



Warriors' Path State Park Business & Management Plan

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Mission Statement

“To provide professional, effective management and stewardship of the park and all its resources, present compelling interpretation of the park’s story and resources, provide opportunities for safe enjoyable outdoor and recreational experiences to all park visitors, provide the highest quality hospitality and stay-use services and facilities, provide a safe and inspiring workplace for all park employees and volunteers, manage all park operations to be as efficient and cost effective as possible and to partner with local community leaders to bring a positive economic impact to the area surrounding the park.”

(Source: WPSP MDS, 4/30/13)

Goals, Objectives and Action Plans – TEMPLATE

(To be completed upon completion of public input/park review phase)

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 enhanced by increasing revenues (see Goal 2); by controlling COGS; by controlling Personnel costs and Other expenses.

Objective 1: Plans for controlling COGS; COGS will be incurred at the golf pro shop and the park office gift shop. A simple statement should be to limit COGS to a % of that’s units revenue. Unless noted otherwise, all objectives are for completion by end of FY13-14.

Action plans:

- No office gift shop until office is moved to recreation building
- The campground check in station has been converted to a campstore/gift shop operation as of May 1, 2016.

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:

- Release personnel on days when weather doesn’t allow for 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:

- 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 offices.
- Install high efficiency, High SEER rated HVAC units for all buildings.
- Perform semi-annually preventive maintenance for HVAC units to insure peak performance and to extend the life span of the units.
- Perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads.

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 golf course revenue and camping revenue. 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 golf course revenue by 1% in FY13-14 and 3% in FY14-15.

Action plans:

- Increase advertising of course on social media.
- Include in media blasts to Itinio contacts.
- Run monthly golf specials.

Objective 2: Plans to increase camping revenues:

Action plans:

- Send out mailers inviting visitors to return, to be done quarterly. This is done in an automatic "Thank You" email sent to customers approximately one week after check out.

Objective 3: Plans to increase marina revenue:

Action plans:

- Increase advertising of marina on social media. This is being done, but not measured at this time.
- Perform improvements on marina to improve aesthetics. We have added picnic tables with umbrellas to the front area of the marina and have added new dining sets on the back patio.

Objective 4: Plans to increase boat rental revenue:

Action plans:

- need to increase the number of rental boats From 14 pedal boats and 4 canoes in 2015, we have added 6 single kayaks, 1 tandem kayak, and 4 stand up paddle boards.
- follow-up on lease agreement for stand-up paddle boards No longer applicable with adding this type of boat to our rental fleet.

Objective 5: Plans to restructure inventory in waterside café to include gift shop merchandise to increase revenue:

Action plans:

- add additional personnel to allow for 7 day operations
- see objective #4
- Other ideas: fee based bike trails; 5-k's, charge for interpretive events

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:

- Allow time for Ranger staff to do on-site programs (Halloween in the park, Easter egg hunt, general tours...) Implemented weekly Ranger led programs on site in Spring and Fall months to supplement the Summer programming.
- Prepare a list of current events celebrated by the park
- Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced.
- Determine if additional events can be added to the list and what logistics/staff are needed for successful events
- 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.)
 - New partnership with Mountain States Health Alliance to host Dragon Boat Races Event at the Marina/Duck Island complex. Began in 2015.

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.

Action plans:

- Warriors Path has an abundance of special events already but review the ones in place and determine where there may be a lack of interpretation and implement new events.

- Review current special events and see where there may be needs for changes and improvements based on the mission of the park and the needs of park guests.

Goal 4: Expand Recreational and Interpretive Programs

While WPSP 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:

- Review the current offering of programs and update as needed.
- Ensure that all appropriate staff are aware of program offerings.
- Ensure all guests are made aware of the programs that are offered.
- Send mailout to local school and groups to share updated program list.

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:

- Create a database of local businesses and organizations who may be interested in staff retreats or outings.
- Monthly, have the park office staff contact local businesses from the database to use the picnic shelters, rec hall or golf course for staff outings. Organize so that businesses receive phone call or visit from park representative a minimum of once per year.

Objective 2: Acquire park-wide video capability.

Action plans:

- Investigate the cost of providing video capability and wi-fi at the rentable recreation building.

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

Action plans:

- The park Facebook is very active and monitored by Park Ranger Marty Silver. And now Park Manager Sarah Leedy
- Assign other park staff as admins so they can also make updates. Done – all Rangers. Also created a Facebook page specifically for the Golf Course.
- Park employees on Facebook will invite contacts to “like” the park page.

Objective 4: Plan for four email blasts to local patrons

Action plans:

- Once per season, park office will send an email blast to all Itinio contacts.

Objective 5: Assign responsibility to attend local Chamber meetings.

Action plans:

- Park Manager and Golf Manager will alternate attended local Chamber meetings throughout the year.

Objective 6: Develop passive surveys and intrusive surveys.

Finding out the demographics will help point the marketing effort in the right direction. It will also help in the decision to develop park services and activities.

Action plans:

- Meet with the TSP support staff to determine no cost, low cost ways to market the Tennessee State Parks.
- 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.
- Asking people in the park to fill out a short survey as they check in to capture length of stay, activities they will participate in, activities they want to participate in to capture additional programmatic possibilities, .

Goal 6: Monitor and Manage Customer Service and Satisfaction

Monitoring customer service and satisfaction will entails some means to measure how visitors feel about the Park and how they perceive the services and the conditions of the facilities. Ways to measure customer service are the number of complaint letters, comment cards, ratings on *TripAdvisor*, *Facebook*, 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:

- Park will create its own public surveys that will be given out at the office and all visitor contact stations.
- Park Rangers will also keep these surveys in their vehicle and give them out as they communicate with guests.
- Park Manager will review surveys and go over responses at park staff meetings and implement needed changes.

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 expand partnerships such as more participation in events, festivals or other park projects; or new types of volunteers or docents.

Action plans:

- Park manager, and rangers and all supervisors will keep an ear out for local events where the park may participate.
- Goal to be involved in one community event monthly off the park.
- Park admin staff will monitor special events listing for the community and keep park manager apprised.

Park Overview

Park Fact Sheet

Park Name	Warriors' Path State Park
Region Manager	Robin Peeler
Park Manager	Sarah Leedy
Park acreage	1,052
Total Number of Visitors (FY12-13)	1,359,765
Total Expenses before CO (FY12-13)	2,130,014
Total Revenues (FY 12-13)	1,035,492
Retail Self-sufficiency % ¹	82%
Park Self-sufficiency %	49%
Avg Expense per Visitor (FY12-13)	1.57
Avg Revenue per Visitor (FY12-13)	.76
Gross Profit or Loss	(1,094,522)
Total full-time positions available / filled	26 / 26
Total part-time positions available/ filled	20 / 4
Primary feeder markets	Knoxville, Tri-Cities, east TN, southwest VA, southeast KY, northwest NC
Primary reasons people come	Golf, Water sports, horseback riding, hiking, boundless playground
Opportunities for improvement	Expand gift shop merchandise sales at multiple locations across the park

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

Site Summary

Acreage – 1052 acres

Location – Fort Patrick Henry Reservoir, Sullivan Co, Northeast Tennessee

Latitude/longitude- 40. 1958° N, 78.2564° W

Distance to nearest town- Colonial Heights 1.6 mi

Distance to nearest large city- Kingsport 7.3 mi

Topography- 1200- 1600ft

Brief history of park lands - Pre-1952- Cherokee trading paths/ European descent family farms/businesses

1952- Acquired from TVA, 1970's- Marina, 2000's Mountain Biking Trails Open/Disc Golf course opens,

2007- Darrell's Dream Boundless Playground

2011- Mountain biking trails receive National Recreation Trail designation

Key Attractions

Primary recreation opportunities: Hiking, boating, fishing mountain biking, disc golf, golf, playground, camping, birding, picnicking, swimming, horseback riding.
 WPSP has the only Boundless Playground, amphitheater, Tree house and #1 visited pool within TN State Parks system.

Financial Targets

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

Actual	FY09-10	FY10-11	FY11-12	FY12-13
Visitors	1,890,891	1,849,542	1,894,002	1,359,765
Total Revenues	1,102,551	1,115,750	1,198,917	1,035,492
Total Expenses	2,285,615	2,327,375	2,303,336	2,130,014
Revenue per Visitor	0.58	0.6	0.63	0.76
Expense per Visitor	1.21	1.26	1.22	1.57
Retail Self-sufficiency %	91%	91%	101%	82%
Park Self-sufficiency %	48%	48%	52%	49%
Gross Profit	-1,183,064	-1,211,625	-1,104,419	-1,094,522

Revenue Objectives	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Golf	750,375	3%	772,886	3%	796,073
Marina	29,738	2%	30,333	3%	31,243
Camping	170,926	5%	179,472	5%	188,446
Gift Shop	903	20%	5,000	10%	8,000
Programs	-	2%	-	4%	-
Other	83,550	3%	86,057	4%	89,499
Total Revenue	1,035,492	3.5%	1,069,831	3.9%	1,106,452
Total Expense	2,130,014	0%	2,130,014	0%	2,130,014
Gross Profit	(1,094,522)		(1,060,183)		(1,023,562)
Park Self-sufficiency	49%		50%		52%

Key Recommendations from MDS

Short Term Recommendations (Less than 1 year)

- The FY16-17 Capital Budget request included \$6,800,000 for deferred maintenance needs; however, most of the projects will be new capital projects – new marina and boat slips, new Visitor's Center and offices with new restrooms, renovated recreation lodge. Campground renovations at Campgrounds A and B are also included.*
- Land acquisition request – 77 acres of property bordering the park is available with a willing seller. Presentation to the State Lands Acquisition Committee has been made and rated. This property would protect a large portion of the watershed into the Sinking Waters area, the most ecologically diverse wetland zone in the park.

Long Term Recommendations

- Add additional playgrounds, research playground styles for alternative to steel/conventional types.
- Increase parks staff- maintenance and enforcement positions. With the addition of the boundless playground and the unavailability of prison labor, there is a need for 4 new positions
- Golf course greens need to be rebuilt. The drainage is almost non-existent and need more and more care to keep healthy. Used deferred maintenance funding to renovate tee boxes on four tees.
- Replace Campground bath houses. The bath houses are part of a Fiscal Year 2014/2015 request for replacement at various State Park campgrounds.
- Investigate feasibility to add 50 amp electrical service to existing or new campsites.
- New equipment shed and Pro Shop shelter at the golf course. This is part of the small capital funding request
- Install new restroom at Duck Island. This is part of the small capital funding request.

*Revised/updated 12/15/17; Public hearing held at Warrior's Path on June 29, 2017, Tenn. Code Ann. 11-3-120

Park and Operations Assessment

This section is an assessment in detail of facilities, operations, and financial forecasts.

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. The assessed condition is for the group of assets under that label which includes the overall condition of all the structures in that group.

Needed capital improvements - Assets & Amenities

Warriors Path State Park

Site Asset/Amenity	Quantity	Condition
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Campsites	134	fair
Campground bath houses	6	Poor Excellent
Conference Rooms	1	Fair
Picnic Shelters	5	Fair
Trails	10	Fair
Ranger Residence	4	Fair
Visitor Center/Park Office	1	Poor
Golf Course	1	good
Marina	1	Poor
Stables (leased)	2	Poor
Swimming Pool	1	Fair/ Good

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
New Campground Bathhouses	The current bathhouses are old and outdated and in need of replacement. Completed.
New Golf equipment shed and Pro Shop Shelter	This is a small capital project request.
Restroom at Duck Island	This is a small capital project request.
50 amp electrical service to additional campsites.	Additional 50 amp campsites are needed. A feasibility study is needed to determine best location given the rocky terrain

Prioritized Facility Needs

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

Facility Need	Priority Assignment
New Campground bathhouses	High
Golf Shed and Shelter	Moderate
Restroom at Duck Island	Moderate
50 amp electrical service	moderate
New marina and boat slips, renovate recreation building/lodge to include new Visitor's Center and offices with new restrooms; Campground renovations at Campgrounds A and B.*	High

Operational Assessment

The Operational Assessment includes:

*Revised/updated 12/15/17; Public hearing held at Warrior's Path on 6/29/17, Tenn. Code Ann. 11-3-120.

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 In Progress
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 Warriors' Path 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 Warriors' Path 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.
- 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 Warriors' Path State Park have been identified as **visitor supported services**:

- Operate a golf course.
- Operate a seasonal marina and water recreation services.
- Operate and provide retail support services for gift shop and camp store.
- Provide support services for 134 tent/RV campsites.
- Provide support services for picnic area.

Staffing Assessment

Full Time Positions Available / Filled

26 / 26

Part Time Positions Available / Filled

20 / 4

Labor Support (Non-paid)

Labor Support	Annual Hours
Friends	2000
Park Volunteers	320
Golf Course Volunteers	5400
Court Mandated Community Service (probation/prisoner)	400
Campground Host	480
Total	8600

Labor Budget Summary

Based on a 4 year average, total personnel expense is 52.1% of total expense.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	799,853	794,995	801,828	812,718	1.6%
Employee Benefits	398,079	403,861	403,521	400,564	1.0%
Total Personnel Expenses	1,197,932	1,198,856	1,205,349	1,213,282	1.3%

Visitation and Occupancy

Describe trends over last 4 years. Overall annual visitation to this park has declined 28% from FY09-10 to FY12-13.

Fiscal Year	Total Visitation
FY09-10	1,890,891
FY10-11	1,849,542
FY11-12	1,894,002
FY12-13	1,359,765

Occupancy for the camping accommodations as well as the golf activity for the last three years is detailed in the table below.

Fiscal Year	Campsite Occupancy	Total Golfers	Fiscal Year	Campsite Occupancy	Total Golfers
FY09-10	45%	30,911	FY13-14		
FY10-11	40%	30,560	FY14-15	40%	30,560
FY11-12	40%	32,495	FY15-16 (YTD 6/24/16)	40%	32,495
FY12-13	26%	26,362			

Financial Performance Assessment

Operational Expenses

A summary of total operating expenses from FY09-10 through FY12-13 are provided below. Overall, revenue centers have declined while costs have increased.

Part 1 – Profit center Self-sufficiency

	FY09-10	FY10-11	FY11-12	FY12-13
Profit Center Revenue				
Golf	743,847	772,125	852,003	750,375
Marina	54,500	45,682	45,113	29,738
Gift shop				903
Camping	204,291	185,555	195,789	170,926
Sub-total Revenue	1,002,638	1,003,362	1,092,905	951,942
Profit Center Costs & Expenses				
COGS	121,573	90,906	110,508	109,254
Personnel	566,630	577,761	577,048	607,953
Total Other Expenses	411,947	439,804	396,259	439,517
Sub-total Cost & Expense	1,100,150	1,108,471	1,083,815	1,156,724
Self-sufficiency %	91%	91%	101%	82%
	FY13-14	FY14-15	FY15-16	
Profit Center Revenue				
Golf	761,657	693,192	727,643 (YTD 6/24/16)	
Marina	45,408	52,015	(YTD 4/30/16, no reporting)	

			available for final 2 months of FY 2016) 22,366	
Gift shop	115	2	16	
Camping	233,831	208,020	141,974	
Sub-total Revenue	1,028,097	953,229	891,999	
Profit Center Costs & Expenses				
COGS				
Personnel				
Total Other Expenses				
Sub-total Cost & Expense				
Self-sufficiency %				

Part 2 – Other profit center revenues and expenses

	FY09-10	FY10-11	FY11-12	FY12-13
Vending	5,805	4,786	1,868	80
Picnic Shelters	15,892	16,547	16,987	6,667
Boat Rental	13,710	8,889	10,220	10,343
Fishing	5			
Grocery Store				686
Swimming	46,961	60,750	53,079	33,344
General Recreation-Other	541	1,315	437	1,010
Leased - Equestrian	1,612	1,768	1,521	1,625
Leased - Other		14	26	1,068
Misc	15,387	18,319	21,874	21,074
Assembly Hall				7,653
Other Profit Center Revenue	99,913	112,388	106,012	83,550
Cost & Expenses from Other Profit Centers				
COGS	2742	880	529	2,117
Personnel Expenses	631,302	621,095	628,301	605,330
Total Other Expenses	551,421	596,929	592,750	365,843

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

	FY09-10	FY10-11	FY11-12	FY12-13
Total Revenue	1,102,551	1,115,750	1,198,917	1,035,492
-Total COGS	124,315	91,786	109,979	111,371
-Total Personnel Expense	1,197,932	1,198,856	1,205,349	1,213,283
-Total Other Expense	963,368	1,036,733	988,009	805,360
Gross Profit	(1,183,064)	(1,211,625)	(1,104,419)	(1,094,522)
Park Self-sufficiency	48%	48%	52%	49%
			FY15-16 (YTD April 30, 2016)	
	FY13-14	FY14-15		
Total Revenue	1,129,201	1,093,798	804,600	
-Total Expenditures	2,159,742	2,128,702	1,661,779	
Gross Profit	(1,030,541)	(1,034,904)	(857,179)	
Park Self-sufficiency	52%	51%	48%	

Review of Pricing

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:

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.

GOLF GREEN FEES: tax included except annual passes and permits

Weekends & Holidays	Number of Holes	Green Fees	Cart Rental Fee	Annual Pass
Warriors' Path	18	\$21.00	\$15.00	\$775 plus tax
Weekdays				
Warriors' Path	18	\$17.00	\$15.00	
Golf Carts				
Privately Owned-Course Fee	Day		\$11.00	
Privately Owned-Handicap equipped	Day		No Charge	
Pull Carts	18		\$ 3.00	
Junior Golfers Aged 18 and under				
Warrior's Path	Walking 18/9	\$13/\$6.50	\$15	
Annual Permits				
Statewide – TN Trail Pass (Includes cart fee)	Unlimited Play-All courses	\$ 2000.00/Yr. (plus tax.)	Included	
Statewide- TN Trail Pass Seniors (Includes cart fee)	Unlimited Play-All courses	\$ 1800.00/Yr. (plus tax)	Included	
Statewide Traditional Courses -Includes cart fee. (*\$15.00 upcharge for Bear Trace Courses)	Unlimited Play-Traditional courses	\$1800.00/Yr. (plus tax)	Included	
Statewide Traditional Courses Seniors-Includes cart fee (*\$15.00 upcharge for Bear Trace Courses)	Unlimited Play-Traditional courses	\$1600/Yr. (plus tax)	Included	
Golf Club Rentals	Contact your local course			

Senior Rates Traditional Courses *No holidays	18 holes w/ cart 9 holes w/ cart	\$25.00 Mon- Thurs* \$15.00 Mon- Thurs*	Included	
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RENTAL, CONFERENCE/MEETING ROOMS/REC HALL/REC LODGE/OTHER:

Note: Upon meeting minimum levels of room rentals and/or meals purchased, per TSP policy guidelines, a portion of group conference charges may be deferred, subject to the approval of the Inn or Park manager. Rates do not include tax.

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

PARK	FACILITY	Minimum	Per Hour	Per Day
Warriors' Path	Rec Lodge (120/120)	\$72/4hr min.	\$18 each additional hour	\$216

SWIMMING: (All rates include tax)

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

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

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

PICNIC SHELTER RESERVATION/RENTALS:

Name of Park	Shelter(s)	Per Day	Half-Day
Warriors' Path	5 Large@	\$50.00	

BOAT RENTALS: (All rates include tax)

Canoe	per hour	\$ 7.00
	daily	\$25.00
Kayak Single	per hour	\$ 7.00
	Kayak Tandem	per hour
Hydro cycle	per hour	\$7.00
Row Boat without motors	per hour	\$ 3.00
	each additional hour	\$ 3.00
No deposit required	weekly	\$125.00
Row Boat with electric motors	1 st hour	\$ 4.00

\$20.00 refundable deposit weekly	each additional hour weekly	\$4.00 \$175.00
Pedal Boat	per person ½ hour per person per hour	\$1.75 \$2.50

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.

Bays Mountain Natural Area (owned & managed by the City of Kingsport)

Customer Service & Satisfaction Plan

List plans to measure the customer experience. Surveys, “likes” on FB, a measured number of customer interactions, comment cards, are all ways in which customer satisfaction can be measured.

TripAdvisor

Ranked #2 of 15 attractions in Kingsport

 71 Reviews

 Certificate of Excellence 2013

Type: State Parks

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.

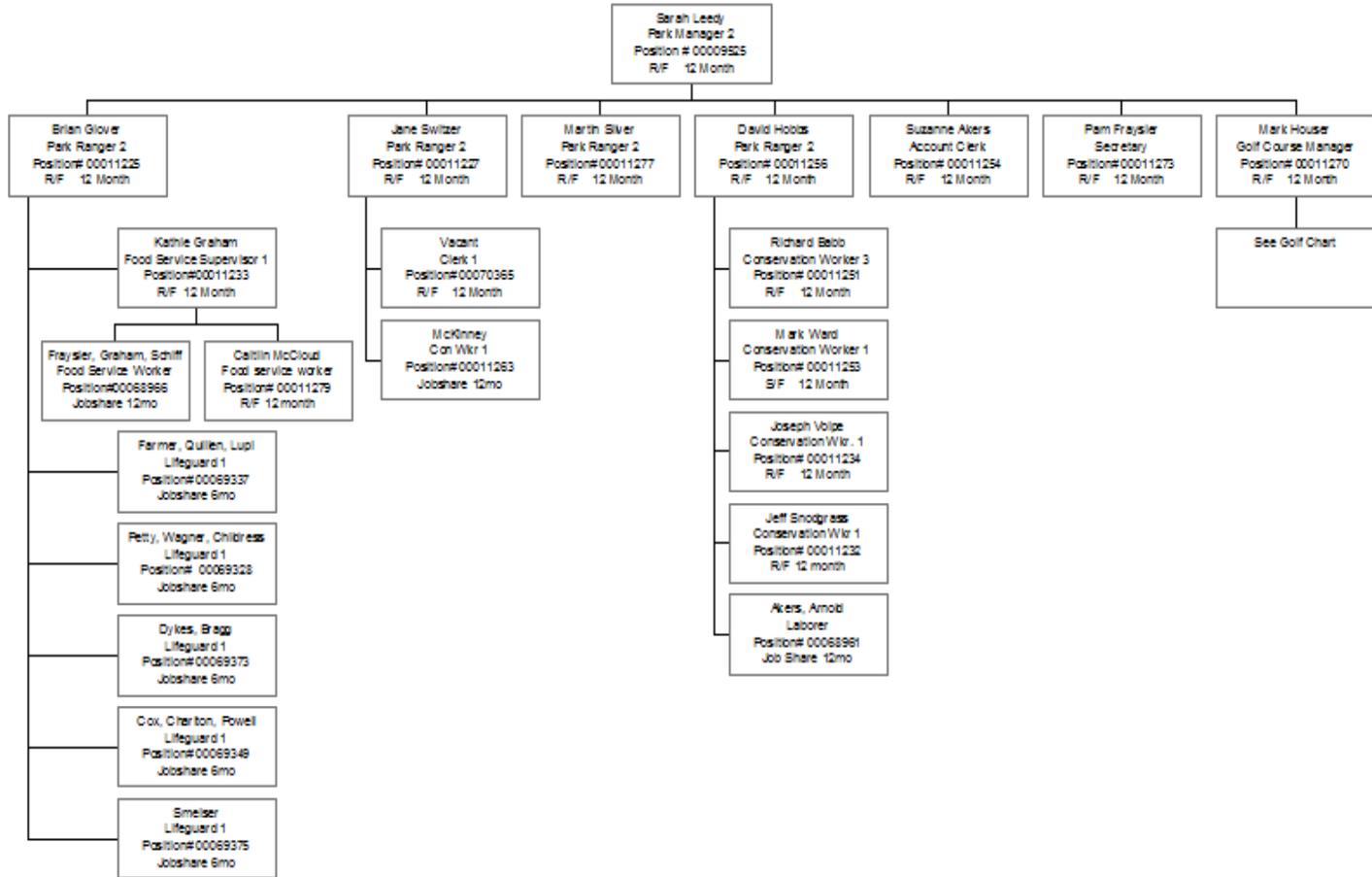
	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Golf	750,375	3%	772,886	3%	796,073
Marina	29,738	2%	30,333	3%	31,243
Camping	170,926	5%	179,472	5%	188,446
Gift Shop	903	20%	5,000	10%	8,000
Programs	-	2%	-	4%	-
Other	83,550	3%	86,057	4%	89,499
Total Revenue	1,035,492	3.5%	1,069,831	3.9%	1,106,452
Total Expense	2,130,014	0%	2,130,014	0%	2,130,014
Gross Profit	(1,094,522)		(1,060,183)		(1,023,562)
Park Self-sufficiency	49%		50%		52%

	%+	Year 3		Year 4		Year 5
		FY15-16	%+	FY16-17	%+	FY17-18
Golf	4%	827,916	5%	869,312	5%	912,777
Inns	4%	32,492	5%	34,117	5%	35,823
Camping	5%	197,868	5%	207,762	5%	218,150
Gift Shop	10%	1,311	5%	1,377	5%	1,446
Programs	4%	-	5%	-	5%	-
Other	4%	93,079	5%	97,733	5%	102,619
Total Revenue	4.5%	1,152,666	5.0%	1,210,300	5.0%	1,270,815
Total Expense	0%	2,130,014	0%	2,130,014	0%	2,130,014
Gross Profit		(977,348)		(919,714)		(859,199)
Park Self-sufficiency		54%		57%		60%

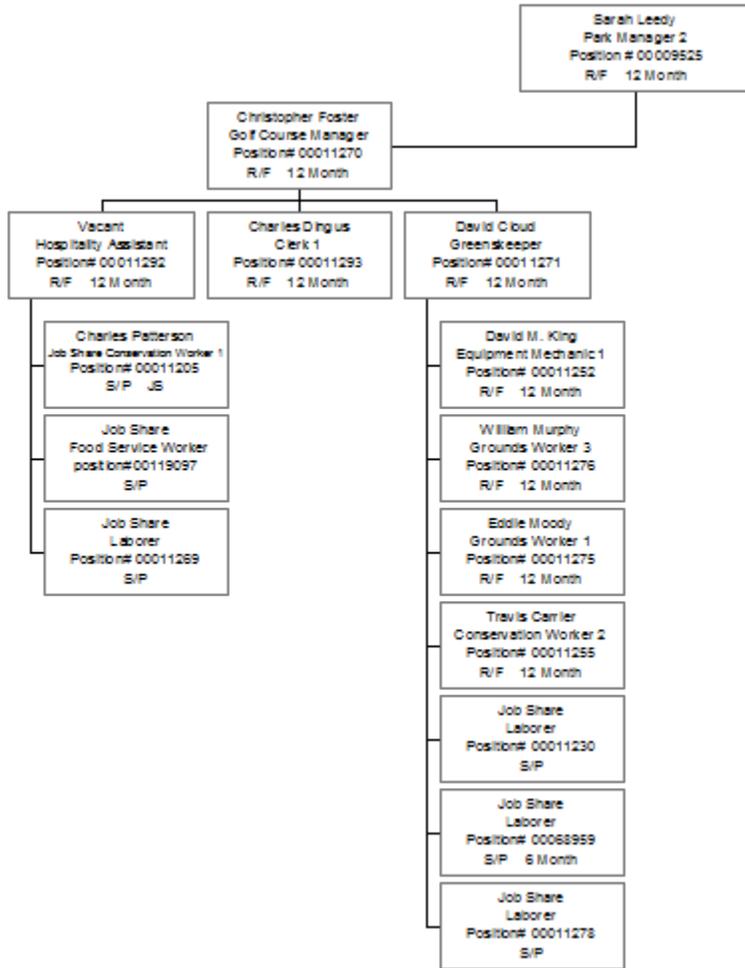
Park Map



Park Organizational Chart



Golf Organizational Chart



*Updated 01-02-2019; Pages 11,13; Public Hearing held June 29, 2017 at Warriors Path State Park as per Tenn.Code Ann. 11-3-120

Note: Updates made on page 13 – Campground bathhouses were replaced in 2016 and are now in excellent condition. Pool condition is Fair.

Page 11 – Added bullet point about a desirable land acquisition opportunity adjacent to the Sinking Waters area.

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JAN 25 2019

Business & Management Plan

Warriors' Path State Park

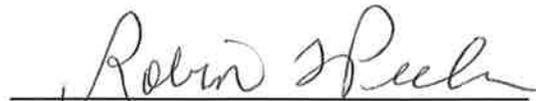
ENVIRONMENT AND CONSERVATION
COMMISSIONER'S OFFICE

Updated January, 2019

Approved by:


Sarah Leedy, Park Manager
Tennessee State Parks

Date: 1-17-19


Robin Peeler, Area Manager
Tennessee State Parks

Date: 1/18/19


Mike Robertson, Director of State Park Operations
Tennessee State Parks

Date: 1/18/19


Brock Hill
Deputy Commissioner
Parks & Conservation

Date: 1/18/19

