



**Old Stone Fort  
State Archaeological Park  
Business & Management Plan**

# Table of Contents

- Mission Statement.....03
- Goals, Objectives and Action Plans.....03
- Park Overview.....10
- Park & Operations Assessment.....14
  - Park Inventory and Facility Assessment.....15
  - Operational Assessment.....16
  - Financial Performance Assessment.....18
  - Competitors.....21
- Customer Service & Satisfaction Plan.....22
- Financial Pro Forma.....23
- Park Maps.....24
- Organizational Charts.....26

## Mission Statement

The mission of Old Stone Fort State Archaeological Park is to perpetually preserve and protect this unique cultural example of Native American prehistory while providing safe, quality, educational outdoor experiences through professional and effective management and stewardship with focus on the visitor and the resource together. MDS, January 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 Park's cost objective.** This percentage can be reduced by increasing revenues (see Goal 2); by controlling COGS; by controlling personnel costs and other expenses.

Objective 1: Plans for controlling COGS; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY14-15.

#### Action plans:

- 1) Order more resale items in bulk when possible to acquire a lower cost and save on future shipping costs
- 2) Transfer in more TSP items from Central Office gift shop to capitalize on lower costs and to offer a wider variety of merchandise in OSF gift shop without ordering an useable bulk
- 3) Work with TSP marketing section so as to not have items direct shipped that we don't have room to display or store and cannot sell in a reasonable period

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:

- 1) Clerk maintain a log monthly of seasonal hours worked so as to not go over allotted hours
- 2) Ensure campground attendant goes home early on slow nights

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 FY14-15.

Action plans:

- 1) Reduce utility operational costs by using grant funding to purchase and install high efficiency lighting, doors, and windows
- 2) Purchase Energy Star rated appliances when replacing old refrigerators, ranges and other electrical appliances in all buildings where this would apply
- 3) Install high efficiency, high SEER rated HVAC units for all buildings as units fail
- 4) Perform semi-annual preventive maintenance for HVAC units to ensure peak performance and to extend the life span of the units. Change filters regularly to ensure peak performance.
- 5) Perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads
- 6) Install motion sensor light switches in restrooms to ensure lights will not be left on when not in use thus reducing the cost of electricity
- 7) Install motion sensor faucets on all sinks to make sure water is turned off when not being used thus reducing water costs
- 8) Maintain good standing with county to continue to receive free trash pickup
- 9) Maintenance staff will research to find cheapest vendors for cleaning supplies that we use all the while considering shipping costs
- 10) Have all buildings adequately insulated to reduce energy consumption

## **Goal 2: Revenue Growth**

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

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

Objective 1: Plans to increase camping revenues:

Action plans:

- 1) Install pressure reducer on campground water main to cut down on frequent repair costs
- 2) It has been included in IPPs of Conservation Worker 2's to install additional tent pads in campground to make sites more friendly to tent campers
- 3) Continue to request to have full campground electric replaced with 50 amp and sewer service to allow for more occupancy and have customers return who don't come any longer due to inadequate electric service and frequent outages during peak times

Objective 2: Plans to increase gift-shop revenue:

Action plans:

- 1) Transfer in more TSP items from Central Office gift shop to offer a wider variety of merchandise in OSF gift shop without ordering an useable bulk
- 2) Offer a wider variety of merchandise within the theme of the park for gift shop retail
- 3) Slightly raise prices on select items

Objective 3: Plans to increase new sources of revenue;

Action plans:

- 1) Implement a \$10 charge for rental of picnic shelter. Have Eagle Scout or park staff refurbish picnic shelter and increase charge to \$25-\$50.
- 2) Implement fee of \$200 for use of museum roof deck as a prime wedding location. Offer chairs for an additional \$2 each.
- 3) Possibly charge a nominal fee to attend the Summer Solstice Sunrise Gathering
- 4) If pending sale of facilities and land fails, promote former golf course location as event site.

### **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.

1. First Hike – January 1<sup>st</sup>
2. Spring Hike – third Saturday in March
3. OSF Spring Nature Day – last Saturday in March
4. OSF Atlatl Day – first Saturday in May
5. National Trails Day – first Saturday in June
6. OSF Archaeo-Olympics – Saturday in late July
7. National Public Lands Day – last Saturday in September
8. OSF Knap-in & Archaeoskills – first Saturday in October
9. Day After Thanksgiving Hike – fourth Friday in November

The Old Stone Fort Archaeological Society meets in the museum theater on the second Thursday of every month for a presentation to learn more about prehistoric Native American cultures and the early historic period of Tennessee.

We can always accommodate more participants for the TSP Signature Hikes and for individual portions of our Spring Nature Day. Otherwise, there is not much room for expansion at current staffing levels. We are experimenting at our Knap-in with different types of food vendors to offer for the visitors as we would like them to spend the whole day with us. With no inn, cabins or restaurant and the campground as our only overnight facility, any possible packages would only be attractive to a very small clientele.

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:

An annual Junior Ranger Camp at Old Stone Fort is being discussed.

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

While OSFSAP 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 entice 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.

We currently offer a variety of programs designed around our park theme for onsite visitors, civic organizations and school groups both on the park and at the schools. With events such as our Spring Nature Day, we are also trying to broaden our horizons to highlight the natural setting and historical significance in addition to the pre-historic cultural resource in order to attract more visitors. Other possible events and/or programs could include a more in-depth Civil War hike and possibly an Independence Day and/or Halloween celebration in the campground hopefully enticing more camping revenue. The success of these two campground events would depend upon an upgrade to the electrical system.

Although many groups such as the Tennessee Trails Association would be willing to make donations to park projects, it doesn't seem likely that Old Stone Fort State Archaeological would attract or be able to accommodate groups willing to pay us to complete projects on the park. We have a list of projects for Eagle Scouts as requests are made of which some would be revenue producing and others would accomplish goals of the trails initiative.

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

We have no means of feeding guests on vacation packages and with only camping as an overnight accommodation a very small clientele would be served regardless.

## **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: Acquire park-wide video capability.

Action plans:

- 1) A new interpretive video has recently been produced about the Old Stone Fort free of charge.

- 2) Updating technology in our theater for optimum viewing
- 3) Wi-fi would presumably be installed with any campground upgrade.

Objective 2: Obtain 1,500 Facebook friends. Assign maintenance and updates.

Action plans:

- 1) There are currently 701 members of the Old Stone Fort Facebook group. We will strive to more than double that number to 1,500.
- 2) Park Ranger assigned to oversee all interpretation will maintain and make frequent posts to our Facebook page, "Old Stone Fort State Archaeological Park".
- 3) We will also periodically send photos and events to Central Office to be included on the Tennessee State Parks page.

Objective 3: Plan for four email blasts to local patrons

Action plans:

- 1) We will notify the Manchester Chamber of Commerce when we have events happening at the park.
- 2) The Chamber will forward those notifications to all of their members.
- 3) Emails about our events and programs are sent to all local media.

Objective 4: Assign responsibility to attend local Chamber meetings.

Action plans:

- 1) The park manager will attend monthly Chamber luncheons as schedule allows.
- 2) Old Stone Fort will maintain membership in the local Chamber of Commerce.

Objective 5: Develop campers coupon to drive campers to local restaurants, local events, park events.

Action plans:

- 1) Park staff will encourage visitors to eat at local family owned restaurants.
- 2) Visitors will be encouraged to patronize the sponsors of our Southeast Publication travel guide.
- 3) Maintain brochure rack at campground with information about OSF, TSP, Manchester, and the other state parks closest to Old Stone Fort.

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:

- 1) Ask 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. Survey will be developed by the park ranger assigned to the campground operation.

- 2) There is a visitor guest book log in the museum.

Objective 7: Create flyers to promote park events and programs.

Action plans:

- 1) Develop a PDF flyer for every park event and post on Facebook (TSP & OSF), our website, and hang around park and town.
- 2) Email flyers to all local media and Chamber of Commerce.

## **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:

- 1) Ask 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. Survey will be developed by the park ranger assigned to the campground operation.
- 2) Ranger in charge of interpretation will review *TripAdvisor* on a monthly basis. The same ranger will respond to any negative comments after consulting with the park manager.
- 3) Customer complaints will be responded to and corrected immediately.
- 4) Facebook will be monitored closely for any negative comments.
- 5) Customer complaints will be discussed at monthly staff meetings to avoid such complaints going forward.

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:

- 1) Park personnel will strive to always receive 4 or 5 on a scale from 1 to 5 whether on surveys or *TripAdvisor*.

- 2) Park personnel will work to ensure customer surveys are all positive and any issues will be quickly resolved when possible.
- 3) Every effort will be made to implement recommendations that will be advantageous for the park.

## **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:

- 1) We will develop a log and begin logging hours worked by court mandated community service workers and estimate labor costs associated. The Conservation Worker 2 in charge of the maintenance crew will maintain the log.
- 2) We will track the number of volunteer hours worked each year and report to central office. The park ranger over interpretation will track volunteer hours.

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:

- 1) MTSU Public History Department will be assisting in updating and refurbishing the museum.
- 2) Explore the feasibility of starting a friends group.
- 3) Gauge the interest of the Old Stone Fort Archaeological Society in volunteering at the park.
- 4) Increase the number of volunteer days held throughout the year.
- 5) Contact The Webb School, MTSU, and Motlow State Community College to ask if they have programs requiring public service hours and if they would be willing to partner with us.
- 6) Meet with the local newspaper editor to request our events and program schedules be listed in a more prominent location of the weekly edition.
- 7) Continue to foster a good relationship with the local radio station to include our events on their broadcasts and website.

## Park Overview

### Park Fact Sheet

Park Name	Old Stone Fort State Archaeological Park
Region Manager	Christopher Padgett
Park Manager	Keith Wimberley
Park acreage	916
Total Number of Visitors (FY13-14)	252,287
Total Expenses before CO (FY13-14)	640,524
Total Revenues (FY 13-14)	109,389
Retail Self-sufficiency % <sup>1</sup>	N/A
Park Self-sufficiency %	17%
Avg. Expense per Visitor (FY13-14)	2.53
Avg. Revenue per Visitor (FY13-14)	.43
Gross Profit or Loss (FY13-14)	-531,135
Total full-time available positions / filled	7 / 7
Total part-time available positions / filled	2 / 1
Primary feeder markets	1/3 Interstate traffic; 1/3 middle TN; 1/3 Manchester/Coffee County residents
Primary reasons people come	The main draw to the park, from the standpoint of a tourist, is obviously the Old Stone Fort enclosure along with the accompanying museum. There are a variety of hiking trails in various areas of the park totaling approximately 8 miles and the two rivers are used for fishing, canoeing, kayaking and wading. Although Little Falls has been used as a swimming hole throughout time, swimming is strongly discouraged due to the cultural nature of the park. A new playground is planned for the picnic area and there are volleyball poles available there as well.
Opportunities for improvement	Complete update of museum; upgrade electric in campground to 50 amp and add sewer sites; build additional trails; turn old golf pro shop into a Duck River museum and/or nature center (pending failure to sell property)

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

## Site Summary

The park entrance is located on Highway 41, 1 ½ miles from exit 110 on Interstate 24. From the interstate, Highway 53 South leads to Highway 41 North. The Park is situated in Coffee County with a small portion inside the city limits of Manchester.

Located at N 35°29'10.9" and W086°06'10.2", the park is approximately 65 miles from both Nashville and Chattanooga. Topographically, the park is in the transition zone from the Eastern Highland Rim to the Central Basin. The Big and Little Duck Rivers cut gorges into the Highland Rim creating cliffs as high as 85 feet as they drop off into the Basin before coming together as the Duck River. What is called "the Old Stone Fort" itself was not a defensive structure as the name implies but rather a ceremonial gathering place built by Native Americans during the prehistoric Woodland Period.

The 51 site campground is heavily wooded which allows for more privacy than some of the more open campgrounds. Each site has a grill, fire ring, picnic table, water, and 30 amp electric. There is also a shower house (closed in the off season), another small restroom building, and a dump station.

The picnic area has 30 tables with grills and one shelter with four additional tables. There is also a restroom building and a new playground is planned.

The Old Stone Fort Golf Course ceased operation in September 2011. Since its closing, the cart path has been used as a paved hiking trail totaling 2 miles.

## Key Attractions

The role of Old Stone Fort State Archaeological Park is multifaceted and important. The most important part is the protection of some of the earliest of Tennessee's heritage. The Old Stone Fort has been expertly described as "perhaps the most spectacularly sited....Woodland sacred place". It is considered the largest, most complex complete hilltop enclosure mound site outside of Ohio where the majority of such structures are congregated. Old Stone Fort State Archaeological Park is the most visited Native American cultural site in Tennessee and is the most visited archaeological site other than the Hermitage.

Secondarily, the park provides an opportunity for locals to experience the out of doors, which to the detriment of society has taken a back seat to so many other activities. The forested campground in the park is the only campground in town other than a KOA. The Old Stone Fort campground is much more scenic and a fraction of the cost.

The small dam in the area of the museum creates a small lake enjoyed by fisherman whether from the banks or in watercraft. A small ramp provides access for non-gas powered boats, canoes, or kayaks.

Our summer time weekend programming, frequent impromptu programs, and museum exhibits are the only interpretive services provided in the county aside from a local museum open very sporadically.

Our variety of hiking trails, from cliff side to river side to paved, also provides a nice change from the greenway in the city.

## Financial Targets

The following table details the total operating expenses and earned revenues for OSF State Park over the last four years (FY 10-14).

Actual	FY10-11	FY11-12	FY12-13	FY13-14
<b>Visitors</b>	222,129	117,377	203,164	252,287
<b>Total Revenues</b>	340,381	152,853	78,365	109,389
<b>Total Expenses</b>	886,182	681,814	573,506	640,524
<b>Revenue per Visitor</b>	1.53	1.30	.39	.43
<b>Expense per Visitor</b>	3.99	5.81	2.82	2.53
<b>Retail Self-sufficiency %</b>	95%	90%	100%	N/A
<b>Gross Profit</b>	-545,800	-528,961	-495,140	-531,135
<b>Park Self-sufficiency %</b>	38%	22%	14%	17%

Use Year 2 for Objectives Pro forma	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
<b>Camping</b>	53,770	5%	56,459	5%	59,281
<b>Gift Shop</b>	15,097	20%	18,116	10%	19,928
<b>Programs</b>	-	2%	-	4%	-
<b>Other</b>	9,499	3%	9,784	4%	10,175
<b>Total Revenue</b>	78,366	3.5%	84,359	3.9%	89,385
<b>Total Expense</b>	573,506	0%	573,506	0%	573,506
<b>Gross Profit</b>	(495,140)		(489,147)		(484,121)
<b>Park Self-sufficiency</b>	14%		15%		16%

## Key Recommendations for use in Action Plans

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

- Increase communication among staff via more staff meetings and/or emails
- Encourage training opportunities for all staff
- Add TDOT signs on approach to the park entrance from both directions informing visitors of distance to entrance
- Installation of new playground in picnic area

### Long Term Recommendations

- The museum and exhibits need updated with more enticing and current displays. A new museum/office ideally or new exhibits at minimum are needed to tell the whole story of the Old Stone Fort and prehistoric Native American cultures
- The park campground is in dire need of a capital improvement. Refurbish campground to include 50 amp breakers and sewer hookups
- Build trail alongside Service Area Road as an extension of the city greenway to the museum parking lot
- Promote the use of the area formerly used as a golf course through programming and events. Make use of the buildings left from the golf course. Possibilities include a Duck River museum and/or nature center, Division of Archaeology collections storage, multi-use room, maintenance space, and seasonal housing. These improvements would hopefully take place if the pending sell of the property were to fail.

## Park and Operations Assessment

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

- Park Facilities Assessment
- Operational Assessment
- Financial Assessment

### Park Facilities Assessment

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

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

## Park Inventory & Facility Assessment

The table below is an inventory of facilities and amenities. The assessed condition is for the group of assets under that label, i.e. inn rooms includes the overall condition for 145 inn rooms; Group Camp Two includes the overall condition of all the structures in that group camp, etc.

Park Asset/Amenity	Quantity	Condition
Campsites	51	Fair
Golf course	1	Closed
Ranger Residence	1	Fair
Manager Residence	1	Good
Roads/paving		Good
Visitor Center/Park Office	1	Good
Maintenance Building	1	Fair
Gravel Roads	1	Poor
Bath Houses	1	Fair
Camper Check-in	1	Good
Golf Course Residence	1	Fair

### Needed capital improvements - Assets & Amenities

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, wifi accessibility, additional campsites, etc.

New Assets & Amenities	Description
50 amp electric in campground	Upgrade electric with 50 amp breakers allowing more and larger RVs
Sewer hookups in campground	Install sewer taps in campground creating convenience for campers
Shower house and restrooms	Replace existing shower house and restrooms in campground and picnic area
New trail	Build new trail and small parking area from Powers Bridge Road to river confluence

### Prioritized Facility Needs

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

<b>Facility Need</b>	<b>Priority Assignment</b>
50 amp electric in campground	High
Sewer hook ups in campground	High
New restroom building in picnic area	High
New shower house and restrooms in campground	Moderate
New trail and parking area on Powers Bridge Rd.	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 Old Stone Fort 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 Old Stone Fort 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 Old Stone Fort State Park have been identified as **visitor supported services**:

- Operate and provide retail support services for the gift shop in the inn.
- Provide support services for 51 tent/RV campsites.

**Staffing Assessment**

Total Full-Time Available Positions / Filled

7 / 7

Total Part-Time Available Positions / Filled

2 / 1

**Labor Support (Non-paid)**

<b>Labor Support</b>	<b>Annual Hours</b>
Friends	-
Park Volunteers	25
Golf Course Volunteers	-
Court Mandated Community Service (probation/prisoner)	250
Campground Host	-
<b>Total</b>	<b>275</b>

## Labor Budget Summary

Based on a 3 year average, total personal expense is 53.3% of total expense.

<b>Expenditure Description</b>	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14</b>	<b>% Change from 2013</b>
Personnel Services	312,466	217,283	175,636	209,644	+19%
Employee Benefits	168,024	151,948	116,721	132,264	+13%
Total Personnel Expenses	480,490	369,231	292,357	341,908	+17%

## Visitation and Occupancy

Describe trends over last four years.

<b>Fiscal Year</b>	<b>Total Visitation</b>
<b>FY10-11</b>	222,129
<b>FY11-12</b>	117,377
<b>FY12-13</b>	203,164
<b>FY13-14</b>	252,287

Occupancy for the overnight accommodations for the last four years is detailed in the table below.

<b>Fiscal Year</b>	<b>Campsite Occupancy</b>
<b>FY10-11</b>	16.0%
<b>FY11-12</b>	18.0%
<b>FY12-13</b>	17.2%
<b>FY13-14</b>	20.8%

## 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**

	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14</b>
<b>Profit Center Revenue</b>				
<b>Restaurant</b>				
<b>Inn</b>				
<b>Cabins</b>				
<b>Golf</b>	269,721	82,664		
<b>Marina</b>				
<b>Gift shop</b>	7,238	10,989	15,097	13,115
<b>Camping</b>	53,392	48,915	53,770	69,002
<b>Sub-total Revenue</b>	330,351	142,568	68,867	82,117
<b>Costs &amp; Expenses</b>				
<b>COGS</b>	13,207	19,759	7,003	
<b>Personnel</b>	157,549	55,252		
<b>Total Other Expenses</b>	176,576	83,610	62,046	
<b>Sub-total Cost &amp; Expense</b>	347,332	158,621	69,050	
<b>Retail Self-sufficiency %</b>	95%	90%	100%	

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

	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14</b>
<b>Vending</b>	495			
<b>Group Lodge/Camp</b>				
<b>Picnic Shelters</b>				
<b>Boat Rental</b>				
<b>Fishing</b>				
<b>Grocery Store</b>				
<b>Swimming</b>				
<b>Gen Rec Other</b>	466	955	515	176
<b>Leased - Equestrian</b>				
<b>Leased - Gift Shop</b>				
<b>Leased - Other</b>				
<b>Misc.</b>	9,070	9,331	8,984	27,096
<b>Other Profit Center Revenue</b>	10,030	10,286	9,499	27,272
<b>Cost &amp; Expenses from Other Profit Centers</b>				
<b>COGS</b>	862	1454		

<b>Personnel Expenses</b>	322,941	313,978	292,357	
<b>Total Other Expenses</b>	215,047	207,760	212,099	

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

	<b>FY10-11</b>	<b>FY11-12</b>	<b>FY12-13</b>	<b>FY13-14</b>
<b>Total Revenue</b>	340,381	152,853	78,365	109,389
<b>-Total COGS</b>	14,068	21,213	7,003	
<b>-Total Personnel Expense</b>	480,490	369,231	292,357	341,908
<b>-Total Other Expense</b>	391,623	291,370	274,145	
<b>-Total Expense</b>	886,182	681,814	573,506	640,524
<b>Gross Profit</b>	<b>-545,801</b>	<b>-528,961</b>	<b>-495,140</b>	<b>-531,135</b>
<b>Parks Self-sufficiency</b>	38%	22%	14%	17%

**Review of Pricing**

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

Camping rates are listed below and State and local sales taxes will be added to the listed rates where applicable. The following camp rates will apply at all parks.

**In Season Rates and Discounts**

<b>Site Category</b>	<b>Rate Ranges</b>	<b>Senior</b>	<b>Disabled</b>	<b>TN State Employee*</b>	<b>TN Veterans*</b>
<b>Type AAA</b>	\$25.00-\$27.50	N/A	N/A	N/A	N/A
<b>Type AA</b>	\$25.00-\$27.50	25%	25%	25%	N/A
<b>Type A</b>	\$20.00-\$22.50	25%	25%	25%	N/A
<b>Type B</b>	\$16.00-\$18.50	25%	25%	25%	N/A
<b>Type C</b>	\$11.00-\$13.50	25%	25%	25%	N/A
<b>Primitive</b>	\$ 8.00-\$10.50	25%	25%	25%	N/A

### Off Season Rates and Discounts

Site Category	Rate Ranges	Senior	Disabled	TN State Employee*	TN Veterans*
Type AAA	\$25.00-\$27.50	N/A	N/A	N/A	N/A
Type AA	\$25.00-\$27.50	50%	50%	50%	50%
Type A	\$20.00-\$22.50	50%	50%	50%	50%
Type B	\$16.00-\$18.50	50%	50%	50%	50%
Type C	\$11.00-\$13.50	50%	50%	50%	50%
Primitive	\$ 8.00-\$10.50	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.

### 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.

- 1) KOA – good quality approximately four miles away has a swimming pool, wifi, cable, mini-golf, and more; currently \$55.47 per night
- 2) Tennessee Hills Campground – moderate quality approximately seven miles away has a swimming pool; \$20.00 per night
- 3) Whispering Oaks Campground – low quality approximately four miles away has a pool; currently \$25 per night

## Customer Service and Satisfaction

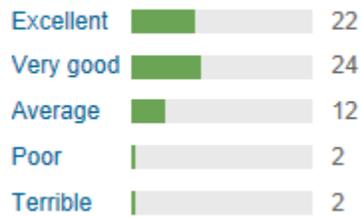
Describe any customer service rankings and/or surveys ranging from comment cards to TripAdvisor, Yelp or any other sources.

Tripadvisor as of 9/2/14

**Ranked #1** of 9 Attractions in Manchester

●●●●○ 62 Reviews

### Visitor rating



## Yelp Rating Details as of 3/12/15

5 stars	5
4 stars	3
3 stars	0
2 stars	1
1 star	0

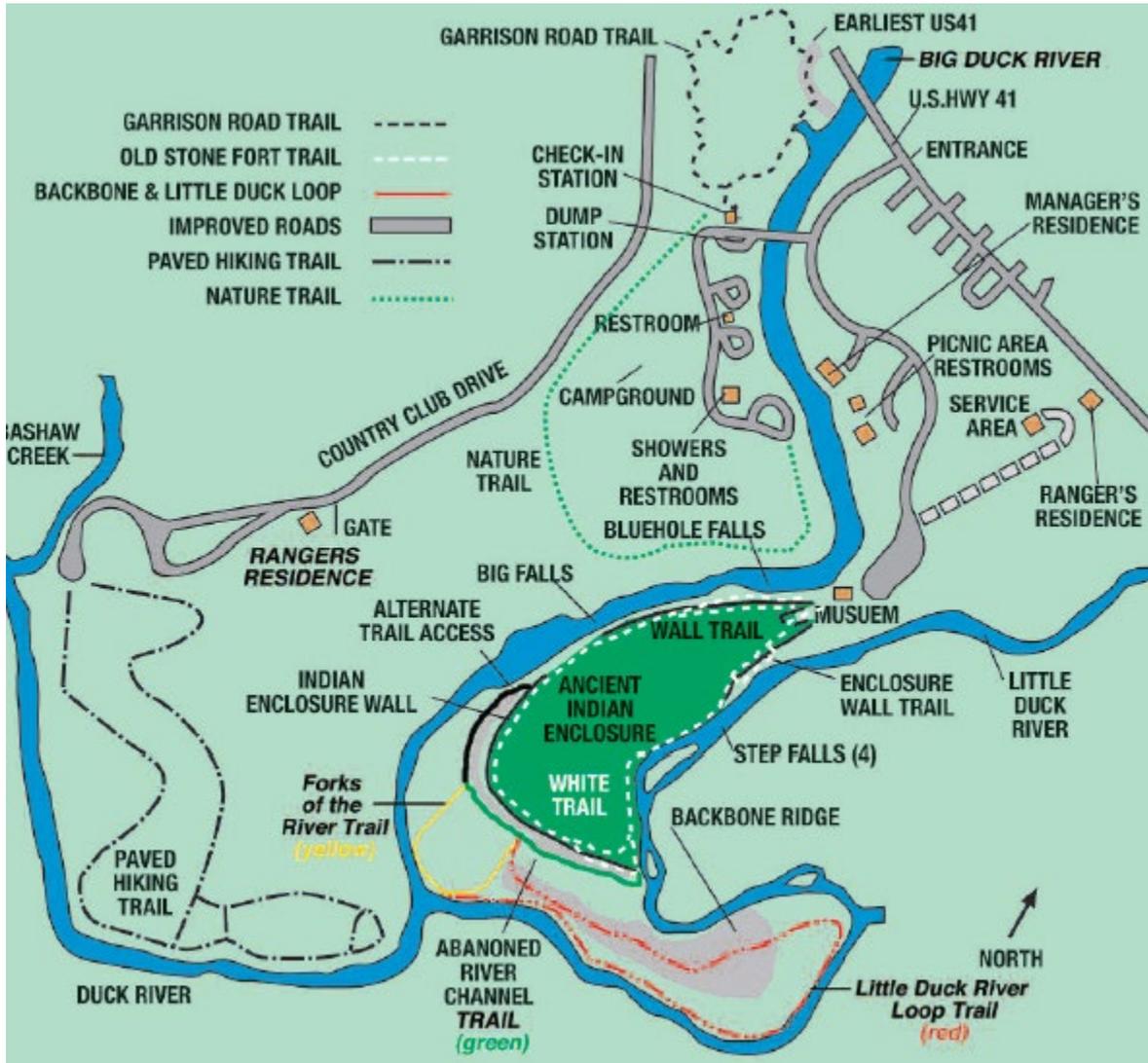
## Financial Pro Forma

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

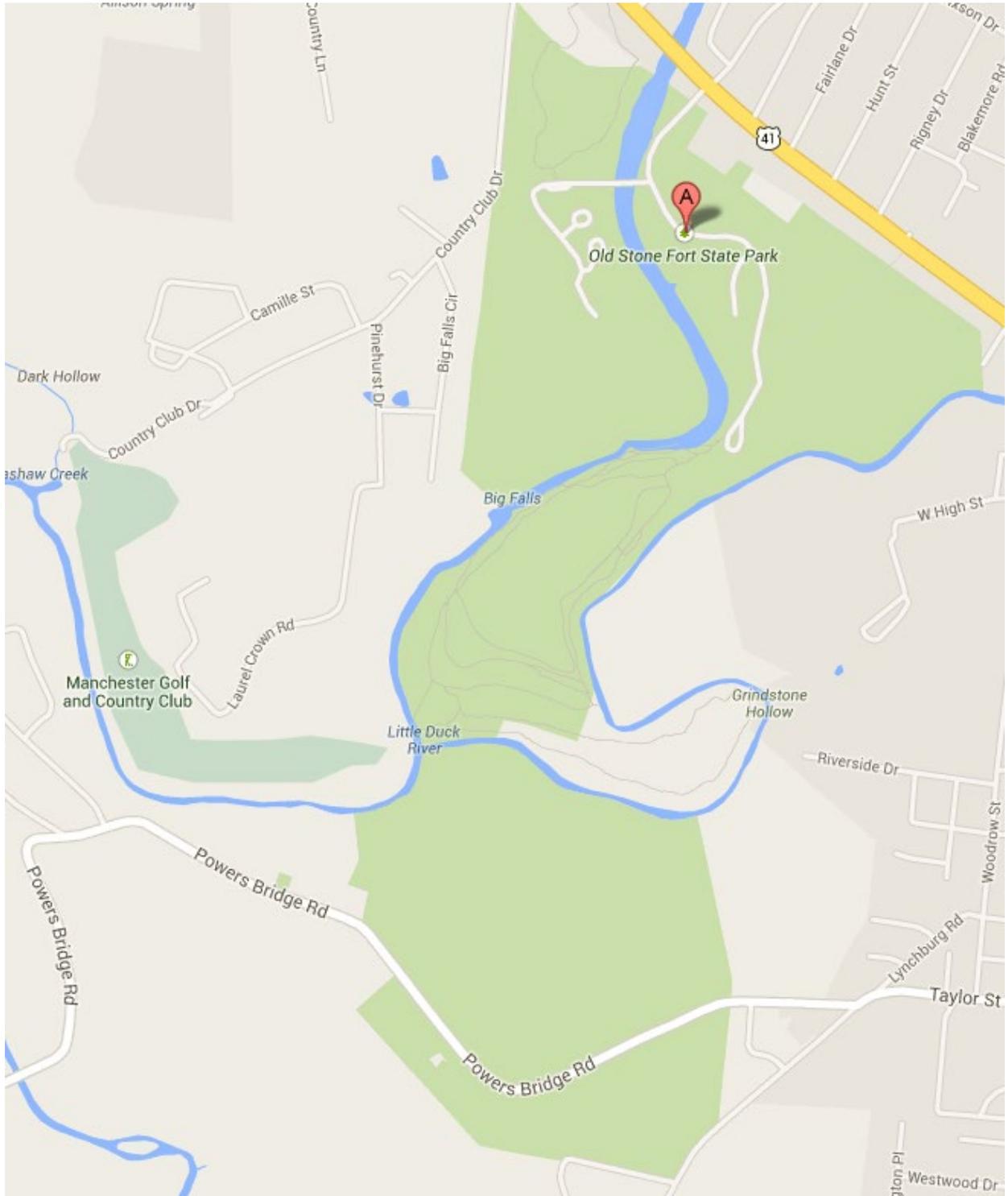
	<b>Base Year</b>		<b>Year 1</b>		<b>Year 2</b>
	<b>FY12-13</b>	<b>%+</b>	<b>FY13-14</b>	<b>%+</b>	<b>FY14-15</b>
<b>Camping</b>	53,770	5%	56,459	5%	59,281
<b>Gift Shop</b>	15,097	20%	18,116	10%	19,928
<b>Programs</b>	-	2%	-	4%	-
<b>Other</b>	9,499	3%	9,784	4%	10,175
<b>Total Revenue</b>	78,366	3.5%	84,359	3.9%	89,385
<b>Total Expense</b>	573,506	0%	573,506	0%	573,506
<b>Gross Profit</b>	(495,140)		(489,147)		(484,121)
<b>Park Self-sufficiency</b>	14%		15%		16%

	<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>Camping</b>	5%	62,245	5%	65,358	5%	68,626
<b>Gift Shop</b>	10%	21,921	5%	23,017	5%	24,168
<b>Programs</b>	4%	-	5%	-	5%	-
<b>Other</b>	4%	10,582	5%	11,111	5%	11,667
<b>Total Revenue</b>	4.5%	94,749	5.0%	99,486	5.0%	104,460
<b>Total Expense</b>	0%	573,506	0%	573,506	0%	573,506
<b>Gross Profit</b>		(478,757)		(474,020)		(469,046)
<b>Park Self-sufficiency</b>		17%		17%		18%

# Park Map

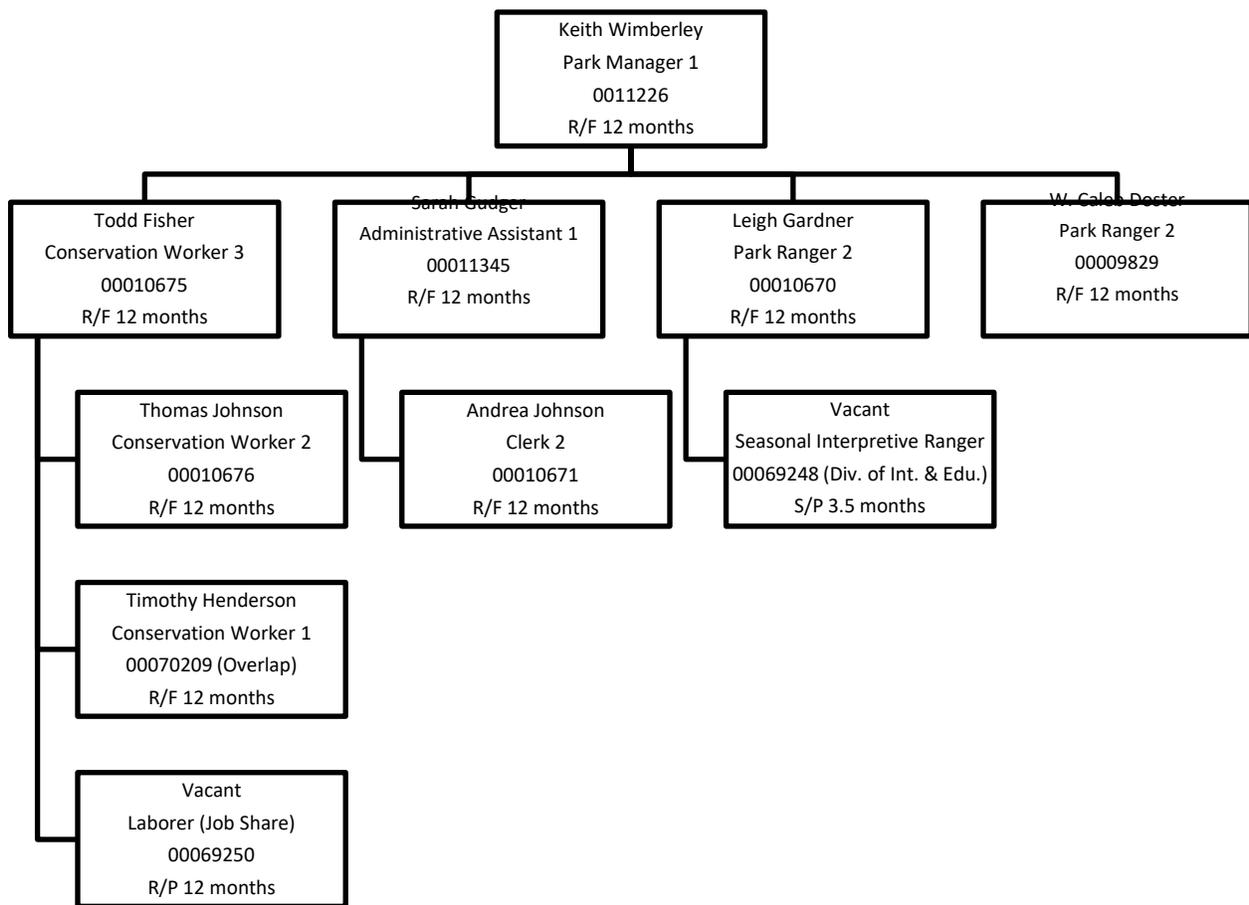


# Google Map



\*Updated 01-15-19; Pages 16, 17; Public Hearing held September 27, 2018 at Old Stone Fort State Park as per Tenn.Code Ann. 11-3-120

# Organizational Chart



# Business & Management Plan

## Old Stone Fort State Park

Updated January, 2019

Approved by:

  
\_\_\_\_\_  
Keith Wimberley, Park Manager  
Tennessee State Parks

Date: 1/17/19

  
\_\_\_\_\_  
Chris Padgett, Area Manager  
Tennessee State Parks

Date: 1/16/19

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

Date: 1-18-2019

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

Date: 1-18-2019

