



T.O. Fuller State Park Business & Management Plan

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Mission Statement

T. O. Fuller will forever be recognized as preserving and interpreting unique examples of Civilian Conservation Corps era architecture and demonstrates how early park development fits within the context of the African American civil rights movement in Tennessee. The park is also a place that protects unique natural habitat within the context of an early Native American settlement location. This rich historical significance, combined with unique biological diversity makes T. O. Fuller a special gem within the Tennessee State Park System.

Source: T.O. Fuller State Park MDS, December, 2012

Goals, Objectives and Action Plans

Definitions:

COGS – Cost of Goods Sold

SEER – Seasonal Energy Efficiency Rating

LEAN – Process Improvement Method

Goal 1. Cost Management

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 COGS; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

Action Plans: The only goods we sell are the gift shop items. The best way to control the cost associated with gift shop items is to purchase them specifically for this park. Most of our visitors want items with "T. O. Fuller" printed on them. When items are shipped via central office purchasing they have "TN State Parks" printed on them. Although we pay for this resale inventory we usually don't sell any of the items. They are normally marked down or used as giveaways. This is the best way to control our cost for goods sold.

Objective 2: Plans for controlling Personnel expenses; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

Action plans: Our personnel staff is at a bare minimum. An increase in the maintenance staff is the best way to cut expenses. Our expense for plumbing contractors is very high. If we had adequate staffing in maintenance most of the plumbing repairs needed could be done by our staff. Our maintenance staff has the expertise but no available hours to do the work.

Objective 3: Plans for controlling other expenses, these action plans would include preventative maintenance, limited renovations, any savings from LEAN or energy audits; list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

Action plans:

- 1) Reduce utility operational costs by using grant funding to purchase and install high efficiency lighting, using Energy Star rated appliances when replaced old refrigerators, ranges and other electrical appliances in the cabins.
- 2) Install high efficiency, high SEER rated HVAC units for all buildings.
- 3) Perform semi-annually preventive maintenance for HVAC units to insure peak performance and to extend the life span of the units.
- 4) Perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads.
- 5) Install motion sensor light switches in living room spaces to insure lights will not be left on when people are not in the room thus reducing cost of electricity.

- 6) Install a programmable thermostat to lower utility bills and manage your heating and cooling systems efficient
- 7) Lower the thermostat on your water heater to 120°F
- 8) Look for the ENERGY STAR® label on light bulbs, home appliances, electronics, and other products. ENERGY STAR products meet strict efficiency guidelines set by the U.S. Environmental Protection Agency and the U.S. Department of Energy.

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 campground revenue from \$ 68,351 in FY13-14 to \$ 71,768 in FY14-15.

Action plans: Adding Wi-Fi and sewage to campground. Renovate campground bathhouse and provide more special events for campers.

Objective 2: Plans to increase swimming revenues:

Action plans: To increase pool revenue, T.O. Fuller State Park plans to make a few improvements. We plan to demolish the broken kiddie pool and replace it with a new splash pad for youth to enjoy. Secondly, we plan to start conducting and charging for swimming classes to better educate the local community on swimming techniques and water safety. Thirdly, we plan to extend the pool hours so the public can enjoy the pool longer. We are also planning to offer a more convenient schedule for the public to reserve the pool area for pool parties. Lastly, we plan to increase entrance fees from four dollars per person to five dollars per person.

Objective 3: Plans to increase picnic shelter revenues:

Action plans: Raise rental price on all shelter:

Shelter #1 \$40.00 to \$50.00

Shelter #2 \$ 60.00 to \$80.00

Shelter #3 \$ 40.00 to \$50.00

Pavilion # 4 \$100.00 to \$150.00

Objective 4: Plans to increase gift shop revenue;

Action plans: We will change the gift shop displays to make the items more visible and call the customers attention to these items by asking if they would like to purchase something.

Objective 5: Plans to increase new sources of revenue;

Action plans: We will target neighborhood schools to encourage fieldtrips. The fieldtrips will be billed at a group rate with guided tours of our wetlands and natural area by the park Rangers. There are several churches within a 20 mile radius of the park will begin offering hay rides to church groups to encourage park visitation and increase revenue.

Goal 3: Expand Special Events

Special events can include revenue generating concerts, golf tournaments, seasonal hikes, and incorporation of holidays and special days of the year to increase overnight occupancy and to show off culinary delights in the restaurant.

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

Action plans:

- A. **Prepare a list of current events celebrated by the park:** T.O. Fuller State Park's current annual events are as stated: First Hike, Spring Hike, Easter Egg Hunt, Youth Fishing Rodeo, National Trails Day Hike, Fuller Fest, National Public Lands Day Service Project and Hike, Fall Festival, Camporee, and After-Thanksgiving Day Hike.
- B. **Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced:** There are several improvements that can be made to enhance our current event list. To enhance these events we plan to reach out to the local community and advertise more, donate more time into creating and planning these events, adding more activities to our events, and discovering new ways to fund these programs, such as recruiting new sponsors and getting our Friends Group more involved.
- C. **Determine if additional events can be added to the list and what logistics/staff are needed for successful events:** Additional events are being created to increase park usage. Our new Interpretive Center will aid us in park programming as we plan to utilize its classroom space and wildlife exhibits to better educate school groups and visitors. We have already started our Run Club and are looking to make improvements. Internships will be offered to college students to assist and plan track meets along with existing annual events. We have recently purchased bleachers, a time clock, and a speaker system to better accommodate the public during track meets. Another program that we plan on creating is a Bird Watcher's Tour. We will be looking to purchase spotting scopes, creating a tour route, and constructing an observation tower for wildlife

observers and members of the local community to utilize. In addition to these ideas, we plan to gain more birds of prey to better educate the community with. Another amenity that we plan on bringing back is our archery range. We will plan to completely restore the Park's existing archery range and will offer archery classes to students and members of the local community. Lastly, we plan on restoring and utilizing the park's amphitheater as it makes for a great outdoor classroom and setting for historical and wildlife programs.

- D. Find/Create Partnerships for these events to reduce the impact/cost of the event for the park, but insure the park receives a portion of the gross proceeds to cost all park costs (utilities, staff, etc.)** Efforts will be made to find and create partnerships to reduce annual event and park programming costs. We plan to improve our relationships with Memphis' Chucalissa Indian Museum and staff, the park's Friends Group, AmeriCorps, and local organizations such as Memphis City Beautiful, Scout Groups, School Groups, Tennessee Trails Association, and Clean Memphis. We also plan to recruit additional volunteers from the local community to assist with park projects and programming. Lastly, we will plan to partner up with local businesses to help with funding materials, food, and drinks for our 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:

Action plans: T.O. Fuller State Park plans to add more events and activities to our current annual event list. Some of which are previously stated in Objective 1, such as the Bird Watchers Tour, Archery Tournaments, and Run Club track meets. Other Programs that we plan to offer are more holiday programs, canoeing, swimming classes, and historical programs. Lastly, we plan to create and improve our monthly volunteer days to help maintain the park.

Goal 4: Expand Recreational and Interpretive Programs

While TO Fuller SP already offers a wide variety of interpretive programs and recreational activities, the park staff should consider broadening the horizons with more group team building opportunities. With this in mind, the inclusion of a canopy tour operation should open up more opportunities to host groups with more and different interpretive programs. This should enhance people to visit the park more frequently and stay longer partaking of park facilities.

Another program should be considered where people can pay to work on park projects in the forest. Many people want to make a difference with nature; to build trails or to assist with ecology minded projects. *Example is Volunteer Vacations (building trails) offered by the American Hiking Society.*

Objective 1: Evaluate and prepare programs that can be offered to in-house groups.

Action plans: Sponsor AmeriCorps teams and boy scouts groups to camp over night to complete park projects.

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

Action plans Offer camping packages: Maximum three or seven nights one night free.

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

Action plans: The clerical staff will prepare posters for the visitor’s center and mail-outs for the area to inform the public of activities and resources within the park. We will work more vigorously with Chucalissa Museum

Objective 2: Acquire park-wide video capability.

Action plans: The park rangers and clerical staff will update our Facebook page and other internet sites with pictures and videos.

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

Action plans: The park rangers and clerical staff will maintenance our internet sites.

Objective 4: Plan for four email blasts to local patrons

Action plans: Email blast will be done by park rangers and clerical staff to inform the public of upcoming events.

Objective 5: Assign responsibility to attend local Chamber meetings.

Action plans: Our Chamber membership has expired therefore we will submit an invoice to renew our membership. The park manager, rangers, and clerical staff will interact with the Chamber for marketing purposes.

Objective 6: Develop camper’s coupon to drive campers to local restaurants, local events, and park events.

Action plans: The clerical staff will contact local business to obtain coupons and make them accessible to park visitors.

Objective 7: Develop or update five packages to include a mixture of inn rooms, cabins, meals and one Park activity or local area activity.

Action plans: Offer camping packages: Maximum three nights one night free.

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:

- A. Checking car tags is a passive survey that indicates where your visitors are from. Capture Zip Code information in order to Target Market to those areas.
- B. Asking people in the park to fill out a short survey as they check in to capture length of stay, activities they will participate in, activities they want to participate in to capture additional programmatic possibilities
- C. Have a sign in sheet place at the front desk at the 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.

Action plans: Our entire staff and host continually monitor our visitors and request feedback. We will have suggestion/feedback cards printed and ask all visitors to complete and submit them for our review and consideration.

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: Our survey cards will ask customers to rate our service and facilities. We will strive for 100% approval rating. We have also started the process for Wi-Fi within the park for customer usage. We will also add a link to our Facebook page for customers to rate our service.

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 volunteer's hours worked. (Types of Partnerships would be Friends, Park Volunteers, Golf Course Volunteers, Court Mandated Community Service and Campground Hosts and Other)

Action plans: The Friends Group and Chucalissa Museum staff will be our main source of partnership. We currently have a campground host who volunteers about 20 hours per week.

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: We have initiated a monthly volunteer day that will be beneficial to the park and provide opportunities for the public to get involved. The following is a list of partnerships that we are currently working with:

Clean Memphis: is a nonprofit organization founded in 2008 by a group of concerned citizens.

Memphis Clean: which is dedicated to reducing poverty through an emphasis on creating prosperity?

C.H. Nash Museum at Chucalissa: a division of the University of Memphis is to protect and interpret the Chucalissa archaeological site's cultural and natural environments.

Tennessee Trails Association: is a non-profit (501c3) organization, founded in 1968, whose mission is to promote the development of a state wide system of hiking trails.

Ford Road Elementary School:

T.O. Fuller Friends Group:

AmeriCorps

Park Overview

Park Fact Sheet

Park Name	T.O. Fuller State Park
Region Manager	Chris Padgett
Park Manager	Calvin Robertson
Park acreage	1,138
Total Number of Visitors (FY12-13)	2,169,655
Total Expenses before CO (FY12-13)	695,167
Total Revenues (FY 12-13)	105,528
Retail Self-sufficiency % ¹	236%
Park Self-sufficiency %	15%
Avg Expense per Visitor (FY12-13)	.32
Avg Revenue per Visitor (FY12-13)	.05
Gross Profit or Loss (FY12-13)	-589,639
Total full-time available positions / filled	9 / 9
Total part-time available positions / filled	8 / 1
Primary feeder markets	Memphis
Primary reasons people come	Activities include hiking, swimming, bird watching, picnicking, camping, basketball, volleyball and tennis. Groups include family reunions, scouts, church outings and school fieldtrips.
Opportunities for improvement	Interpretative programming, gift shop.

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

Site Summary

T.O. Fuller State Park was the first state park open for African Americans east of the Mississippi River. It was designated Shelby Bluffs State Park in 1938 and was later changed to T.O. Fuller State Park in 1942 in honor of Dr. Thomas O. Fuller who spent his life empowering and educating African Americans. A Civilian Conservation Corps (CCC) camp in the area initiated construction of the park facilities in 1938. The Park is located within Shelby County and within the Memphis city limits. It is a heavily wooded area which includes a hiking trail and wetlands.

Key Attractions

The park has about six miles of hiking trails, a forty-five site campground, an Olympic size pool, an assembly hall, basketball, volleyball and tennis courts, as well as playgrounds and baseball fields. There are five picnic pavilions that can be rented out.

The park is within seven miles of Graceland, ten miles from the Memphis International airport and 15 miles from downtown. Although the park is within the city limits, the wooded area of the park allows for a natural and serene setting.

The Chucalissa Archaeological Museum is within the park boundaries.

In addition to the usual family camping, the park allows extended camping to St. Jude and VA patients and families and people with temporary work assignments near the park,

Financial Targets

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

Actual	FY09-10	FY10-11	FY11-12	FY12-13
Visitors	1,006,239	1,209,243	1,302,049	2,169,655
Total Revenues	368,398	349,259	174,828	105,528
Total Expenses	1,319,406	1,377,036	989,727	695,167
Revenue per Visitor	.37	.29	.13	.05
Expense per Visitor	1.31	1.14	.76	.32
Retail Self-sufficiency %	55	48	54	236
Gross Profit	-951,008	-1,027,777	-814,899	-589,639
Park Self-sufficiency %	28	25	18	15

Pro forma	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Camping	65,096	5%	68,351	5%	71,768
Gift Shop	145	20%	174	10%	191
Programs	-	2%	-	4%	-
Other	40,287	3%	41,496	4%	43,155
Total Revenue	105,528	3.5%	110,020	3.9%	115,115
Total Expense	695,167	0%	695,167	0%	695,167

Gross Profit	(589,639)		(585,147)		(580,052)
Park Self-sufficiency	15%		16%		17%

Key Recommendations for use in Action Plans

Short Term Recommendations (Less than 1 year)

- Need to include more park history and information about the life of Dr. T.O. Fuller and make it readily available via brochures and booklets.
- Provide park maps on the website to accommodate requests for park and campground maps on the Internet.

Long Term Recommendations

- Need a true baseball field built in the day-use area.
- Need soccer field to attract activity near the day-use area?
- Replace worn picnic tables and trashcans throughout the park. We have areas in the park where picnicking is free of charge.
- Need an interpretive center to provide more conservation and interpretive programming for the inner-city schools.
- Need to remove and replace tennis court.

Park and Operations Assessment

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

- Park Facilities Assessment
- Operational Assessment
- Financial Assessment

Park Facilities Assessment

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

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

Park Inventory & Facility Assessment

The table below is an inventory of facilities and amenities.

Needed capital improvements - Assets & Amenities

Park Asset/Amenity	Quantity	Condition
basketball court	1	fair
bathhouse	1	good
campground	1	good
campsites	45	good/fair
club house	1	good
concession building	1	fair
maintenance building	1	good
nature area	1	good
office/visitor center	1	good
pavilion	1	good/fair
play structure	2	good
pool	1	good
pool, filter & pump	1	good
pump house, nature area	1	good
ranger station	1	fair
residence	2	good
restroom	2	fair
shed, equipment	1	fair
shelter	3	good/fair
shelter, storm, nature area	3	fair
storage building	4	fair
swim complex shower area	2	good
swim complex restrooms	2	fair
tennis court	1	fair

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, Wi-Fi accessibility, additional campsites, etc.

New Assets & Amenities	Description
Wi-Fi 33 accessibility	Provide Wi-Fi 33 service to campers and Club house guest.
Campground improvement	Pave 31 Campsites
Campground bathhouse.	Place tile in shower stall and floor both men and ladies bathrooms
Clubhouse	Provide meeting rooms for rent.

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
Interpretive center	high
Pavilion (2)	high

Operational Assessment

The Operational Assessment includes:

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

Inventory and Classification of Programs and Services

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

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

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

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

The following programs and services at TO Fuller 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 TO Fuller 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.
- The park offers more than six-miles of hiking trails ranging from moderate to rugged.

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 TO Fuller State Park have been identified as **visitor supported services**:

- Operate club house facilities for business meetings, weddings, etc.
- Operate and provide retail support services for a gift shop in the Visitors Center.
- Provide support services for 45 tent/RV campsites.
- Provide support services for picnic shelters, swimming pools.

Staffing Assessment

Full Time Positions available / filled

9 / 9

Part Time Positions available / filled

8 / 1

Labor Support (Non-paid)

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

Labor Budget Summary

Based on a 4 year average, total personal expense is 51% of total expense.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	475,707	473,970	325,814	234,505	-50.7%
Employee Benefits	219,430	230,653	162,472	113,743	-48.2%
Total Personnel Expenses	695,137	704,623	488,286	348,248	-49.9%

Visitation and Occupancy

Overall visitation has increased despite golf course closure. Some of this increase is due to measuring traffic on main throughway hwy.

Fiscal Year	Total Visitation
FY09-10	1,006,239
FY10-11	1,209,243
FY11-12	1,302,049
FY12-13	2,169,655

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

Fiscal Year	Campsite Occupancy
FY09-10	20%
FY10-11	10%
FY11-12	18%
FY12-13	19%

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				
Golf	287,951	258,488	82,528	0
Marina				
Gift shop	92	228	221	145
Camping	53,213	50,196	51,100	65,096
Sub-total Revenue	341,256	308,912	133,849	65,241
Costs & Expenses				
COGS	4,897	22,605	16,980	937
Personnel	294,172	283,164	99,591	841
Total Other Expenses	324,315	334,755	131,915	25,908
Sub-total Cost & Expense	623,385	640,524	248,486	27,686
Retail Self-sufficiency %	55	48	54	236

Part 2 – Other profit center revenues and expenses

	FY09-10	FY10-11	FY11-12	FY12-13
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Vending	474	1,515	521	
Group Lodge/Camp				
Picnic Shelters	8,580	8,978	10,694	12,114
Assembly Hall				23
Fishing				
Grocery Store				
Swimming	11,221	20,565	19,436	19,838
Gen Rec Other	9	138		101
Leased - Equestrian				
Leased - Gift Shop				
Leased - Snack bar	880			
Misc.	5,978	9,150	10,328	8,211
Other Profit Center Revenue	27,141	40,347	40,979	40,287
Cost & Expenses from Other Profit Centers				
COGS	36		132	
Personnel Expenses	40,965	421,458	388,695	347,407
Total Other Expenses	295,021	315,054	352,414	320,075

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

	FY09-10	FY10-11	FY11-12	FY12-13
Total Revenue	368,398	349,259	174,828	105,528
-Total COGS	4,933	22,605	17,112	937
-Total Personnel Expense	695,137	704,623	488,286	348,248
-Total Other Expense	619,336	649,808	484,329	345,983
Gross Profit	-951,008	-1,027,777	-814,899	-589,639
Parks Self-sufficiency	28%	25%	18%	15%

Review of Pricing

(Taken from 2014 Rate Schedule)

CAMPING: Rates Effective January 1, 2013

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

In Season Rates and Discounts

Site Category	Base Rate	TN Senior	Disabled	TN State Employee*	TN Veterans*
Type AAA	\$25.00	N/A	N/A	N/A	N/A
Type AA	\$25.00	25%	25%	25%	N/A
Type A	\$20.00	25%	25%	25%	N/A
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%

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.

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

Rates do not include tax.

Approx. capacity in parenthesis (chairs only/tables & chairs)

<i>PARK</i>	<i>FACILITY</i>	<i>Minimum</i>	<i>Per Hour</i>	<i>Per Day</i>
<i>T. O. Fuller</i>	<i>Club House</i>	<i>4 hr.</i>	<i>\$250 plus \$50 per additional hour</i>	<i>\$500</i>

SWIMMING: (All rates include tax)

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

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

PICNIC SHELTER RESERVATION/RENTALS:

Name of Park	Shelter(s)	Per Day	Half-Day
T. O. Fuller	#4	\$100.00	
	#2	\$60.00	
	#1 & #3	\$40.00	

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.

Camping:

RV camping-These are the only 2 within the city limits

Graceland RV sites are in excess of \$36-\$41 per night

Redwood Estates \$22.00 per night full hook-ups, no tents allowed

Conference/ meeting rooms:

Mud Island 38103 The Tennessee Room

75 people or less. The room includes five 60" round tables and 40 banquet chairs. Rental Fee is \$100.00 per hour with a minimum two hour rental.

Available April 11th - October only and during regular park hours only.

Memories Banquet Hall and Event Center 38115

Price Ranges

Monday -Thursday: \$375 to \$800

Friday: \$375 to \$850

Saturday: \$375 to \$1200

Sunday: \$125 per/hour (January-April: 3 hour Minimum / May-December: 4 hour Minimum)

Memphis Community Center Rentals

\$100 Deposit, plus rental fee. Rental fee from \$50-\$125 per hour depending upon the location

Pavilion Rental

Overton Park Pavilion Fees

The smaller pavilion contains picnic tables, restrooms, and water fountains. It is adjacent to the newly

renovated Rainbow Lake Playground, making it a great location for a child's birthday party or small family reunion.

2013 and 2014 Rates

- \$250 / four-hour rental
- \$400 / eight-hour rental
- \$62.50 / each additional hour

Facility Fees Shelby Farms

Am pm Full Day Holiday w/e Full Day

Large Pavilion 130 180 250 330

Medium 110 120 180 250

Small # 2 110 120 180 250

Small # 4 90 100 150 195

Picnic Areas 5 70 80 130 165

Memphis Park Commission

Reservations are available for park areas for any size event, if desired, but events with 75 participants or more are required to have a reservation. Some information is listed below, however, for additional information and park availability, please call 636-4200.

Large Events

For-Profit Charging an Entry Fee: \$1,500.00

For-Profit Without an Entry Fee: \$1,000.00

Non-Profit Charging an Entry Fee: \$ 500.00

Non-Profit Without an Entry Fee: \$ 250.00

SWIMMING

Memphis Community Center Pools

These city owned swimming pools are open to the public and are free of charge but you must register for a pool I.D. before using the facilities. These pools will open on June 8, 2015. Usual hours of operation are Tuesday-Saturday, 1:00--6:00 p.m. Before heading to the pool, be sure to call and verify their hours.

Customer Service and Satisfaction

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

Review Rating



[9 / 10]

September 2014

\$17

Nice quiet campground; Ranger and camp host were present and on site. We camped in site #31 which was a 94' pull through. Not on the best side of Memphis; easy drive to Graceland and to Beale St. There were only 5 other campers in the campground, very clean. Rate reflects access America pass. We camped here in a Fifth Wheel.

Review Rating



[8 / 10]

August 2014

\$17

The sites were level, not too far from the interstate. The park ranger and camp host were very friendly and helpful. The restrooms were older, but clean. They also had two washers and dryers and a bonus: an ice machine! We camped here in a Motorhome.

Review Rating



[8 / 10]

November 2012

\$20

This is a beautiful park just south of Memphis. It has huge trees everywhere, lots of space between rigs, and you feel like you are living out in the woods. The staff was friendly, and lots spaced far enough you felt you had privacy to just enjoy the woods. Plenty of area for walking or bike riding. Paved interior roads and sites made it easy in and out for us. A great place to feel in the country, yet close enough to visit Memphis easily. We would happily stay there again. We camped here in a Motorhome.

Review Rating



[10 / 10]

November 2012

\$20

What an absolute gem! Yes the drive through some of the suburbs may raise questions however entry to the park immediately squashes any problems. This is a gorgeous park which is beautifully maintained and kept very clean and tidy. The staff is extremely helpful and friendly. The bathrooms are perhaps the cleanest I have seen in a long time and it even has a laundry (75 cents a load!!). It is within easy commuting distance to Graceland and other major attractions and is very quiet and peaceful. Very family friendly. Tennessee is to be congratulated on the standards maintained in their state parks. We have visited two and been very impressed by both. We would definitely stay here again. We camped here in a Fifth Wheel.

Review Rating



[10 / 10]

September 2012

\$15

What a nice place! As we were driving to the park entrance, it seemed as if our GPS might be wrong because we drove through an urban area with some dicing looking neighborhoods, and we couldn't believe there would be a state park and campground here, but then all of a sudden, there it is. And what a nice place it is. We are really glad we didn't lose faith and just kept driving. And you need to stop at the office and read the incredible history of the person who this park is named for. This now on our list of regular stops on our annual trek between Minnesota and Florida. We camped here in a Motorhome.

Review Rating



[8 / 10]

September 2010

\$20

If you need to go to Memphis, this is the place to stay. It is quiet, shady and never crowded. The only small negative is the road from Highway 61 to the park. It is 3 miles of bumpy city road. Once at the park, the road is fine but holds onto your kidneys on the way there. For those with kids, realize there is not a pool or swimming hole close by. We camped here in a Motorhome.

Review Rating



[7 / 10]

July 2010

\$20

Access to this park completely stinks. Roads to the park are in horrible condition with omnipresent construction and traffic. The neighborhoods you need to drive through are run down and scary. Once at the park entrance, the rangers leave at 4:15 and the welcome center is boarded up tight: security shutters and all! We almost turned around. Good thing we didn't. It is a FABULOUS park. Everything is neat and trim and gorgeous. It's well patrolled by Sheriff and Rangers and the camp host is a joy and very competent. Bathrooms and showers are some of the cleanest State Park restrooms anywhere. Sites are spacious, clean and trim. Trees are wonderful to rest under! We loved our stay. Too bad it's not more accessible. We camped here in a Motorhome.

Review Rating



[10 / 10]

May 2009

\$20

This is a great place to stay! We did the whole Memphis thing, Graceland, Beale Street, Sun Studios, and the BBQ Festival. We were in the middle of everything! We checked out the other area campgrounds with a drive thru pass(which were more expensive and smaller spaces) we were so happy that we choose T.O. Fuller State Park. There was no sewage but the bath-houses were so clean with private "lock the door showers" a great laundry room and free Ice, and being handicapped the price was only \$16.00 a night. Since we stayed 5 nights it turned out to be a great deal at a great park. Round the clock security and a ranger that stays in the campground made our stay quite pleasant! All state park campgrounds could learn a thing or two from this one! We camped here in a Motorhome.

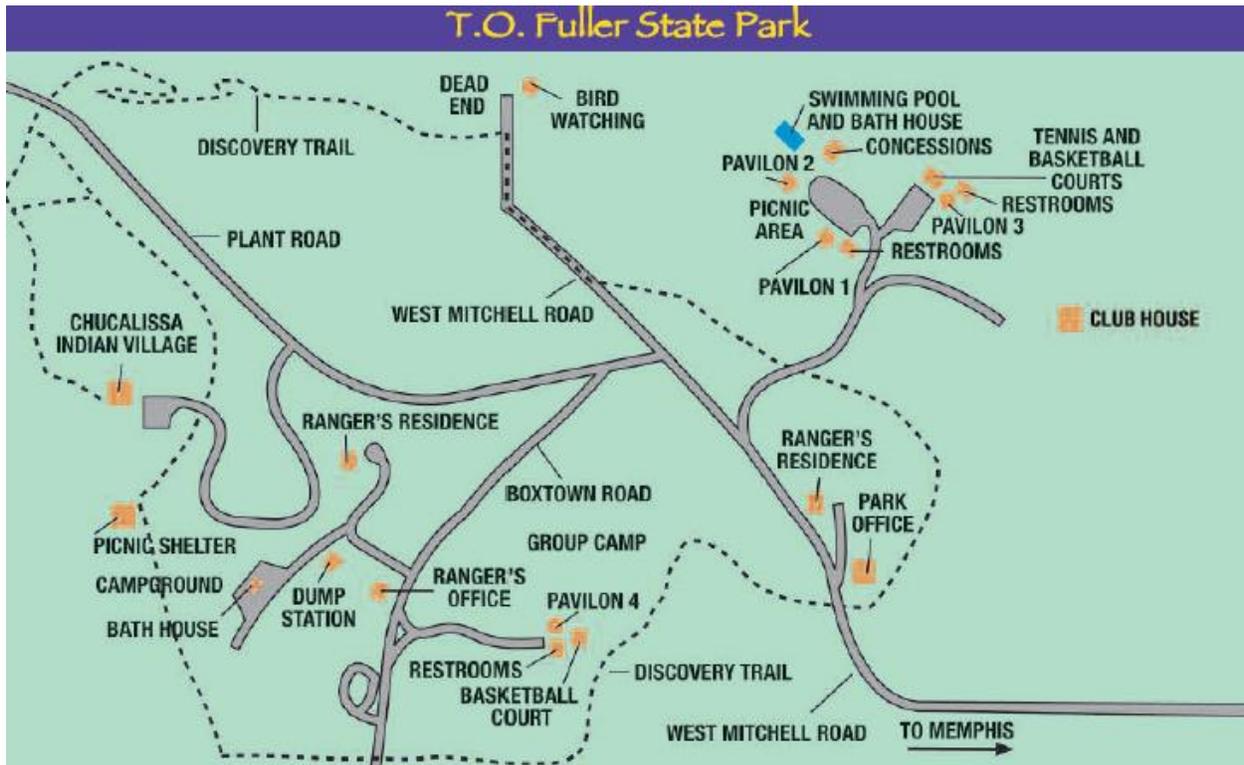
Financial Pro Forma

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

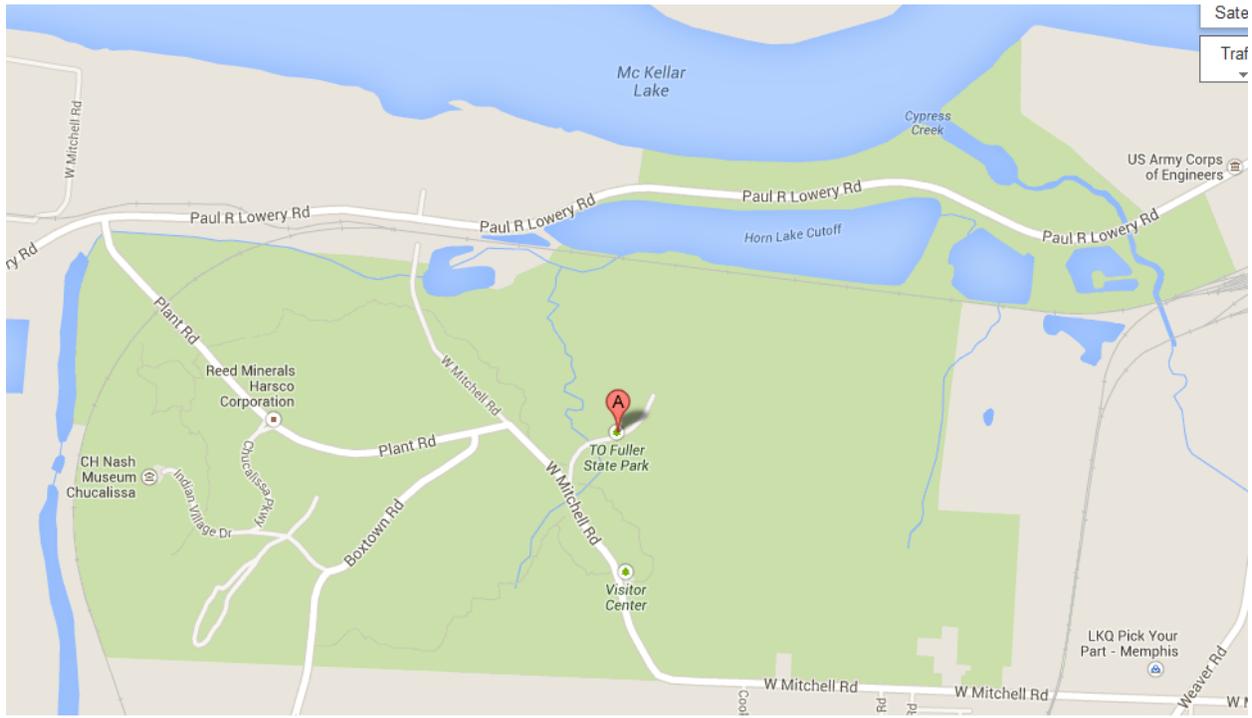
	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Camping	65,096	5%	68,351	5%	71,768
Gift Shop	145	20%	174	10%	191
Programs	-	2%	-	4%	-
Other	40,287	3%	41,496	4%	43,155
Total Revenue	105,528	3.5%	110,020	3.9%	115,115
Total Expense	695,167	0%	695,167	0%	695,167
Gross Profit	(589,639)		(585,147)		(580,052)
Park Self-sufficiency	15%		16%		17%

	Year 3		Year 4		Year 5	
	%+	FY15-16	%+	FY16-17	%+	FY17-18
Camping	5%	75,357	5%	79,125	5%	83,081
Gift Shop	10%	211	5%	221	5%	232
Programs	4%	-	5%	-	5%	-
Other	4%	44,882	5%	47,126	5%	49,482
Total Revenue	4.5%	120,449	5.0%	126,471	5.0%	132,795
Total Expense	0%	695,167	0%	695,167	0%	695,167
Gross Profit		(574,718)		(568,696)		(562,372)
Park Self-sufficiency		17%		18%		19%

Park Map



Google Map



Organization Chart

