

Rock Island State Park Business & Management Plan



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Mission Statement

“To foremost protect the resources entrusted to us for future generations. Secondly, we strive to provide a safe, comfortable, & inviting location to enjoy & learn about those resources in the most efficient & effective manner possible.”

Source: 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 Parks’ cost objective. Rock Island State Park self-sufficiency is currently forecasting FY 2014-15 operations at a 41% cost recovery of operational expenses through earned revenues. 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: attached budget figures for FY 12-13 were \$7905.00 or 3% 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)

- Park Administrative Secretary will research trends on what is selling and what is not and buy according to demand for the park gift shop items. Retail clerical staff will ask customers if shop is lacking any items that they would typically buy. Requested items not present will be logged. This will be presented to management quarterly.
- Park Administrative Secretary and all purchasing agents will research new vendors and seek a competitive price on all items purchased whether for resale or operational use. This will be done daily.
- Staff will utilize the approval to purchase items away from statewide contracts when the price is cheaper for comparable goods/services. For example, Grainger contract items are often much higher price on some items than other vendors.
- Staff will investigate the possibility of getting approval for a standing contractor’s account at big name supply stores such as Lowe’s or Home Depot. Currently the only way to purchase at big name stores is via a Payment Card which is often avoided due to the complexity of reallocation.

Objective 2: Plans for controlling Personnel expenses: attached budgetary figures for FY 12-13 were \$553,074.00 or 184% 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.)

- Park Manager will weekly adjust scheduling as to (where possible) avoid overtime expense by calling an off duty worker in to work.
- Park Manager and appropriate supervisors will scrutinize sick, comp, & annual leave requests for validity and ensure that they are not scheduled during peak times as to result in further operational costs by calling in other workers to cover the shortage.
- Park Management and supervising staff will make an effort to better cross-train employees to work in other specialties for fill in incidents to avoid loss in potential revenue or overtime. I.E. maintenance helping with clerical

Objective 3: Plans for controlling Other expenses: attached budgetary figures provided for FY12-13 were \$261,286.00 or 86% of revenue; unless noted otherwise, all objectives are for completion by end of FY14-15. (These action plans would include preventative maintenance, limited renovations, any savings from LEAN or energy audits)

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

- Staff will reduce utility operational costs by installing high efficiency lighting, using Energy Star rated appliances when replaced old refrigerators, ranges and other electrical appliances in the cabins. Maintenance supervisor will oversee this initiative on all park purchases on a daily basis.
- Staff will install high efficiency, High SEER rated HVAC units for all buildings especially the Cabin structures as they become inoperable or severely inefficient. Maintenance supervisor along with regional maintenance will ensure that high efficiency appliances are purchased each time one is replaced on a repetitive basis.
- Staff will perform semi-annually preventive maintenance for HVAC units to insure peak performance and to extend the life span of the units. This will be done by our in house certified HVAC technician.
- Staff will perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads. This will be overseen by our maintenance department supervisor & performed on a semi-annual basis.
- Staff will install motion sensor light switches (where feasible) to insure lights will not be left on when people are not in the room thus reducing cost of electricity. Maintenance supervisor will oversee the installation of more motion activated switches as areas are remodeled.

Goal 2: Revenue Growth

See Financial Pro forma Section for revenue objectives. Revenues can improve with increased marketing and planned events (see Goal 3) throughout the year. Top priority is increasing revenue at the cabins and 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 cabin revenue: \$174,298 in FY12-13 to \$192,164 in FY14-15.

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

- Proposals for a small addition onto the existing Nature Center building will be requested through the Regional Maintenance office. The addition of a small meeting hall with kitchenette and A/V access would enhance park marketability greatly. Currently there is no space to hold any meeting or gathering that is inside. There is not even a space to hold an internal staff meeting on the park. Regional maintenance has already taken rough measurements and plans for this proposal.
- Clerical staff will advertise vacancy more efficiently during slower occupancy periods via facebook, maintaining a waiting list for potential customers, etc. This will be done on a basis in correlation to lower occupancy times.
- Maintenance staff will request installation of wi-fi and upgraded flat screen TV(s) in the park cabins. Funding will be requested through 327.15. These upgrades will entice more visitors especially the working clientele that need internet & email access. Maintenance staff will request funding for improved furnishings for cabin interiors. Current low bid mattresses and chairs are not appealing to guests.

Objective 2: Plans to increase camping revenues: \$94,127 in FY 12-13 to 103,775 in FY 14-15.

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

- Maintenance staff will continue with renovating campsites to include replacing rotted timbers and adding handrails to steeper sites. This will also serve as a safety barrier around steeper drop-offs. This will be done weekly as time avails.
- Maintenance staff will request funding for additional sewer sites be added to sites 1-16 loop.
- Clerical staff will promote slower occupancy times via facebook, potential group customer call lists, etc.
- Proposal of adding a meeting room to the existing Nature Center in the campground would allow for families to rent the space for movie nights, reunions, wedding receptions, birthday parties, etc.
- Investigate possibility of building some hike in "backcountry" tent sites on the Collins peninsula. Cost would be minimal and currently there are no backcountry sits thought they are requested.

Objective 3: Plans to increase gift shop revenues: \$22,238 in FY12-13 to \$29,354 in FY14-15.

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

- Clerical staff will advertise new items via facebook and nature center displays, especially around holidays.
- Clerical staff will increase price on graphic waterfall tees and other appropriate items due to the small margin currently priced at.

Objective 4: Plans to increase picnic shelters revenue; \$3615 in FY12-13 to \$4000 in FY 14-15.

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

- Proposals for enlarging the shelter at AREA 2 and improving (enclosing) the restrooms nearby will be again submitted to Regional Maintenance. This area is our most popular shelter but is the smallest shelter we have. The restrooms are open air, concrete block buildings that are quite dated.
- Market the beach more efficiently shelter as a destination for affordable and scenic weddings. Take pictures of some weddings in house or request a courtesy copy of previous weddings.
- Improve/Enlarge parking area at the Old Mill. Currently parking is non-existent in the summer for guests who reserve the shelter due to cars lining the roads.

Objective 5: Plans to increase new sources of revenue: \$9715 in FY12-13 to 10,500 in FY 14-15.

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

- Staff will request that the nature center be extended to include a small meeting hall.
- If staffing hours permit, staff will consider implementing add on services such as hay rides or driving tours for a nominal charge. These extra services will not be able to be implemented on a regular basis due to staffing but may be able to be implemented on slower weeks/times.
- Ranger staff will increase fines on criminal court cases from \$25 to \$50.
- Staff will continue the conceptual planning process discussion in consideration of renovation of the historic Cotton Mill structure. This process will be done jointly with TDEC, TVA, & TDOT.

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 of all major Special Events currently being held:.

January	First Hike
March	Easter in the Park celebration, Spring Hike, Waterfall Week; Wildflower Weekends
April	Natural Areas Week; Earth Day Celebration
May	Memorial Day Celebration
June	National Trails Day
July	Independence Day Celebration

August	Labor Day Celebration
September	National Public Lands Day, Annual Craft Fair & Fall Festival
October	Halloween in the Park weekend; Rock Island 5 Miler Run
November	Black Friday Hike

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

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

- Some events such as Wildflower Weekends could be marketed towards overnight accommodations with Ranger-led programs in addition to guest naturalists. However, during summer staff is extremely busy with daily operations so this would be dependent on staffing hours.

Determine if additional events can be added to the list and what logistics/staff are needed for successful events

- Other events could be added but staffing hours/numbers would need a sizeable increase to maintain current operations, supervision, safety, enforcement, purchasing, etc.

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.)

- Staff will strive to seek out student organizations at Tennessee Tech and Middle Tennessee State University for the possibility of events and or work projects.

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.)

Possible future event/programs to implement:

- Whitewater Kayak competition "fun run" weekend events
- Triathlon and or adventure race events
- Bird of Prey Events such as SOAR
- TVA & history of the Caney Fork River
- Concert venue(s) to offer music

Goal 4: Expand Recreational and Interpretive Programs

While RISP 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.

- Staff will continue with the large variety and number of in house program offerings as staffing allows. Although staffing during peak times is already stretched very thin. The possibility of a 2nd SIR to assist in the summer would free up other uniformed staff to cover operational and other duties.
- Staff will work to foster relationships with student groups at local universities, high schools, vocational schools, middle schools, scout groups, & home school groups for work projects.

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.

- Staff will investigate possibilities of a 3 day package during waterfalls and wildflowers weeks to incorporate different themes and close by locations. Again this is staff dependent and would be very dependent on planning and hours available.

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.

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

- Clerical staff will create a phone list of nearby churches, civic groups, recreational groups, and other potential customers. During lower occupancy they may call on these groups to notify of vacancy or special promotions.

Objective 2: Acquire park-wide video capability.

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

- Currently wifi exists in the main campground. Video is present in cabins & the nature center. The nature center (or proposed addition) could allow promo video to be played on a loop.

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

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

- Park Ranger assigned to interpretation & events will monitor daily and increase awareness through regular posts, pictures, & promotions.

Objective 4: Plan for four email blasts to local patrons

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

- Clerical staff will research, develop, & maintain an email interest group and will send promotions out via email blasts during slow periods especially.

Objective 5: Assign responsibility to attend local Chamber meetings.

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

- Park Manager or designee will attend quarterly meetings of surrounding Chamber luncheons or meetings.

Objective 6: Develop campers coupon to drive campers to local restaurants or local activities.

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

- Staff will maintain menus, coupons, & other promotional materials for local eateries, events, & attractions.
- Staff will add a Ranger Picks page to the cabin info books highlighting personal preferences by staff of what to do, where to eat, what to order, etc. while guests are staying on the park.

Objective 7: 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. Cabin accommodations to be grouped with dinner at local Foglight Foodhouse.
2. Campsite accommodations grouped with Cumberland Caverns wild cave tour.
3. Cabin or campsite accommodation packaged with the Collins River Barbeque & live music.
4. Cabin/campsite packaged with Bluegrass Underground concerts.
5. Cabin/campsite package with McMinnville Autumn Street Faire
6. Cabin/campsite package to coincide with local bicycle rides.

Objective 8: 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.

- Park Ranger assigned to maintenance & cabins will quarterly do a site check of car tags as a passive survey to indicate where visitors are from. He/she will capture Zip Code information in order to Target Market to those areas. Ranger will maintain a log of this information.
- Park Ranger assigned to maintenance and cabins will develop a survey asking people in the park to capture length of stay, activities they will participate in, activities they want to participate in to capture additional programmatic possibilities, .

Goal 6: Monitor and Manage Customer Service and Satisfaction

Monitoring customer service and satisfaction will entails some means to measure how visitors feel about the Park and how they perceive the services and the conditions of the facilities. Ways to measure customer service are the number of complaint letters, comment cards, ratings on *TripAdvisor* or other social media platforms. In some cases, the park may have to go out and survey visitors several times a year.

Managing customer service and satisfaction deals with developing and incentivizing good products and services and getting rid of bad products and services. If you know what the visitor thinks is good, then it makes sense to make the product or service easier to use. Resource allocation would normally promote the good products over the bad or mundane products.

Objective 1: Develop a way to monitor activities and services throughout the park on a regular basis.

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

- Park Ranger assigned to programming and events will quarterly monitor complaints received & compile a running log of any incidents and frequency trends.
- Park Ranger assigned to programming/events will monitor quarterly sites such as tripadvisor, yelp, facebook, or other review sites & compile logs of frequency or trends. Ranger will also respond as advised by management.

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.

- Park Ranger assigned to programming and events will monitor and strive for an overall goal of 94% satisfied or extremely satisfied customers based on park surveys and tripadvisor reviews.

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.

- Park Ranger assigned to programming and events will keep a running log of all partnership hours contributed to park projects or events. This will be compiled at the end of the fiscal year. A dollar figure will be applied based on the complexity of skilled and non-skilled labor involved in projects during the previous fiscal year.

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.

- Management will seek to keep camp hosts for a longer duration during the year and assist with non-host duties during slower occupancy times such as events or general park maintenance.
- Ranger staff will seek out interns from local colleges in areas of natural sciences, history, forestry, wildlife, or other related fields.
- Ranger staff will improve regular volunteer workday frequency and attendance by publicizing and organizing more events.
- Ranger staff will seek to utilize local media such as newspapers to include more marketing of park programs and events through press releases.

Park Overview

Park Fact Sheet

Park Name	Rock Island State Park
Region Manager	Kenneth Gragg
Park Manager	Damon Graham
Park acreage	870.37
Total Number of Visitors (FY13-14)	436,539
Total Expenses before CO (FY13-14)	\$826,920
Total Revenues (FY 13-14)	\$394,567
Retail Self-sufficiency %	164%
Park Self-sufficiency %	48%
Avg Expense per Visitor (FY12-13)	1.89
Avg Revenue per Visitor (FY12-13)	.90
Gross Profit or Loss (FY12-13)	(\$432,352)
Total full-time positions/filled	12 / 11
Total part-time positions/filled	4 / 3
Primary feeder markets	Brentwood, Nashville, Murfreesboro, Cookeville. No out of state pattern.
Primary reasons people come	<p>Primary recreation activities include: hiking, camping, biking, canoeing, kayaking, boating, fishing, swimming, softball, baseball, tennis, basketball, horseshoes, pingpong, & interpretive Ranger programs.</p> <p>The park also provides picnic areas, playgrounds, hiking trails, and several play fields. Recreation equipment is available at no charge to visitors. During the summer months, a program staff provides many planned activities such as interpretive walks, canoe floats, arts and crafts and much more. Special interpretative programs may be arranged year round by contacting the park naturalist.</p> <p>The natural beauty & recreation potential of this park make it an important part of the total Tennessee outdoor recreation system.</p>
Opportunities for improvement	

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

Site Summary

GPS Coordinates: 35.80935 -85.63897

Facilities present include 1 visitor center/park office, 10 cabins, 60 campsites, 3 bathhouses, 3 shelters, 1 modern UV wastewater treatment plant, 3 park residences, & 1 maintenance warehouse.

Located at the confluence of the Collins and Caney Fork Rivers, this 883-acre park has a natural sand beach on Center Hill Reservoir. Historic features of the park include a 19th century textile mill and one of Tennessee's early hydroelectric plants. The area has always been a recreation destination but park development only occurred in the late 1960's and early 1970's.

The main park is only accessed via TN287. Dove Road is a secondary road that follows the western border. The Twin Falls area is accessed via Powerhouse road off of TN136. TN136 & TN287 are accessed via US70S which comes through nearby cities of McMinnville, Sparta, Cookeville, & Manchester.

The park is located between McMinnville and Sparta, TN. The site lies adjacent to the town of Rock Island about 17 miles northwest of McMinnville. It surrounds the TVA Great Falls Dam and hydroelectric generating plant. Park lands are primarily forested but include imposing limestone gorges and bluffs. Park land consists of roughly 70% woodlands & 30% open terrain.

The park also manages the satellite location of Bone Cave State Natural Area which is a class II state scientific natural area. The site includes the cave & surrounding woodlands of 400 acres.

Key Attractions

The scenic beauty of this wooded park is dominated by the Great Falls of the Caney Fork River - an imposing limestone gorge (called a gulf in southern culture). It provides scenic overlooks, waterfalls and deep pools for fishing, rock-hopping and exploring. Nearby Bone Cave State Natural Area is renowned as one of the most well-preserved saltpeter caves in the country. Other significant nearby natural/cultural resources include Cumberland Caverns, Rock Martin House, Virgin Falls, Burgess Falls, Lost Creek Cave, Bridgestone Wildlife Management Area, & Fall Creek Falls.

Adequate parking space and a modern bathhouse are provided. Boating and fishing are very popular on Center Hill Lake as well as on Great Falls Lake. There is a free public launching ramp on Great Falls Lake.

Financial Targets

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

Actual	FY09-10	FY10-11	FY11-12	FY12-13
Visitors	528,334	616,358	620,150	424,662
Total Revenues	263,926	281,402	301,778	\$300,383
Total Expenses	719,694	756,981	805,133	\$822,266
Revenue per Visitor	.50	.46	.49	0.71
Expense per Visitor	1.36	1.23	1.30	1.94
Retail Self-sufficiency %	171%	163%	158%	164%
Gross Profit	-455,767	-475,579	-503,354	-521,882
Park Self-sufficiency	37%	37%	37%	37%

	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Cabins	174,298	5%	183,013	5%	192,164
Camping	94,127	5%	98,833	5%	103,775
Gift Shop	22,238	20%	26,686	10%	29,354
Programs		2%	-	4%	-
Other	9,720	3%	10,012	4%	10,412
Total Revenue	300,383	3.5%	318,543	3.9%	335,705
Total Expense	822,266	0%	822,266	0%	822,266
Gross Profit	(521,882)		(503,723)		(486,561)
Park Self-sufficiency	37%		39%		41%

Key Recommendations for use in Action Plans

Short Term Recommendations (Less than 1 year)

- Continue upgrade of Cabins to include exterior painting and interior furnishings to promote revenue increases
- Incorporate & promote family fun recreation values into Programming, Events, etc.
- Incorporate kayaking, canoeing, & paddle sports into park activities
- Dedicate more staff time to historic, natural, & cultural history research of the area and interpret through various forms to include wayside signs, exhibits, programs, etc.
- Improve interpretive brochures/signage & maps
- Continue land acquisition planning of existing bluff line tracts along Center Hill Lake to protect viewshed

Long Term Recommendations

- Continue to promote revenue producing operations (campgrounds, cabins, shelters, events) through various media and targeted marketing, especially in low visitation months.
- Continue planning to add sewer connectivity to more campsites.
- Work with USACE to improve boat launch ramps due to lowered lake levels.
- Work jointly with TWRA & USACE to improve bank fishing areas for youth. Continue to promote angling and paddlesports of all types while also relaying safety messaging through various outlets.
- Upgrade condition of recreational facilities to include ball courts & playgrounds.
- Consider backcountry camp site feasibility.
- Continue conceptual planning of an indoor meeting space/rental space with connectivity. The space could be added to an existing structure such as the Nature Center.
- Continue conceptual planning discussion in relation to stabilization/renovation efforts of the historic Great Falls Cotton Mill structure. Structure is currently in state of disrepair & categorized as high risk for further collapse. Continued discussion will involve TDEC, TVA, & TDOT and may include re-routing a section of TN287. Due diligence through environmental impact reviews to be continued with each phase of conceptual planning discussion. Potential use could include a museum, meeting space, etc.
- Continue conceptual planning process of re-opening TVA Great Falls Dam as a pedestrian walkway to connect White and Warren County areas of the park. Further discussion with TVA will include safety and security of all high risk infrastructure near the dam.
- Continue conceptual planning process of connecting the Blue Hole Trail to the Downstream Trail via a cable suspension design pedestrian bridge across the river gorge. Discussion will include TDEC, TVA, & USACE.
- Continue land acquisition planning to secure tracts vital to park viewshed and/or future operations. Efforts to continue with securing viewshed tracts along the lake and river from development will remain as high priority. New/extended hiking trail designs or primitive camping site designs will be reviewed for new land acquisitions if feasible.
- Continue conceptual discussion of stabilization of historic metal Collins River truss bridge into a pedestrian walkway to connect to the local community.

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

Park Asset/Amenity	Quantity	Condition
Ball field	1	Good
Basketball court	1	Good
Bath houses	2	Poor
Boat Launch	1	Good
Boat Ramp	2	Good
Cabins	10	Good
Campfire area	1	Good
Gift shop	1	Good
Horseshoes	1	Fair
Maintenance building	1	Good
Parking lot	7	Good
Picnic area w/o shelters	3	Fair
Picnic shelters	3	Good
Camper Check-in	1	Good
Roads - paved	3	Good
Campsites	60	Fair
Staff residence	3	Good
Tennis courts	1	Good
Trails – bicycle (unpaved)	1	Fair
Trails – day hiking	6	Fair
visitor center	1	Good
Volleyball court	2	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
Meeting Room added to current Nature Center	Would allow business groups to have meetings; other groups to have receptions, etc. Guests currently have no place to meet as a group to meet.
Sewer Service in Campground	Begin addition of sewer sites starting with 1-16 loop
TVA Dam walkway reopening	Currently closed; provides greatest views for birdwatching & photography
New playgrounds	Area 2 playground is dated & unappealing
Cotton Mill Stabilization/Renovation	Structure is at high risk of collapse; renovation may include museum, meeting space, etc. TNHWY287 may be re-routed
Blue Hole Cable Bridge	Suspension bridge to connect both counties over the river
Stabilization of historic metal Collins River truss bridge into pedestrian walkway	Current bridge is in disrepair/high risk; pedestrian bridge would cross the Collins River and connect with local community
Paved connector trails	Addition of large paved walking/biking trails to connect park areas
Collins River Historical Bridge	Bridge owned by TDEC with historical significance that was originally intended for a walkway; currently a safety hazard; would connect Rock Island community.

Prioritized Facility Needs

Based on the inventory and assessment conducted above, these prioritized needs have been identified. Each need has been aligned with a priority category of high, moderate, or low to support future decision making regarding project sequencing, investment of public resources, and meeting community expectations. The priority assignment is not a measure of importance; rather, these recommended priorities reflect a phased implementation approach over the next several years.

Facility Need	Priority Assignment
Campground upgrade	Complete
Nature Center addition (meeting space)	High
Sewer site additions	High
Collins Bridge walkway	Moderate
TVA Dam Walkway	Moderate
Paved trails	Moderate
Play Area upgrades	Moderate

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services provided at the park.
2. A review of staffing at the park
3. A review of concessionaires and partners operating at the park
4. Visitation and customer satisfaction

Inventory and Classification of Programs and Services

- 1) Programs and services are classified as Core or Essential Services
- 2) Important Services
- 3) Visitor Supported Services

Programs and services at the park are classified into these categories based in part on the mission and public mandates for both the site and the agency.

Category 1 – Core Services (largely supported by tax funds)

Core programs, services and facilities are those the agency must provide and/or essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection.

The following programs and services at Rock Island 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 Rock Island 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 Rock Island State Park have been identified as **visitor supported services**:

- Operate banquet and conference facilities for business meetings, wedding, etc.
- Operate and provide retail support services for the gift shop.
- Provide support services for 10 rental cabins and 60 tent/RV campsites.
- Provide support services for picnic shelters.

Staffing Assessment

Full-time available Positions / Filled

12 / 11

Part-time available Positions / Filled

4 / 3

See Organization Charts at end of Business Plan.

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	0
Park Volunteers	600
Golf Course Volunteers	0
Court Mandated Community Service (probation/prisoner)	600
Campground Host	720
Total	1920

Labor Budget Summary

Based on a 4 year average, total personal expense is 66% of total expense.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	321,190	330,167	348,708	362,507	12.9%
Employee Benefits	153,118	161,108	174,579	190,568	24.5%
Total Personnel Expenses	474,309	491,275	523,288	553,075	16.6%

Visitation and Occupancy

Describe trends over last 4 years. Overall annual visitation to this park has declined from FY09-10 to FY12-13, decreasing by 19% or over 100,000 visitors.

Fiscal Year	Total Visitation
FY09-10	528,334
FY10-11	616,358
FY11-12	620,150
FY12-13	424,662

Occupancy for the overnight accommodations has flattened out.

Fiscal Year	Cabin Occupancy	Campsite Occupancy
FY09-10	42	28
FY10-11	44	29
FY11-12	47	26
FY12-13	46	28

Financial Performance Assessment

Operational Expenses

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

Part 1 – Profit center Self-sufficiency

	FY09-10	FY10-11	FY11-12	FY12-13
Profit Center Revenue				
Restaurant				
Inn				
Cabins	159,222	172,520	184,467	174,298
Golf				
Marina				
Gift shop	12,840	16,188	17,507	22,238
Camping	85,664	86,096	83,525	94,127
Sub-total Revenue	257,727	274,805	285,499	290,663

Costs & Expenses

COGS	7,360	10,020	12,309	7,905
Personnel	55,367	65,538	65,481	69,985
Total Other Expenses	87,715	93,549	102,926	99,867
Sub-total Cost & Expense	150,443	169,108	180,717	177,756
Retail Self-sufficiency %	171%	163%	158%	164%

Part 2 – Other profit center revenues and expenses

	FY09-10	FY10-11	FY11-12	FY12-13
Vending	756	591		
Group Lodge/Camp				
Picnic Shelters	2,071	2,360	3,177	3,615
Boat Rental				
Fishing				
Grocery Store				
Swimming				
Gen Rec Other	173	606	4,644	2443
Leased - Equestrian				
Leased - Gift Shop				
Leased - Other				
Misc	3,199	3,041	8,458	3,662
Other Profit Center Revenue	6,199	6,597	16,279	9,720
Cost & Expenses from Other Profit Centers				
COGS			400	
Personnel Expenses	418,941	425,737	457,806	483,089
Total Other Expenses	150,309	162,136	166,210	161,419

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

	FY09-10	FY10-11	FY11-12	FY12-13
Total Revenue	263,926	281,402	301,788	300,383
-Total COGS	7,360	10,021	12,709	7,905
-Total Personnel Expense	474,308	491,275	523,288	553,074
-Total Other Expense	238,025	255,685	269,136	261,286
Gross Profit	-455,767	-475,578	-503,354	-521,882
Parks Self-sufficiency	37%	37%	37%	36%

Review of Pricing

There has been no notable growth in rates since 2009. Current rates as taken from the TSP Webpage are below.

Cabins

PARK	CLASSIFICATION	PRICES		
		WEEKDAY	WEEKEND	PEAK
ROCK ISLAND	Deluxe 3 BR	\$ 135	\$ 145	\$ 150

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%

Picnic Shelters

Name of Park Shelter	Shelter	Per Day	Half-Day
Rock Island Old Mill Shelter	1@	\$35.00	
Old Mill with castle	1@	\$70.00	
Campground	1@	\$50.00	
Sand Bar Shelter	1@	\$65.00	

Competitors

List any competitors for the above listed facilities. Include their approximate proximity to the park, any competitive features, their quality level and their prices. List any key accounts they are getting.

PRIMARY COMPETITORS:

1. Horseshoe Bend Campground & Marina
(Avg. rate \$30.00)
2. Dunlap Campground
(Avg. rate \$26.00; few amenities; sites are located on the water; many of the park overflow guests go here; some sewer sites available; appeals to those wanting to camp on the water)
3. [Happy Yaker Cottages](#)
(Avg. rate 129.00)
4. Other state parks nearby (Fall Creek Falls, Edgar Evans, etc.)

Customer Service and Satisfaction

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

- Rock Island consistently has high customer service satisfaction based on trip advisor reviews, small number of guest complaints, high return customers, & other travel reviews.

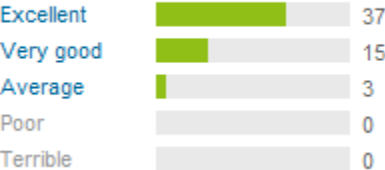
TripAdvisor as of 3/24/14

Ranked #1 of 1 attractions in Rock Island

55 Reviews

Certificate of Excellence 2013

Visitor rating



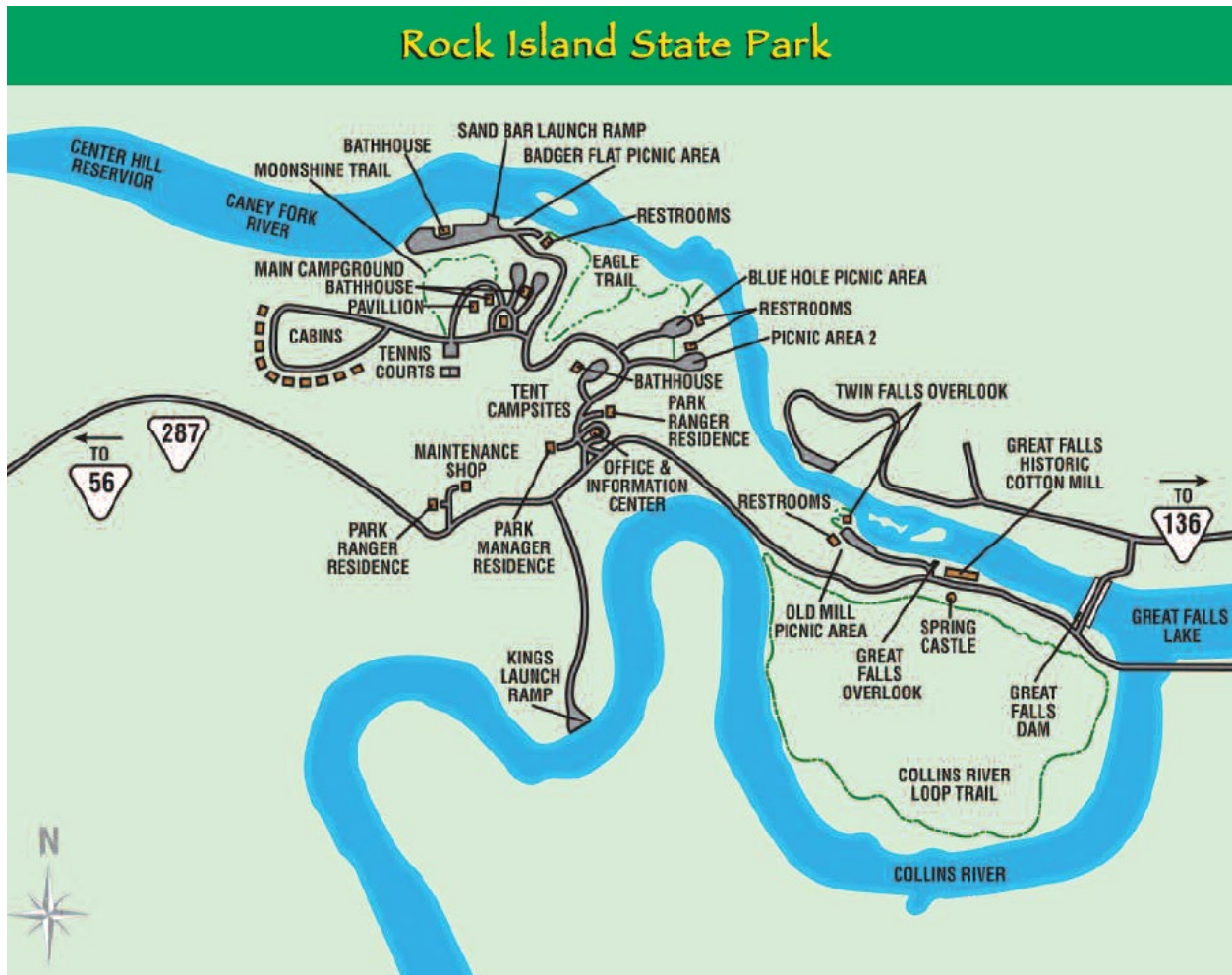
Financial Pro Forma

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

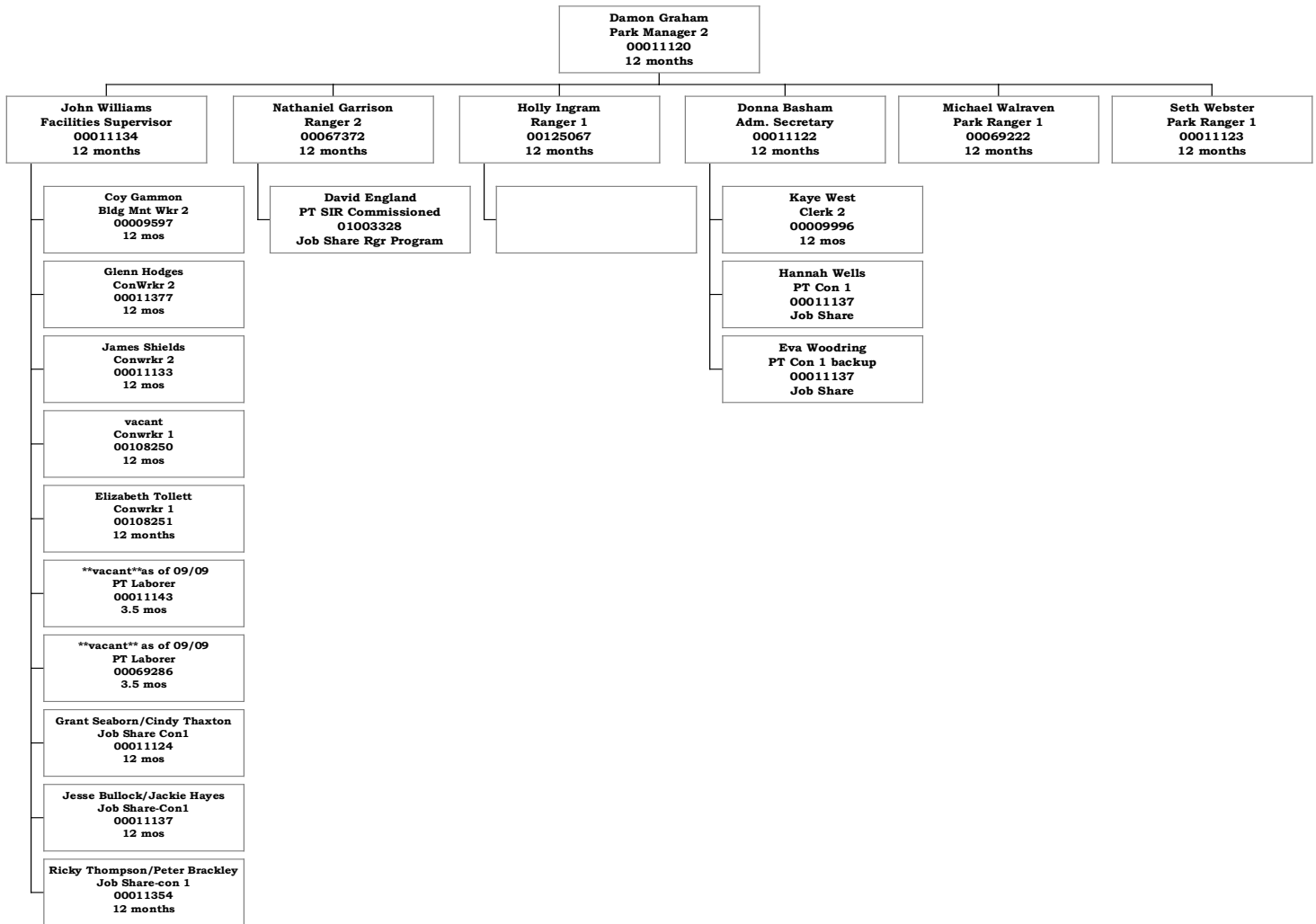
	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Cabins	174,298	5%	183,013	5%	192,164
Camping	94,127	5%	98,833	5%	103,775
Gift Shop	22,238	20%	26,686	10%	29,354
Programs		2%	-	4%	-
Other	9,720	3%	10,012	4%	10,412
Total Revenue	300,383	3.5%	318,543	3.9%	335,705
Total Expense	822,266	0%	822,266	0%	822,266
Gross Profit	(521,883)		(503,723)		(486,561)
Park Self-sufficiency	37%		39%		41%

	Year 3		Year 4		Year 5	
	%+	FY15-16	%+	FY16-17	%+	FY17-18
Cabins	5%	201,772	5%	211,860	5%	222,453
Camping	5%	108,964	5%	114,412	5%	120,133
Gift Shop	10%	32,290	5%	33,904	5%	35,599
Programs	4%	-	5%	-	5%	-
Other	4%	10,829	5%	11,370	5%	11,938
Total Revenue	4.5%	353,854	5.0%	371,546	5.0%	390,124
Total Expense	0%	822,266	0%	822,266	0%	822,266
Gross Profit		(468,412)		(450,720)		(432,142)
Park Self-sufficiency		43%		45%		47%

Park Map



Rock Island State Park



Organization Chart

*Updated Feb 05, 2019; Pages 12, 14, 15, 18, 25, 29; Public Hearing held (Fall) 2018 at Rock Island State Park cabins as per Tenn.Code Ann. 11-3-120

Business & Management Plan

Rock Island State Park

Updated January, 2019

Approved by:



Damon Graham, Park Manager
Tennessee State Parks

Date: 1-17-2019



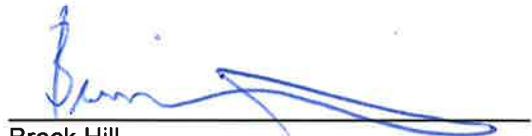
Kenneth Gragg, Area Manager
Tennessee State Parks

Date: 1-16-2019



Mike Robertson, Director of State Park Operations
Tennessee State Parks

Date: 1-17-2019



Brock Hill
Deputy Commissioner
Parks & Conservation

Date: 1-17-2019

