



**Sergeant Alvin C. York
State Historic Park**

Business & Management Plan

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Mission Statement

The primary mission of Alvin C. York State Historic Park is to interpret the compelling life story of this great American hero through interpretation. The secondary mission is to protect and preserve the cultural and natural resources of the park.

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

Personnel expenses are controlled through careful and flexible scheduling to ensure that employee hours are utilized in the most efficient manner. Sgt. Alvin C. York State Historic Park is staffed with one Park Manager 1 position, one Park Ranger 2 position, one Conservation Worker 2 position, one Administrative Assistant 1 position, and one Museum Curatorial Assistant position.

Objective 2: 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.

- 1) Perform preventative maintenance such as minor repairs and painting to ensure longevity of park facilities and historic structures. This can be accomplished by partnering with volunteers and seeking donations.
- 2) Limit renovations funded through the park budget to those that are vital to the historical integrity and longevity of the park's important features and those that are vital to visitor safety.
- 3) Perform preventive maintenance of HVAC units to ensure peak performance and to extend the life span of the units.
- 4) Install high efficiency lighting in all possible areas while maintaining the historical integrity of the site.

Goal 2: Revenue Growth

See Financial Pro forma Section for revenue objectives. 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 picnic shelter rental revenue;

Shelter rates have been increased from \$40.00 to \$45.00 for daily rental and the option for half day rental has been eliminated. This transition will allow the park to increase revenues by encouraging visitors to take advantage of the full day option, and will eliminate multiple shelter cleanings and consolidate trash removal resulting in cost savings. The park staff is actively planning new interpretive features and opportunities that will attract new customers and encourage increased usage of the shelters.

Objective 2: Plans to increase new sources of revenue;

The addition of the York Barn as a rental option for receptions, events and weddings is a potential source of new revenue. Another option for new sources of revenue is identifying spaces suitable for open-air wedding venues that can be reserved with a fee. One area to consider is near the historic gristmill.

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 currently being held at the Park.

Current Special Events

- First Hike – January 1st
- Spring Hike – March
- Annual Sgt. Alvin C. York Black Powder Shoot – March
- National Trails Day Hike – June
- National Public Lands Day Hike – September
- Veterans Day Program – November 11, 11:00 A.M.
- After Thanksgiving Hike – November
- Christmas in the Valley – December

The three large special events (Annual Sgt. Alvin C. York Black Powder Shoot, Veterans Day Program, and Christmas in the Valley) at Sgt. Alvin C. York State Historic Park have established partnerships. The black powder shoot is organized with outside partners and the park serves as the host site. The Sgt. York Patriotic Foundation assists with the black powder shoot and partners with the park to co-organize the Veterans Day Program and Christmas in the Valley. The Sgt. York Patriotic Foundation provides labor (paid and volunteer) and resources to help with these events.

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:

Potential New Events

- Living History Based Programs
- Bluegrass Music Events – The York Barn could be utilized and could be fee based.

Goal 4: Expand Recreational and Interpretive Programs

While SACYSHP 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.

Although Sgt. Alvin C. York State Historic Park is a day use park, there are several Tennessee State Parks located in close proximity that offer overnight accommodations. Partnerships and reciprocal promotion is vital to encouraging visitors to take advantage of the interpretive opportunities and amenities offered.

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

Partner with area parks such as Cumberland Mountain State Park, Pickett State Park, Cordell Hull Birthplace State Historic Park and Standing Stone State Park to offer a “historic vacation” package. These parks are all within close proximity and have a “common thread”. All of the parks have a connection through Franklin D. Roosevelt’s New Deal.

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. Typical **examples** might include:

Objective 1: Partner with Local Radio Stations and Newspaper.

The park ranger has established a working relationship with the local radio station in Fentress County. WDEB has offered airtime to promote the park and its events as needed. The Fentress Courier lists park events and program schedules.

Objective 2: Obtain 10,000 Facebook friends. Assign maintenance and updates.

The park ranger will be responsible for creating, maintaining and updating a Facebook page to reach out through social media.

Objective 3: Assign responsibility to attend local Chamber meetings.

The park ranger will be responsible for attending meeting and partnering with the Fentress County Chamber of Commerce.

Objective 4: Develop passive surveys and intrusive surveys.

- A. The park has guest registers located in the York Home and General Store.
- B. A survey could be developed with suggestions for visitors to fill out and leave comments at the York General Store/Visitor Center.

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.

Communication with park visitors through social media will be an integral part of soliciting feedback regarding park activities and services. Implementation of comment cards at the York General Store and York Home is a method we could utilize to reach visitors who do not use social media.

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

Park personnel will strive for 100% customer service satisfaction for all activities offered.

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)

Collaborate with the Sgt. York Patriotic Foundation to track hours (paid and volunteer) and resources allocated to the park and promotion of the park. Track volunteer hours allocated to projects that are not through the Sgt. York Patriotic Foundation.

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.

Discussions are underway to develop a Friends Group to further help with projects, offset costs and increase community support. We are actively seeking partnerships with the office of the County Executive and Chamber of Commerce to facilitate our efforts. Crossville, Tennessee has a large retirement community and could be a potential resource for volunteers and docents to help offset costs. The park receives a lot of attention from those communities due the close proximity and the interest in the story of Sgt. York.

Park Overview

Park Fact Sheet

Park Name	Sergeant Alvin C. York State Historic Park
Area Manager	Kim Moore
Park Manager	Josh Waggener
Park Acreage	414.36
Total Number of Visitors (FY13-14)	500,280
Total Expenses before CO (FY13-14)	NA
Total Revenues (FY 13-14)	NA
Retail Self-sufficiency % ¹	NA
Park Self-sufficiency %	NA
Avg Expense per Visitor (FY13-14)	NA
Avg Revenue per Visitor (FY13-14)	NA
Gross Profit or Loss (FY13-14)	NA
Total full-time available positions / filled	NA
Total part-time available positions / filled	NA
Primary feeder markets	Primary markets are Nashville, Chattanooga and Knoxville because of closeness; however, there is a worldwide draw due to the historical prominence and significance of Sgt. Alvin C. York.
Primary reasons people come	People visit Sgt. Alvin C. York State Historic Park for the opportunity to tour York's home and farm and to experience the story of his life through interpretation provided by the park staff.
Opportunities for improvement	Additional Interpretive staff and facilities would offer improved visitor experience and encourage increased visitation.

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

Site Summary

The community of Pall Mall is situated in a rugged valley carved by the Wolf River, which rises at the base of the Cumberland plateau a few miles to the east and flows westward through the community. The York farm is located in a relatively broad stretch of the valley along a bend in the river just downstream from the river's confluence with Rotten Fork. U.S. Route 127 (York Highway) is the only major road in the area, connecting Pall Mall to Jamestown about 10 miles to the south and Byrdstown about 15 miles to the northwest.

The York house, mill, and post office are located along US-127. The Wolf River Cemetery, Wolf River Methodist Church, and the York Bible Institute are located along Wolf River Loop, a paved road that intersects US-127 about a half-mile south of the York house. The two sections are connected by a 0.6-mile hiking trail.

Key Attractions

The park contains the farm and gristmill once owned by York who lived in the Pall Mall area for most of his life. Along with the millhouse and milldam, the park includes York's two-story house, York's general store and post office, the York Bible Institute, an M247 Sergeant York DIVAD and various picnic facilities.

The Wolf River Cemetery, Sgt. York's gravesite, and Wolf River Methodist Church are key attractions located adjacent to the park. Another key attraction is the historic York Institute located in Jamestown, Tennessee. Although these places are not owned by Tennessee State Parks, they are key attractions that add to the visitor experience and help to tell the story of Sgt. York.

Financial Targets

The following table details the total operating expenses and earned revenues for Sergeant Alvin C. York State Historic Park over the last four years (FY 11-14).

Actual	FY10-11	FY11-12	FY12-13	FY13-14
Visitors	147,832	321,636	527,680	500,280
Total Revenues	NA	NA	NA	NA
Total Expenses	NA	NA	NA	NA
Revenue per Visitor	NA	NA	NA	NA
Expense per Visitor	NA	NA	NA	NA
Retail Self-sufficiency %	NA	NA	NA	NA
Gross Profit	NA	NA	NA	NA
Park Self-sufficiency %	NA	NA	NA	NA

Key Recommendations for use in Action Plans

Short Term Recommendations (Less than 1 year)

- Evaluate park personnel and their job duties needed to adequately staff, provide safety and interpret the park.
- Repair/restore the exterior of the Grist Mill. Siding is in disrepair and causing damage to the structure and guttering is not of the appropriate time period.
- Continue historical restoration projects on/near the exterior of the home.
 - Restore second story restroom in the York Home for inclusion in the tour.
 - Convert electrical and telephone service from overhead to underground.
 - Address time period to interpret the site.
 - Restore fencerow and orchard to historical facsimile
- Establish living history programming focusing on WWI provided by park staff.
- Implement additional interpretive signage for farm outbuildings and the trail.
- Work with volunteers and donations to address deterioration of the smaller wooden outbuildings.
- Work with TDOT to lower the speed limit on US 127. The current speed limit is 55mph and is a safety hazard for all park visitors but especially pedestrians using the new crosswalk.

Long Term Recommendations

- Park Welcome Center/WW1 Museum.
 - This would be vital to the interpretive future of the park.
 - This facility should be multipurpose and provide office space for park staff, allow visitors to reserve park amenities, gather information about the park, and engage in interpretive opportunities. This would enhance the authenticity of the tour of the York Home by relocating the clerical operations to the welcome center.
- Provide restrooms for park visitors near the York Home. The closest restroom is at the York General Store and requires visitors to cross US 127 via foot or automobile. **(COMPLETED)**
 - Repurposing of the small maintenance building to provide restroom facilities for park guests is a viable option. This could be accomplished without interfering with the historical integrity of the site because it is a historic building in close proximity to the York Home and Barn. This would require an alternative maintenance building and site.
- Interpretive Master Planning for the entire park.
 - Coordinate with Tennessee State Parks' Interpretive Staff, Dr. Michael Birdwell and park staff.
 - Replace aging and damaged interpretive panels in the York Home.
 - Determine appropriate timeframe in which to interpret the York Home and Farm.
 - Interpretive Planning will address inconsistencies with the park and items that interfere with this mission.
 - Addition of interpretive staff (seasonal and full-time)

- Address connectivity issues between the different areas of the park. Research is needed for the possibility of available grants
 - Connect the York Home and Grist Mill areas with a trail and footbridge. Possible to seek RTP Grant Funds.
 - Develops trails to the Yellow Doors and the York Bible Institute by partnering with landowners through easement agreements.
 - Develop trail system on the west side of US 127 (behind York General Store) to encourage visitor usage of the park.
- Address ADA compliance issues with walkway and restrooms at the Grist Mill site.
- Research and Seek Grants for Historical Restoration Efforts.
 - York Bible Institute
 - Grist Mill
- Preservation assessment is needed for the York home collection. The York collection is in need of preservation against UV light, pests, acid, and other factors that could damage the contents.
- Fire suppression system is needed in the York Home.

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: Alvin C. York		
PARK ASSET/AMENITY	QUANTITY	CONDITION
Bridge	1	Good
Dam	1	Fair
Equipment Sheds	1	Fair
Grist Mill	1	Fair
Maintenance Building	1	Fair
Museum (House)	1	Good
Picnic Shelters	2	Good
Playgrounds	1	Good
Restaurant & Kitchen (General Store)	1	Good
Restrooms	2	Good
Roads / Paving		Good
Storage Buildings	4	Poor to fair
Trails	1	Good

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

New Assets & Amenities	Description
York Home Restrooms	Repurposing of current maintenance building to provide restrooms near the York Home and Barn and relocation of current maintenance facility. (COMPLETED)
ADA improvements to Gristmill restrooms	Correct ADA compliance issues with restrooms and walkways providing access to the restrooms (COMPLETED)
Welcome Center/WW1 Museum	A multipurpose welcome center/WW1 museum that greatly enhances visitor experience through interpretation and provides a streamlined ability to reserve park amenities and gather information while simultaneously helping to restore the historical integrity of the York Home.
Additional Trail System	The construction of trails would enhance connectivity and provide visitors with a variety of opportunities to experience the park and its key components.

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
York Home Restrooms/Maintenance Relocation (COMPLETED)	High
ADA Improvements (COMPLETED)	High
Additional Trails	Moderate
Welcome Center/WW1 Museum	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 Sergeant Alvin C. York State Historic 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 Sergeant Alvin C. York State Historic 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 Sergeant Alvin C. York State Historic Park have been identified as **visitor supported services**:

- Two picnic shelters.

Staffing Assessment

Total Full-Time Available Positions / Filled

3 / 3

Total Part-Time Available Positions / Filled

0 / 0

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	2,615
Park Volunteers	300
Local Businesses	0
Court Mandated Community Service (probation/prisoner)	0
Campground Host	NA
Total	2,915

Labor Budget Summary

Expenditure Description	FY10-11	FY11-12	FY12-13	FY13-14	% Change from 2010
Personnel Services	NA	NA	NA	NA	NA
Employee Benefits	NA	NA	NA	NA	NA
Total Personnel Expenses	NA	NA	NA	NA	NA

The information regarding the labor budget is currently unavailable because Sgt. Alvin C. York State Historic Park has been managed as a satellite park under Cordell Hull Birthplace State Historic Park.

Visitation and Occupancy

Fiscal Year	Total Visitation
FY10-11	147,832
FY11-12	321,636
FY12-13	527,680
FY13-14	500,280

Financial Performance Assessment

Review of Pricing

PICNIC SHELTER RESERVATION/RENTALS:

Name of Park	Shelter(s)	Per Day
Sgt. Alvin C. York	2	\$45.00

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.

Name of Park	Shelter(s)	Per Day
Jamestown City Park	1	\$50.00
	2	\$25.00
Pickett State Park	2	\$20.00

The City Park in Jamestown is located 10 miles from Sgt. Alvin C. York State Historic Park and offers three picnic shelters in two sizes. The large shelter will accommodate 40 people and the small shelters will accommodate 25 people. All shelters are located near playgrounds and have access to restrooms.

Pickett State Park is located 20 miles from Sgt. Alvin C. York State Historic Park and offers two picnic shelters that can accommodate 20-30 people. The shelters are equipped with picnic tables, a grill, and access to restrooms.

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 12/2/2014

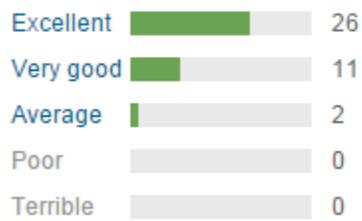
94% 

Ranked #1 of 1 Attractions in Pall Mall

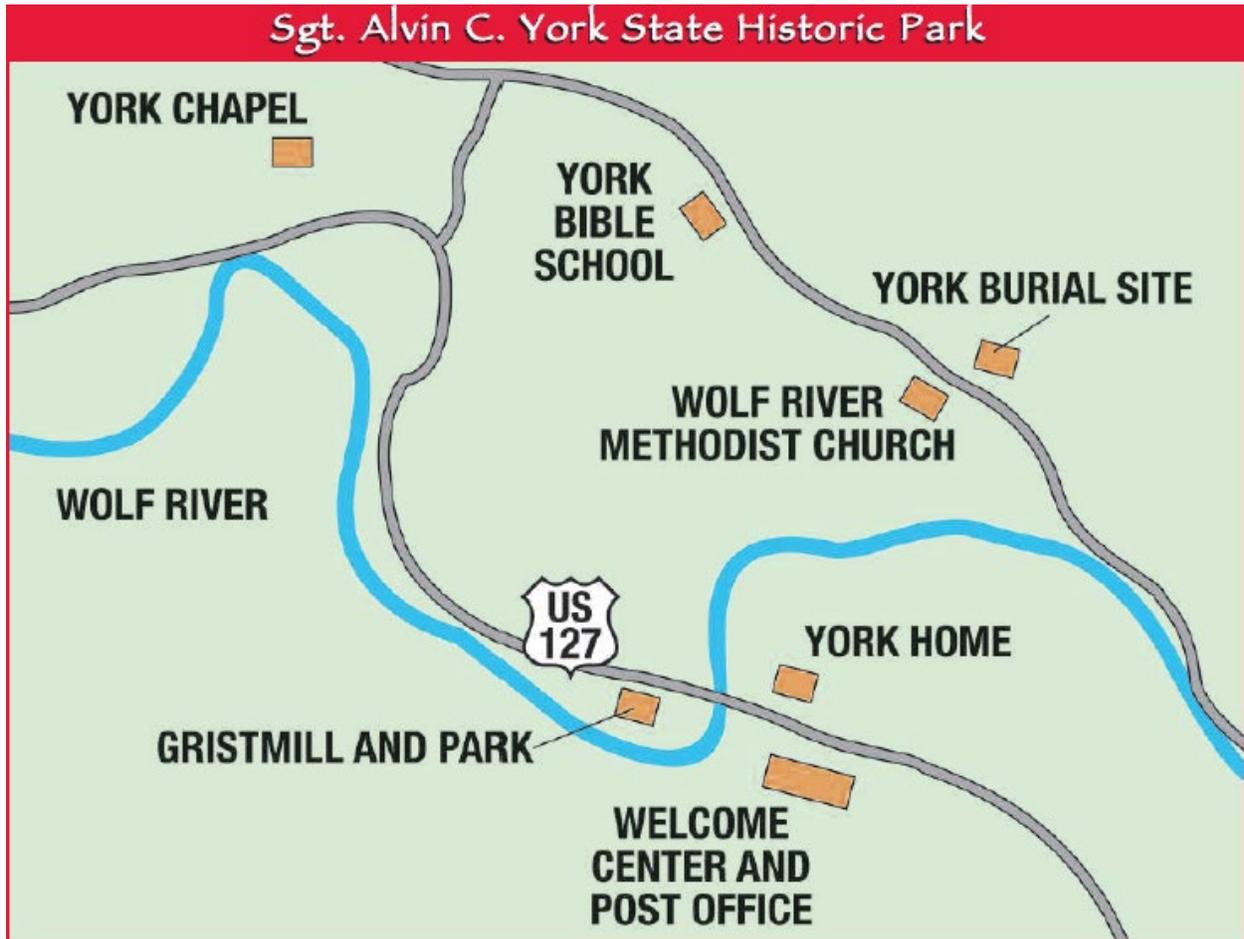
 39 Reviews

Type: Historic Sites, State Parks, Cultural

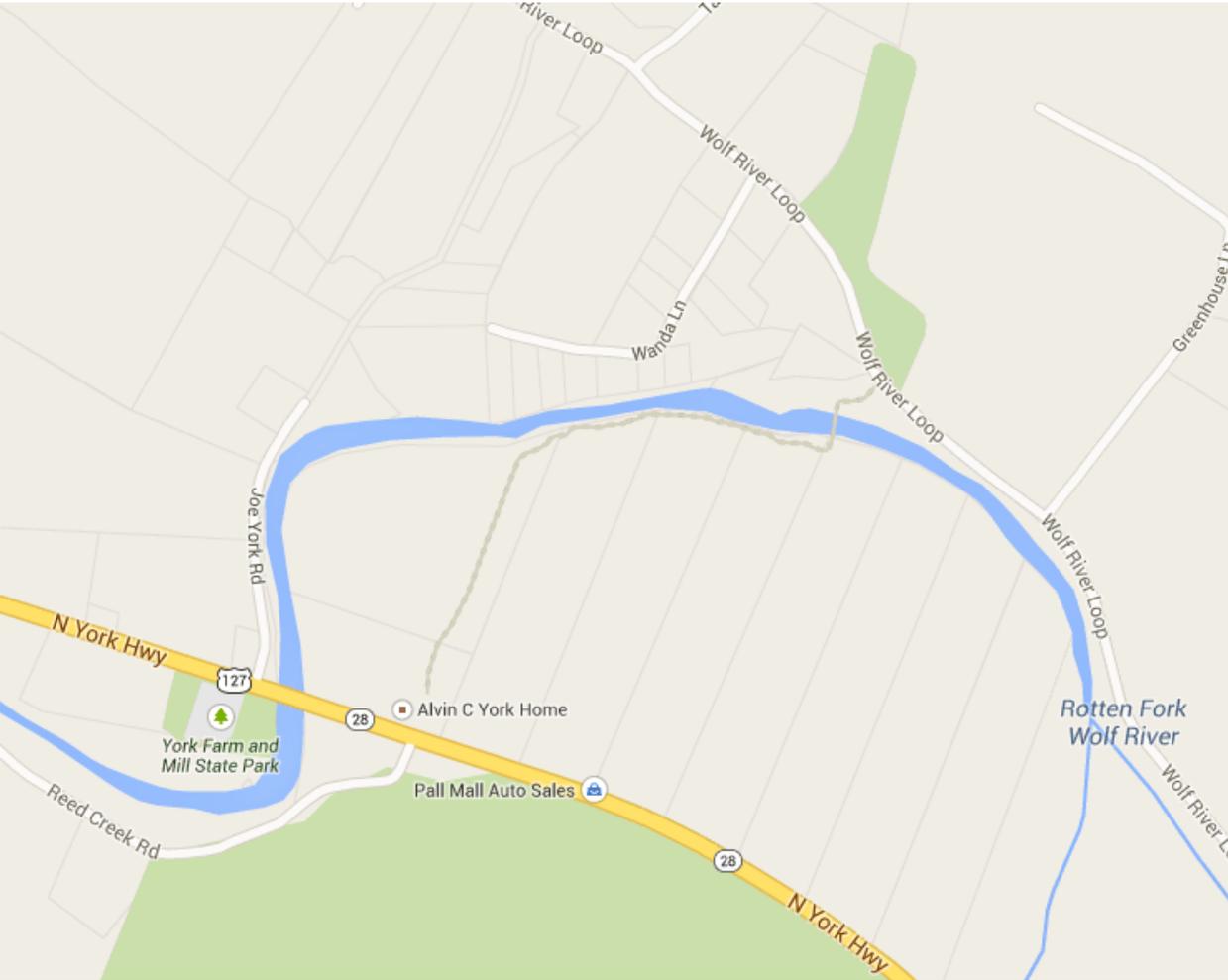
Visitor rating



Park Map



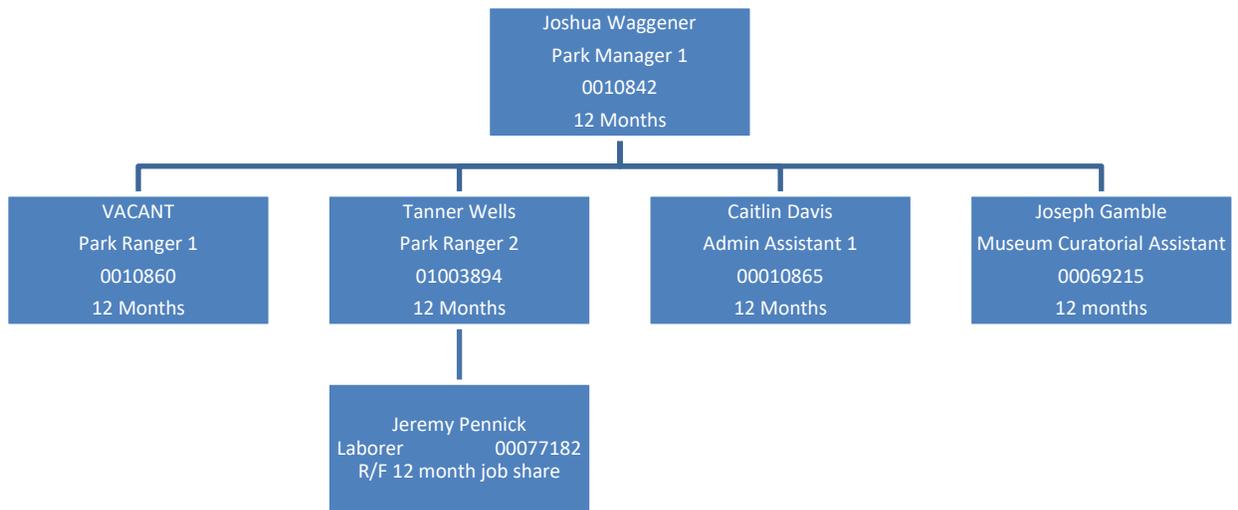
Google Map 1



Google Map 2



Organizational Chart



***Updated January, 2019; Pages 3, 5-6, 8, 10, 13-14, 16 and 22; Public Hearing held October 11, 2018 at Sgt. Alvin C. York State Historic Park as per Tenn.Code Ann. 11-3-120**

Page 3- Staff list

Page 5- New events

Page 6- Facebook goals

Page 8- Staff list

Page 10- Long term goals ADA project removed (completed), short term goals park budget removed (completed)

Page 13- New Assets ADA project removed (completed)

Page 14- Facility needs ADA project removed (completed)

Page 16- Staff assessment

Page 22- Organizational Chart

Business & Management Plan

Sgt. Alvin C. York State Historic Park

Updated January, 2019

Approved by:



Joshua Waggener, Park Manager
Tennessee State Parks

Date: 1/17/19



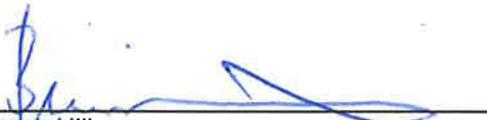
Kim Moore, Area Manager
Tennessee State Parks

Date: 01/17/2019



Mike Robertson, Director of State Park Operations
Tennessee State Parks

Date: 1/18/2019



Brock Hill
Deputy Commissioner
Parks & Conservation

Date: 1-19-2019

