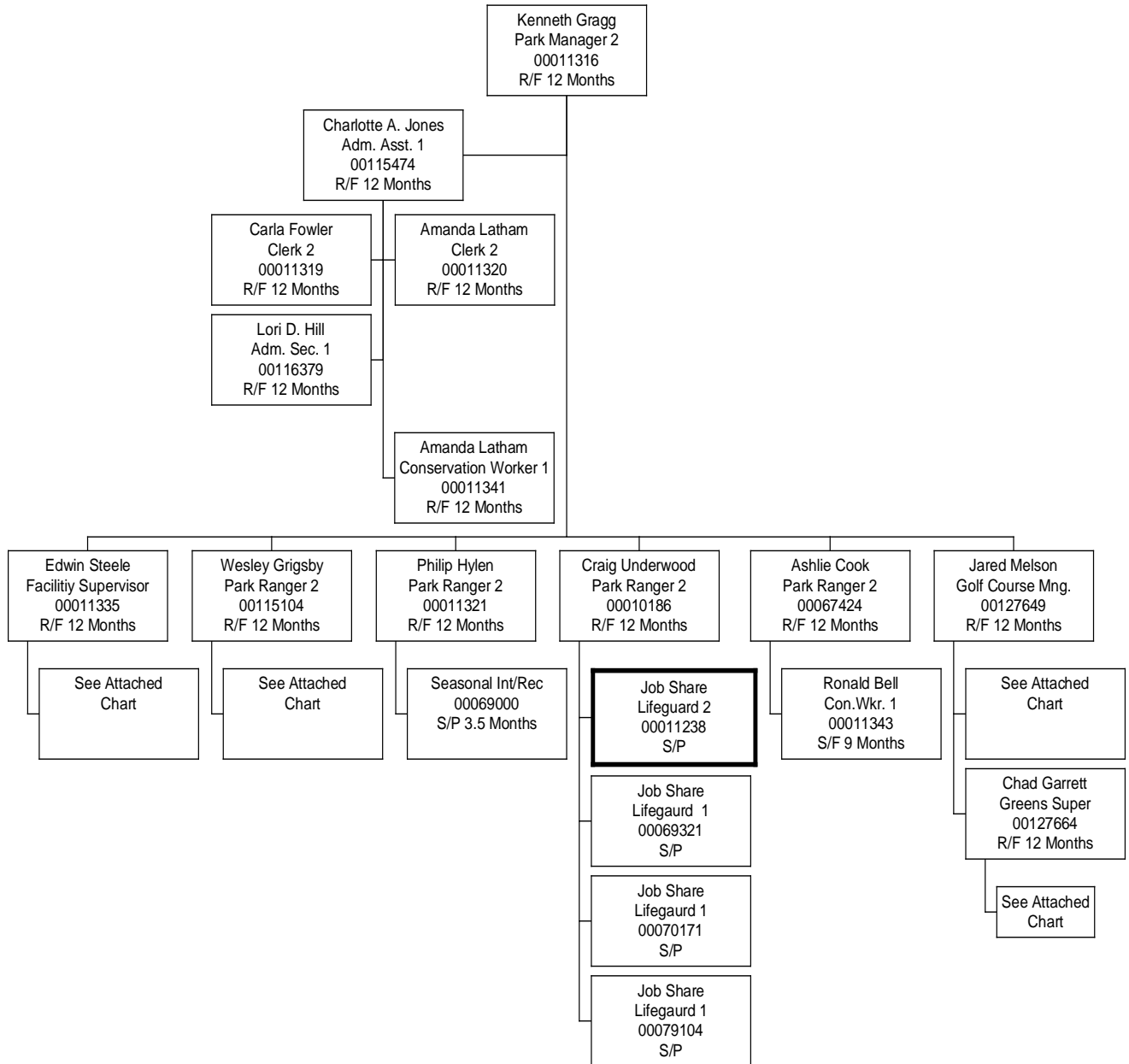
# Park Map



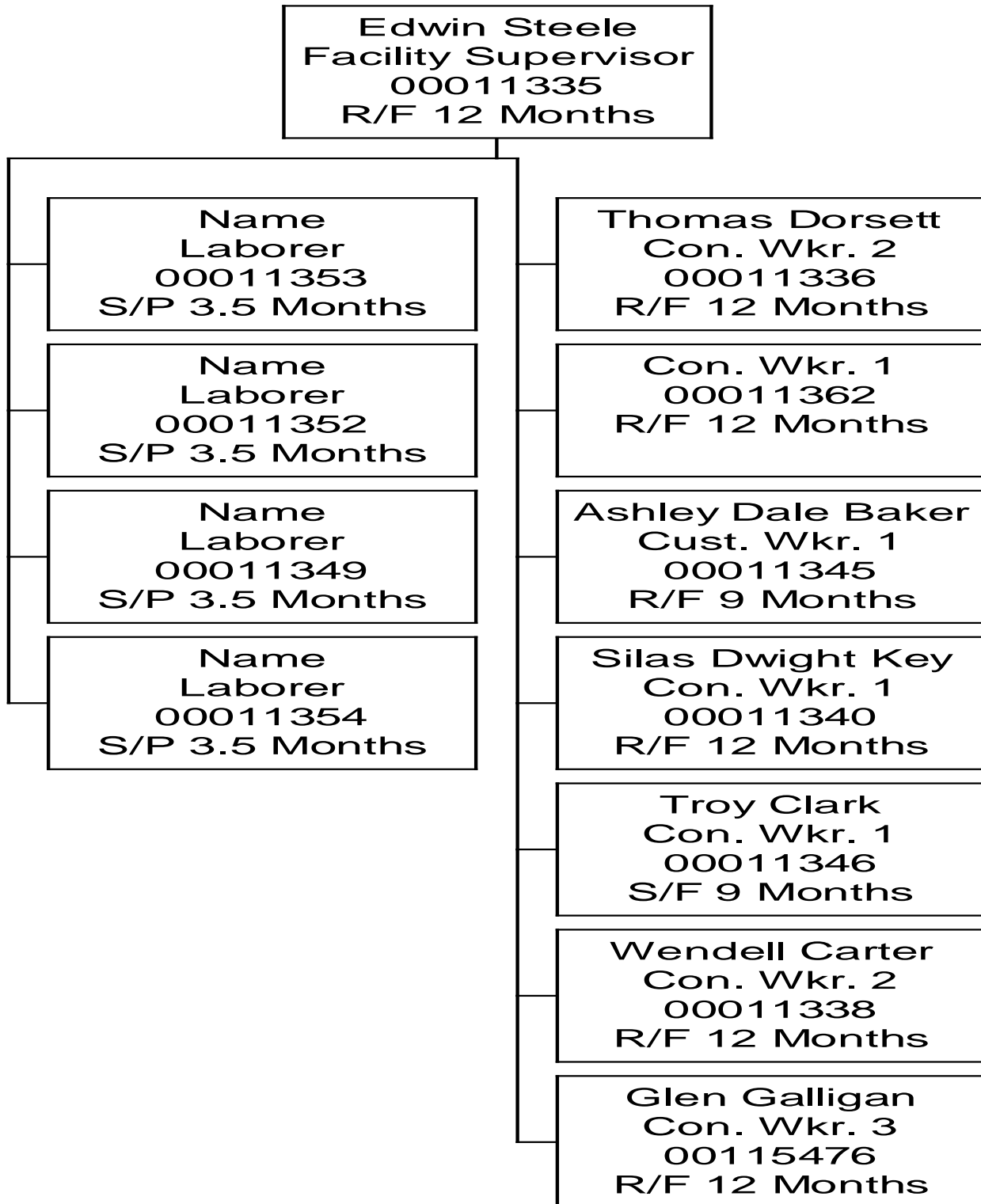
Google Map



Tims Ford State Park  
Organizational Chart - February 2013

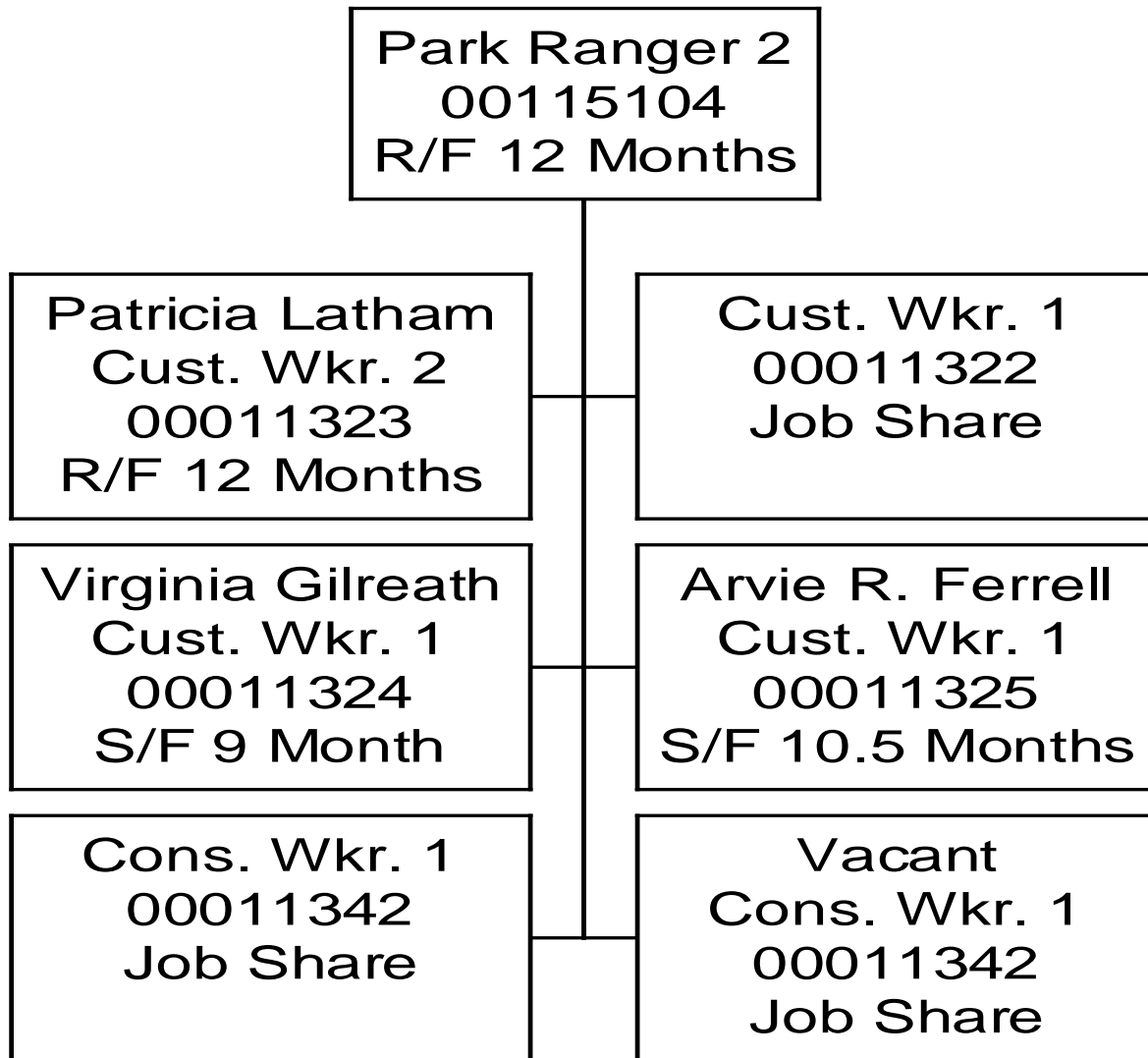


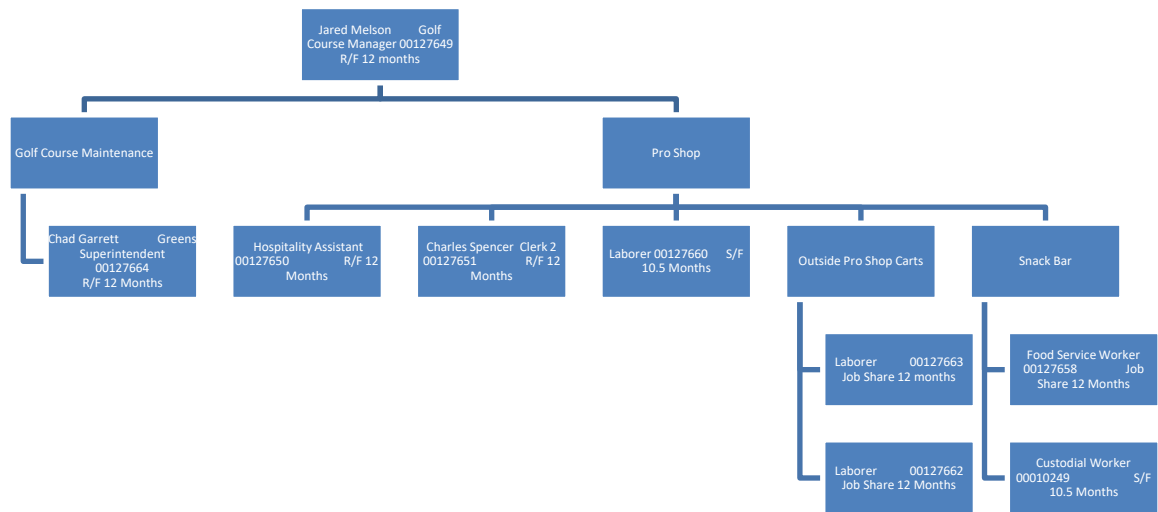
Tims Ford State Park  
Organizational Chart - February 2013

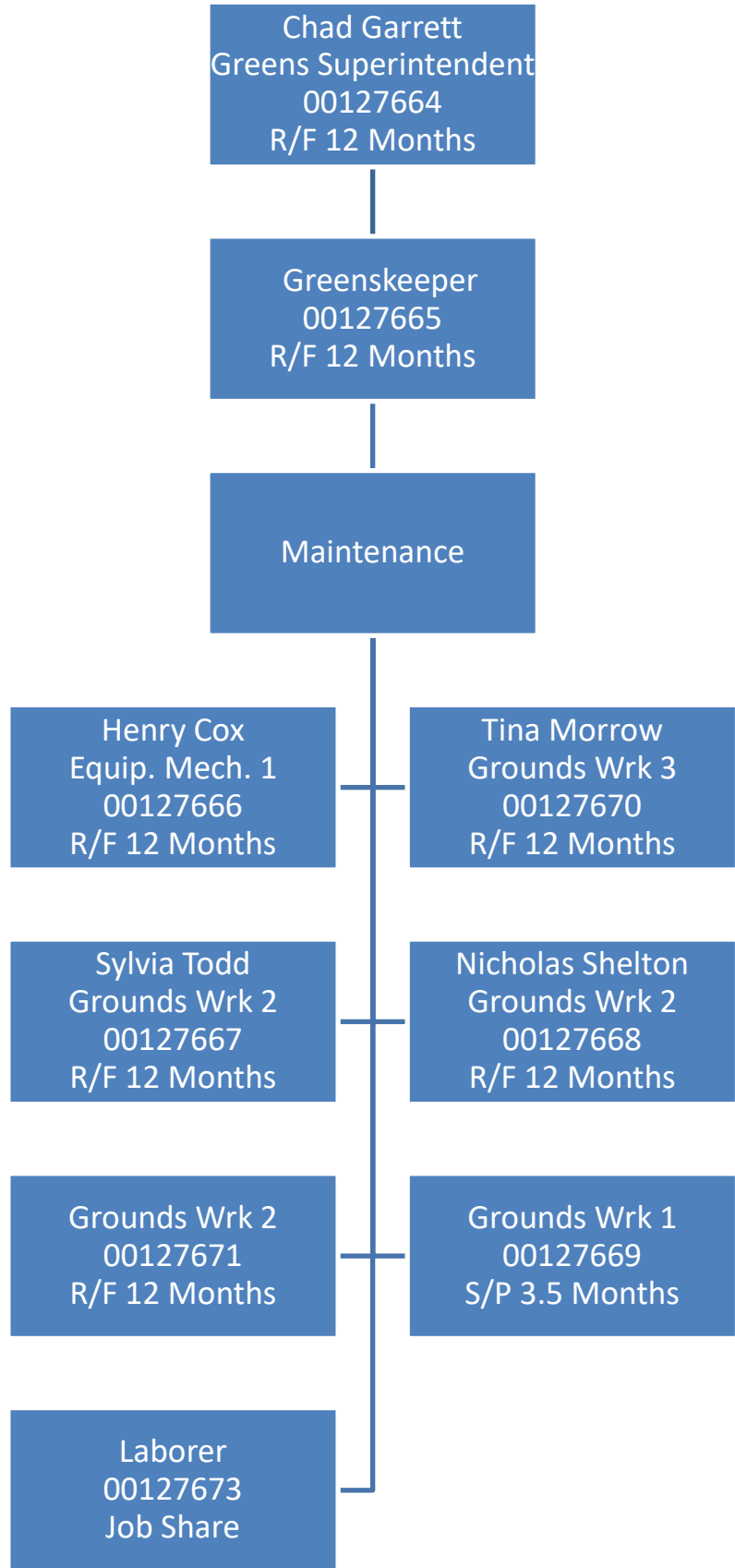




Tims Ford State Park  
Organization Chart - February 2013








\*Updated June2018; Page 15; Public Hearing held April 19, 2018 at Tims Ford State Park as per Tenn.Code Ann. 11-3-120

# Business & Management Plan


## Tims Ford State Park

Updated June, 2018


Approved by:

  
\_\_\_\_\_  
Park Manager  
Tennessee State Parks

Date: 11 July 18

  
\_\_\_\_\_  
Sean Vinson, Area Manager  
Tennessee State Parks

Date: 11 July 18

  
\_\_\_\_\_  
Mike Robertson, Director of State Park Operations  
Tennessee State Parks

Date: 30 July 2018

  
\_\_\_\_\_  
Brock Hill  
Deputy Commissioner  
Parks & Conservation

Date: 8.30.2018

