



Cedars of Lebanon State Park Business & Management Plan

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Mission Statement

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.

Source: MDS, 2012

Goals, Objectives and Action Plans

Definitions:

COGS – Cost of Goods Sold

SEER – Seasonal Energy Efficiency Rating

LEAN – Process Improvement Method

Goal 1. Cost Management

:

- 1) Reduce utility operational 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 the Inn and 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.

Goal 2: Revenue Growth

1. Renovations: Modernize
 - a. Update kitchens and bath
 - b. Paint entire inside
 - c. Update and match fixtures
 - d. Replace curtains with modern curtains
2. New appliances and furniture to replace old, worn, and out dated
3. Allow pay per view TV (sports and movies)
4. Eliminate two night minimum during winter months, except Friday and Saturday.
5. Discounts for Special Park Events
6. Package Cabins for large parties and/or add other buildings on as a package
7. Make 20% non- pets/ allergy friendly cabins and the rest pet friendly with fees
8. After upgrades increase rate per night
9. Have cleaning staff clean any cabin vacated in a timely manner to be able to re-rent as soon as possible
10. Establish monthly deep cleanings to ensure cleanliness

Objective 2: Plans to increase camping revenues:

1. Renovations: Either updates or renovate (campground 2 must be renovated as soon as possible)
 - a. New bath houses
 - b. Make sites 20, 30, and 50 amp
 - c. Longer/ wider sites
 - d. Make sites more level
 - e. Add more sewer sites (Campground 1 at least(1-24))
 - f. Add Wi-Fi
 - g. Add stand up grills to campground 2
2. Current Maintenance:
 - a. Deep cleaning of bathhouses yearly
 - b. Paint bathhouses
 - c. Replace damaged door and windows in bathhouses
 - d. Do preventative measures to sites during off seasons(replace hydrants and breakers that need to be replaced)
3. Add an additional less expensive tent campground or primitive camping (old campground or expand into the back side of campground 3 into woods/ golf course), or In Drennan tract
4. Add fees for:
 - a. Changing sites more than once
 - b. Pets
 - c. Cleaning/litter fee
5. Sell adaptors
6. Rent bikes and helmets
7. Discounts for Park events- if they come for specific events then give an discount

Objective 3: Plans to increase swimming revenues:

1. Placing a liner in both the wading pool and the Olympic pool.
2. Replacing the diving boards and platforms Add new diving boards and slides into 3ft L-section (can't compete with local pools: Jimmy Floyd, Sports Com, Nashville Shores)
3. Replacing aged pool furniture
4. Re-open the snack bar or add concession stand (lifeguards can operate)
5. Convert "baby" pool into splash pad or renovate it; needs steps or gradual incline into pool, a liner or new bottom (currently needs constant repair and it dangerous to guests from coming up).
6. Update bath rooms and make sure are is clean
7. Raise price to \$5 per person and ages 4 and under free (compete with sports com)
8. Allow cabin guests in free (they pay more than campers for lodging) and camping guests stay at \$2 per person
9. Add more lifeguards(10-12) which would allow the pool to be open 7 days per week and it could possibly open earlier (9:30am)
10. Pool parties: Rate on hourly charge and include lifeguards salary in initial rate(too many parties ask for receipt of payment to lifeguards, so eliminate cash payment to lifeguards and let them clock in(can flex time if need be))
11. Allow credit card payments (get computer and internet at the pool)
12. Half price days everyone gets half price(have games and food (Friends group))

Objective 4: Plans to increase Assembly Hall and Cedar Forest Lodge revenue:

:

- 1) The overall rental daily rate should be increased to range of \$150-\$165.00 in order to make this building comparable to other local rental venues. This may be accomplished by Departmental approval (both Assembly Hall and Cedar Forest Lodge).
- 2) Replace curtains (Assembly Hall)
- 3) Repaint the interior (Assembly Hall)
- 4) Replace missing floor tile (Assembly Hall)
- 5) Purchase new equipment, tables, chairs, carts, etc. (Assembly Hall and cedar Forest Lodge)
- 6) Repair all doors in the building and refinish the hardwood floors. Restore woodwork(Cedar Forest Lodge)
- 7) Renovate: Update
 - a. New restrooms
 - b. New floors
 - c. New curtains
 - d. Update/ match lighting
 - e. New paint
 - f. More cooking appliances in kitchen(add more stoves/oven, warming stations, counters)
 - g. Replace fabric on walls
- 8) Package weekends (help eliminate multiple parties overlay and possible issues; Fri- Sun: \$400?)
- 9) Charge for after 10pm- \$25 per half hour (help eliminate parties staying late unless planned)

- 10) Buy white round tables and white chairs and rent them out additionally if wanted. (eliminate dealing with third parties rental companies who sometimes don't pick up their tables and chairs on time)
- 11) Good deep cleaning every 6 months (either contracted out or staff cleaning with rented equipment(steam cleaners, wax machines, etc.)

Objective 5: Plans to increase group lodge revenue;

1. Create simple (inexpensive, but good looking) marketing material to use online and printed to promote the group lodge and its overall low cost, \$6.00/person/night, for groups of 33 persons or more.
2. Make list of groups (families, civic clubs, churches and conservation groups) who might be interested in using the camps.
3. Make contact, preferably by phone or in person, with these groups and track who is using the camps, follow up in six months and then annually.
4. Since the Group Lodge does not have a problem in renting most weekends, September-May, and weeks during the summer the marketing strategy should focus mainly on the advantage of week day rentals for groups. Again, promoting the low cost of rental for groups of 33 or more.
5. Renovations: Update/ modernize
 - a. New bath rooms (need deep cleaning for sure)
 - b. Paint and refinish floors
 - c. Update appliances
 - d. Replace tables (12) and chairs (80)
 - e. Make portion of each dorm a recreational area (maybe ping pong tables or other).
 - f. Add lockers or cubbies to dorms or to beds
6. Give discount to swim at the pool or raise rate and include it in the price
7. Cleaning fees
8. Deep cleaning yearly/ monthly

Objective 5: Plans to increase gift shop revenue;

1. Add signs to road for gift shop
2. Add more merchandise (patches, postcards)
3. Seasonal sales
4. More professional set up in office
5. Need scanner/barcodes
6. More professional, permanent flyers posted all over the park

Objective 6: Plans to increase grocery store revenue;

: The park no longer operates a store as it was extremely difficult to compete with the prices of the store at the park entrance the Dollar store (with in a mile) and with WalMart only 7 miles north of the

park. For most items, the park can not purchase wholesale as low as big stores do. Convenient nonperishables could be sold such as charcoal, and lighter,

Objective 7: Plans to increase new sources of revenue:

- 1) With the park as a popular wedding destination the park staff should create an outdoor wedding venue that would be attached (in a package, not constructed adjacent to) to both the Assembly Hall and the Cedar Forest Lodge for an additional fee. Being attached in fee structure to a rental building this would eliminate potential rain/weather related problems.
- 2) Should open and maintain the fields and set a fee for use of the Drennan tract. Then market and attract outdoor events such as craft fairs, car shows, concerts, renaissance festivals, etc. Traffic to these events would be able to access the area from Highway 231 rather than through the main portion of the park.
- 3) Update and add nice playground equipment
- 4) Add more covered shelters near new playgrounds
- 5) Add amphitheater for events, weddings, movies, concerts, etc. (location- old playground, new property, middle of old campground)
- 6) Create ADA assessable trail(old campground), bike trail (old campground or create new mountain bike trail), overnight trail (charge fee), add running track/stroller track (old campground or around softball field)
- 7) Redo volleyball, basketball, and tennis courts. And update softball field or move to new property and create large parking lot for tournaments (behind tennis courts in field)
- 8) Add road on new property (Drennan tract) and develop (restaurant, cabins, new visitor center, etc.)
- 9) More programs and events through Friends Group.
- 10) Rent butterfly garden for weddings by individuals that have already rented other buildings.
- 11) Charge or ask for donations for use of disc golf course.
- 12) Charge for use of tennis court lights

Goal 3: Expand Special Events

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

- A. Prepare a list of current events celebrated by the park

Cedars of Lebanon State Park Events/Programs

January 1st – First Hike

February 7th – Frostbite Half Marathon

March 1st 2nd Breakin up Winter (old time music weekend)

March TBA- Spring Hike- Presence

April 4th – Easter Egg Hunt
May 2nd – Wildflower festival
May 16th – Triathlon
June TBA- National Trails Day Hike
June 22nd – 26th – Junior Ranger Camp
September TBA- National Public Lands Day Hike
October 3rd – WPA Day Event
October 24th – Halloween Festival

B. Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced. List details.

- Could promote overnight stay with the Frostbite Marathon and Triathlon, work with race coordinators.

1. Wildflower Festival:
 - a. More of a festival with vendors(charge fee per vendor)
 - b. Give camping discount
2. Easter Egg Hunt (make Friends event but create park discount prizes to bring visitors back)
3. Triathlon
 - a. Charge fee for parking
 - b. Offer camping discounts
4. Frostbite Run
 - a. Charge fee for parking
 - b. Offer camping discounts
5. Junior Ranger Camp
 - a. Increase rate and increase programs
 - b. Discount camping
6. WPA Day
 - a. Add vendors with fee
 - b. Add park prizes to bring back visitors as prizes
 - c. Camping discounts
7. Halloween Campground Trick or Treating (Friends Group Event)
 - a. Add park prizes to bring back visitors as prizes
 - b. Offer camping discount for participants (10% off)
 - c. Increase reservation fee for special events

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.

1. 5K on new running trail (have ranger led couch to 5K programs beforehand and offer discount for 5K)
2. Disc golf tournaments
3. Overnight backpacking event (pay to camp in a cedar glade with the Park Rangers)
4. Permanent Volunteer Days (once a month- 1st Saturday of each month)
5. Concerts (Holidays- Memorial, 4th of July, Labor Day)
6. Splash Days (let everyone in half price at the pool and have games and food (Friends group)
7. Dutch oven cooking (contest or demonstrations (pay to eat))

Goal 4: Expand Recreational and Interpretive Programs

While Cedars of Lebanon SP 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.

In house Programs: 3 standard programs for groups (choose one or all) (charge for each per group or one free and pay for others)

1. Nature Center tour and hike
2. Wildlife program(birds and snakes)
3. Hayrides
4. Volunteer program (free)

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

1. Wilson County Fair Package
 - a. Discounted rate for 3 or 7 seven nights during the Fair in August(one of the slowest camping month)(must show proof of attending fair)
2. 3 night discounted package for park events(must attend program)
3. If possible, package cabins or camping or group lodge with horse-back riding (this would be extremely popular)

Goal 5: Improve the Effectiveness of Marketing and Sales

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

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

Objective 2: Acquire park-wide video capability.

Action plans:

Friends Group develop a video with park staff

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

Action plans:

1. Facebook page is updated regularly by Ranger Staff. Increase friends:
 - a. Offer promotions or discounts on facebook for the liking or sharing
 - b. Offer contests for posting, sharing, or liking

Objective 4: Plan for four email blasts to local patrons

Action plans:

Create and manage an email list for the park via Friends Group and Friends group website

Objective 5: Assign responsibility to attend local Chamber meetings.

Action plans: Park Manager attend at least quarterly.

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:

- 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: Create comment/ suggestion boxes inside office, camper check-in

1. Promote reviews on Facebook

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

1. Offer surveys for overnight stays and programs/ events

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).

1. Work closely with new Friends Group and create relationship with volunteers group that come to the park
2. Create awareness Boy/ Girl Scout Groups to volunteer to earn badges
3. Promote projects for Eagle Scouts
4. Document projects and volunteer efforts by groups that volunteer

5. Work with local flower and garden groups,
6. Work with bird clubs

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.

1. Contact local groups and get interest
2. Promote through Friends group
3. Promote through Facebook or website

Park Overview

Park Fact Sheet

Park Name	Cedars of Lebanon State Park
Region Manager	Chris Padgett
Park Manager	Vacant
Park acreage	787.17
Total Number of Visitors (FY13-14)	844,762
Total Expenses before CO (FY13-14)	1,138,428
Total Revenues (FY 13-14)	508,276
Retail Self-sufficiency % ¹	NA
Park Self-sufficiency %	45%
Avg Expense per Visitor (FY13-14)	1.35
Avg Revenue per Visitor (FY13-14)	.60
Gross Profit or Loss (FY13-14)	-630,152
Total full-time positions/filled	14 / 13
Total part-time positions/filled	13 / 2
Primary feeder markets	Day use – Lebanon and Wilson County. Overnight – Wilson & Surrounding Counties
Primary reasons people come	Cedars of Lebanon State Park has 117 campsites, 12 picnic shelters, a swimming pool, 9 miles of hiking trails, 12 miles of horse trails, rustic cabins, the Cedar Forest Lodge, a group lodge, a meeting hall, the Dixon Merritt Nature Center, Frisbee Golf course. What makes this park stand out from others? Cedar Glades with endemic flowers, Cedar Forest, close proximity to Nashville, Cabins, and Meeting Halls
Opportunities for improvement	

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

Site Summary

Hwy 231, 8 miles South of the City of Lebanon and 17 miles North of Murfreesboro

Latitude/longitude: N36°05'30.4" W086°19'51.4"

Distance to nearest town: 5 miles to Norene, 7 miles to Gladeville, 14 miles to Watertown, Distance to nearest large city: 8 miles South of Lebanon

Topography: Karst , Description of resource: Lebanon Limestone, Caves, Cedar Forest, Cedar Glades, Endemic species

Key Attractions

- 9 miles of hiking, 12 miles of Horseback Riding, 117 Campsites, Olympic size swimming pool, Frisbee Golf Course, Playground, Softball Field, Basketball and Tennis Courts. : The Park has 11 picnic shelters. The Park has one group lodge that will sleep up to 80 people in bunk bed dormitory fashion. The group lodge has a large dining meeting area and a complete commercial type kitchen.
- The Swimming Pool : the swimming pool is a large Olympic size plus pool containing 500,000 gallons of water. The facility includes a kiddie pool, a changing building with showers and a staff of lifeguards.
- Horseback riding: The horseback riding facility is a leased operation and is open from mid-March through October. The facility maintains approximately 20 seasoned trail horses. Reservations are encouraged.
- What makes this park stand out from others?
- The park is very Historical with WPA buildings, Split Rail Fences, has sense of place history for many people in area, build on Karst with Caves in Center of park.
- Cedar Glades with endemic flowers, 10,000 acre Cedar Forest, close proximity to Nashville, Cabins, and Meeting Halls, large campground, Frisbee golf course, horseback riding
- Not only does Cedar Of Lebanon provide recreational opportunities, it has an Interpretive Nature Center and annual programs for the purposes of educating and awareness through school groups, seasonal programming, guided hikes, Cedar Glade Festival, and WPA Day , Disc Golf Tournament.

Financial Targets

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

Actual	FY10-11	FY11-12	FY12-13	FY13-14
Visitors	904,097	826,700	823,895	844,762
Total Revenues	422,270	\$411,661	\$430,897	508,276
Total Expenses	\$1,113,461	\$1,073,305	\$1,108,650	1,138,428
Revenue per Visitor	\$0.47	\$0.50	0.52	.60
Expense per Visitor	\$1.23	\$1.30	1.35	1.35
Retail Self-sufficiency %	115%	120%	118%	na
Gross Profit	(\$691,192)	(\$661,644)	-677,581	-630,152
Park Self-sufficiency	38%	38%	39%	45%

Use Year 2 For Financial Objectives	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Cabins	156,674	5%	164,508	5%	172,733
Camping	159,405	5%	167,375	5%	175,744
Gift Shop	5,341	20%	6,409	10%	7,050
Programs		2%	-	4%	-
Other	109,477	3%	112,761	4%	117,272
Total Revenue	430,897	3.5%	451,053	3.9%	472,799
Total Expense	1,108,650	0%	1,108,650	0%	1,108,650
Gross Profit	(677,753)		(657,597)		(635,851)
Park Self-sufficiency	39%		41%		43%

Key Recommendations for use in Action Plans

Short Term Recommendations (Less than 1 year)

- Be more involved with other agencies, i.e. forestry, natural areas, MTSU, Cumberland, TWRA
- Interact with homeowners of neighboring subdivision through programming, meetings, involvement through volunteering, newsletter, Friends Group Involvement, funding/fundraisers
- Outdated literature: new updated park brochure, hiking trails map, Amenities brochure
- More profound volunteer program needed: volunteer positions need to be created for office, nature center; add monthly volunteer days for various labor projects, friends group

Long Term Recommendations

- Add bicycle routes for safety of children; add new along with a new and updated playground, convert old abandoned campground to walking/bike track, create new mountain bike trail not intersecting other trails with signage.
- Trail maintenance for all trails. Update interpretive Limestone Sinks Trail by replacing all signs and updating literature or remove existing signs and literature which is outdated or create new interpretive trail. Update interpretive Limestone Sinks Trail or create new trail.
- Add access roads for trails for safety and quick response
- Add historical signage for registered buildings
- Need of historical museum , possibly out of a historical building
- Additional programming: monthly and maintain nature center year round through additional staffing or internships. Create volunteers positions to maintain operations.
- Add new playground where the existing ball field is with additional parking, or extend onto new property to add parking/ playground, or reduce size in ball field and eliminate tennis/basketball courts, or move and add playground. Move existing playground to campground and new parking by removing trees. Acquire new playground through grants, fundraising, community involvement (Saddlebrook), state funding, friends group. New playground with parking will increase visitation exponentially and eliminate all safety concerns with old, outdated and poorly placed previous playground.

- Update tennis courts, basketball courts, and volleyball court that are run down and not as functional, or eliminate for better playground and additional parking, or move to new property
- Update Frisbee golf course: needs new course layout, baskets, platforms, drainage issues, and litter issues through volunteers to establish family play, or eliminate for hiking trails or extension of campground. Create tournaments for revenue.
- Update pool to compete with rival pools and to make profitable through adding a slide, replacing diving boards, possible recycling fountains/ splash pad, adding concessions through friends group or leasing; if no concessions, then gut existing rooms and transform into a cooling station with chairs, tables, or couches, television; add a cooling station with tents and misting fans.
- Organize, clean, and update all operational buildings to create more efficient operations.
- Update campgrounds and add wifi

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.

Park Asset/Amenity	Quantity	Condition
Ball field	1	Fair
Basketball court	1	Fair
Bath houses	3	Poor
Cabins	12	Cabins 1-9 Good 10-12 poor
Camp store	1	Good
Campfire area	1	Good
Disc golf	1	Fair
Gift shop	1	Good
Group lodge	1	Good
Horseshoes	2	Fair
Maintenance building	1	Good
Horse Barn	1	Fair
Parking lot	10	Good
Picnic area w/o shelters	2	Poor
Picnic shelters	12	Fair
Rec lodge	1	Good
Campsites	117	CG1& 3 Good CG 2 Poor
Staff residence	5	1 – Poor 4 - Fair
Swimming pool	2	Big Pool – Fair Baby Pool - poor
Tennis courts	1	fair
Nature Center	1	excellent
Volleyball court	1	Fair

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

Prioritized Facility Needs

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

Facility Need	Priority Assignment
Renovate Camp Ground #2	1

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 Cedars of Lebanon 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 Cedars of Lebanon 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 Cedars of Lebanon State Park have been identified as **visitor supported services**:

- Operate banquet and conference facilities for business meetings, wedding, etc.
- Provide support services for 9 rental cabins and 117 tent/RV campsites.
- Provide support services for 11 picnic shelters, and 1 group lodge.

Staffing Assessment

Full Time Positions/Filled

14 / 13

Part-time Positions/Filled

13 / 2

See org charts at end of business plan.

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	50 and increasing
Park Volunteers	30
Golf Course Volunteers	
Court Mandated Community Service (probation/prisoner)	20
Campground Host	240
	340
Total	approximately

Labor Budget Summary

Based on a 4 year average, total personal expense is 65% of total expense.

Expenditure Description	FY10-11	FY11-12	FY12-13	FY13-14	% Change from 2010
Personnel Services	486,306	484,588	464,480	NA	
Employee Benefits	228,386	228,115	221,568	NA	
Total Personnel Expenses	714,693	712,702	686,048	NA	

Visitation and Occupancy

Describe trends over last 3 years. Overall annual visitation to this park has declined from FY10-11 to FY12-13, by 6% or over 60,000 visitors.

Fiscal Year	Total Visitation
FY10-11	904,091
FY11-12	826,700
FY12-13	823,895
FY13-14	844,,762

Occupancy for the overnight accommodations is detailed in the table below. Overall occupancy has trended downward. As mentioned above, the same notable socioeconomic trends are at play.

Fiscal Year	Cabin Occupancy	Campsite Occupancy	Group Camps Occupancy
FY10-11	37%	25%	42%
FY11-12	47%	25%	41%
FY12-13	48%	25%	39%
FY13-14	49%	28%	42%

Financial Performance Assessment

Operational Expenses

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

Part 1 – Profit center Self-sufficiency

	FY10-11	FY11-12	FY12-13	FY13-14
Profit Center Revenue				
Restaurant				
Inn				
Cabins	150,958	156,811	156,674	157,383
Golf				
Marina				
Gift shop	100	1475	5341	11,319
Camping	147,603	141,086	159,405	214,296
Sub-total Revenue	298,661	299,371	321,420	382,998
Costs & Expenses				
COGS	241	-391	2,834	
Personnel	130,012	133,483	145,806	
Total Other Expenses	129,080	116,223	123,887	
Sub-total Cost & Expense	259,334	249,316	272,528	
Retail Self-sufficiency %	115%	120%	118%	

Part 2 – Other profit center revenues and expenses

	FY10-11	FY11-12	FY12-13	FY13-14
Vending	1,762			1,031
Group Lodge/Camp	36,716	33,861	30,976	48,767
Picnic Shelters	5,929	4,720	4,746	3,922
Assembly Hall	21,905	25,429	27,213	16,128
Fishing				
Grocery Store			619	0
Swimming	43,079	41,456	38,555	33,789
Gen Rec Other	1,303	1,252	1,402	1,601
Leased - Equestrian	2,025	2,039	2,474	2,494
Leased - Gift Shop				
Leased - Other	100	200	120	10,652
Misc	10,789	3,332	3,370	6,894
Other Profit Center Revenue	123,609	112,289	109,477	125,278
Cost & Expenses from Other Profit Centers				
COGS		596		
Personnel Expenses	584,681	579,220	540,242	
Total Other Expenses	269,447	244,173	295,880	

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

	FY10-11	FY11-12	FY12-13	FY13-14
Total Revenue	422,270	411,661	430,897	508,276
-Total COGS	241	206	2,834	
-Total Personnel Expense	714,693	712,703	686,048	
-Total Other Expense	398,527	360,396	419,767	
-Total Expense				1,138,428
Gross Profit	-691,192	-661,644	-677,752	-630,152
Parks Self-sufficiency	38%	38%	39%	45%

Review of Pricing

Cabins

PARK	CLASSIFICATION	PRICES		
		WEEKDAY	WEEKEND	PEAK
CEDARS OF LEBANON	Standard 2 BR	\$ 110	\$ 120	\$ 125

Camping

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%

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

<i>PARK</i>	<i>FACILITY</i>	<i>Minimum</i>	<i>Per Hour</i>	<i>Per Day</i>
<i>Cedars Of Lebanon</i>	Assembly Hall (250/250)			\$110
	Cedar Forest Lodge (80/80)			\$110

SWIMMING: (All rates include tax)

Pools are generally open from Memorial Day to Mid-August (Subject to availability of Lifeguard staff)

Note: Most public pools are closed on Mondays and Tuesdays except for holidays. Check with individual parks for specific dates and days of availability.

Pools & Beaches (per person per day)	\$4.00-\$5.00
Campers and cabin guests (per person per day)	½ daily rate

Inn & Cabin guests may swim at no charge in parks that do not have an exclusive use pool.

Booker T. Washington Group Lodge Residents will be charged \$2.00 per person to swim. Residents of other Group Lodges will pay regular swimming rates where a swimming facility is not provided.

PICNIC SHELTER RESERVATION/RENTALS:

Name of Park	Shelter(s)	Per Day	Half-Day
Cedars of Lebanon	3@	\$40.00	

RECREATIONAL FIELD RESERVATION CHARGE:

Tax included

Park	Hourly		
	8am-6pm	6pm-10pm	
Cedars of Lebanon	\$ 3.00	\$ 6.00	2 Hr Min.

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.

Customer Service and Satisfaction

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

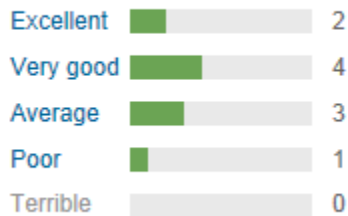
Cedars of Lebanon State Park has 2 accounts on TripAdvisor: one as a lodging provider and one as a state park.

TripAdvisor as of 2/23/15

Ranked #1 of 3 Specialty Lodging in Lebanon

 10 Reviews

Traveler rating

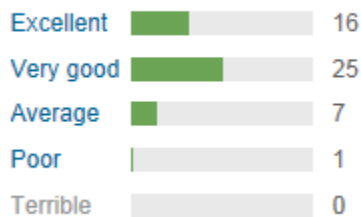


83% 

Ranked #3 of 12 things to do in Lebanon

 49 Reviews

Visitor rating



Financial Pro Forma

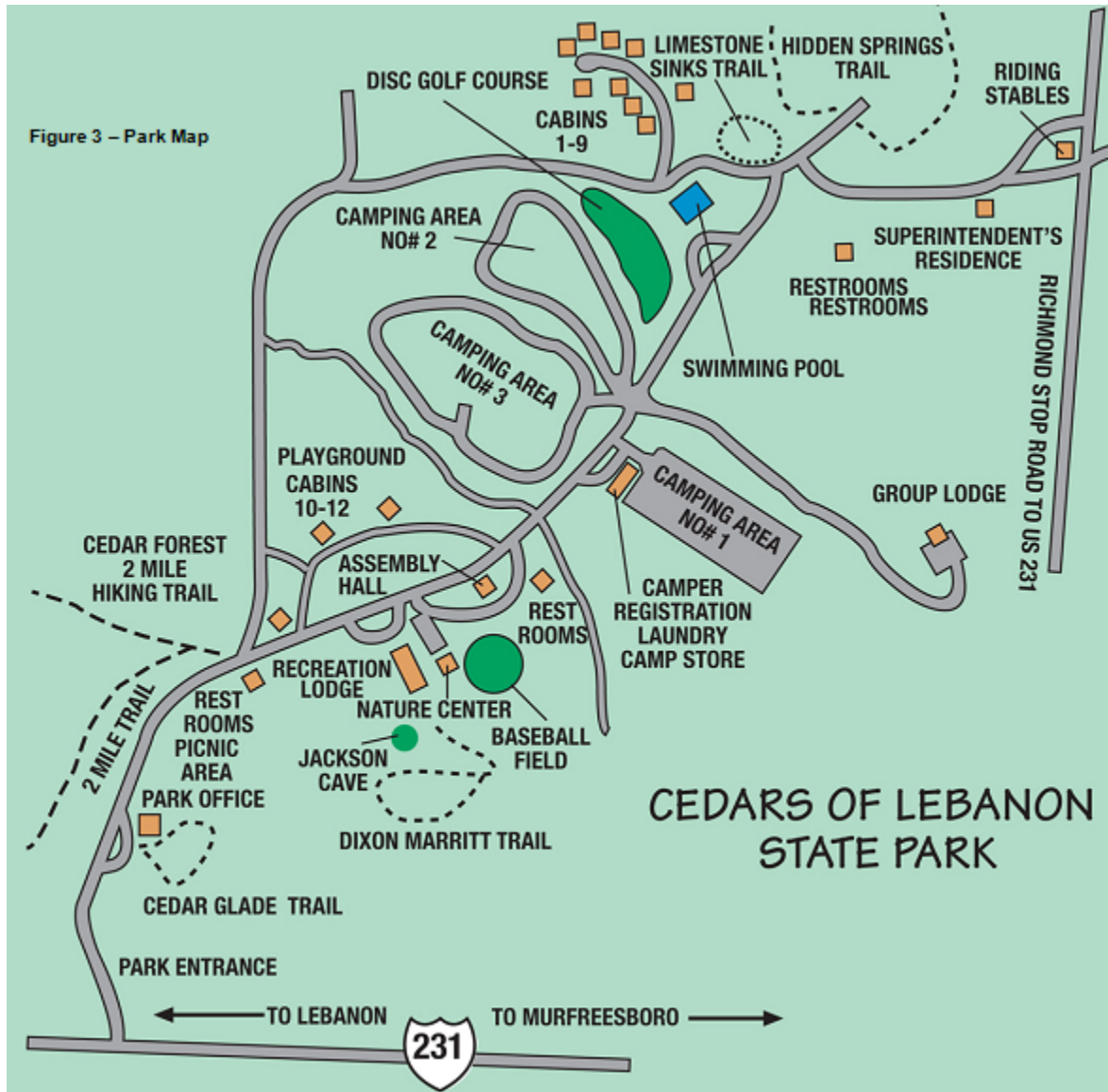
The following five-year pro forma projects the financial outcomes based on the strategies and desired outcomes identified in this business plan.

Use Year 2 for Financial Objectives

	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Cabins	156,674	5%	164,508	5%	172,733
Camping	159,405	5%	167,375	5%	175,744
Gift Shop	5,341	20%	6,409	10%	7,050
Programs		2%	-	4%	-
Other	109,477	3%	112,761	4%	117,272
Total Revenue	430,897	3.5%	451,053	3.9%	472,799
Total Expense	1,108,650	0%	1,108,650	0%	1,108,650
Gross Profit	(677,753)		(657,597)		(635,851)
Park Self-sufficiency	39%		41%		43%

	Year 3		Year 4		Year 5	
	%+	FY15-16	%+	FY16-17	%+	FY17-18
Cabins	5%	181,370	5%	190,438	5%	199,960
Camping	5%	184,531	5%	193,758	5%	203,446
Gift Shop	10%	7,755	5%	8,143	5%	8,550
Programs	4%	-	5%	-	5%	-
Other	4%	121,963	5%	128,061	5%	134,464
Total Revenue	4.5%	495,619	5.0%	520,400	5.0%	546,420
Total Expense	0%	1,108,650	0%	1,108,650	0%	1,108,650
Gross Profit		(613,031)		(588,250)		(562,230)
Park Self-sufficiency		45%		47%		49%

Park Map



Organization Chart

