



Fall Creek Falls State Park Business & Management Plan

(Working copy for updates: Last revised 3/22/17)

Park's Mission Statement

Fall Creek Falls State Park will forever be committed to protecting and preserving the most scenic and significant waterfalls, gorges, and forest of the Cumberland Plateau, while telling the story of the settlers that came before us. These parklands will provide the opportunity to experience the splendor and wildness of Tennessee's Cumberland Plateau. Fall Creek Falls State Park is dedicated to protecting and preserving the natural and cultural resource of the parkland for perpetuity. While providing safe, quality, and diverse recreation and interpretive opportunities as well as providing well-managed stay use accommodations and day use facilities.

(Source: FCFSP MDS, 2013).

*Updated -3-05-18; Public Hearing held April 16, 2018 at Fall Creek Falls State Park as per Tenn.Code Ann. 11-3-120

Park Overview

Park Fact Sheet

Park Name	Fall Creek Falls State Park
Region Manager	Robin Peeler
Park Manager	Jacob Young
Park acreage	25,659
Total Number of Visitors (FY15-16)	1,393,485
Total Expenses before CO (FY15-16)	\$ 7,544,784
Total Revenues (FY 15-16)	\$5,853,817
Retail Self-sufficiency % ¹	101%
Park Self-sufficiency %	77.5%
Avg Expense per Visitor (FY15-16)	\$5.41
Avg Revenue per Visitor (FY15-16)	\$4.20
Gross Profit or Loss (FY 15-16)	(\$1,690,967)
Total full-time employees ²	95
Total part-time employees ³	63
Primary feeder markets	Nashville, Knoxville, Atlanta, Chattanooga; SE United States
Primary reasons people come	Scenic beauty, family reunions, outdoor recreation, camping, wildlife viewing, conferences, 30 newly renovated cabins, and inn lodging; zip line entertainment complex
Opportunities for improvement	Renovation/re-build of 145 guestrooms, restaurant/meeting spaces, addition of cell phone coverage & Wi-Fi; renovation of Village area; golf course irrigation system renovation; installation of floating docks for inn and cabin guests; improve existing marina and boat rental area, renovation of sidewalks and boardwalks; renovation of two campground bathhouses, renovation of camper check-in station; construction of shelter in astronomy program area, renovation of group lodges and group camps.

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

²Current employees, not including vacancies.

³Current employees, not including vacancies.

Site Summary

Fall Creek Falls State Park offers some of the most spectacular scenery in Tennessee. Over half the park is designated a natural area wilderness. There are six waterfalls of which the namesake falls at 256 feet is the highest waterfall east of the Mississippi River. At 25,659 acres, the park is the largest in the state park system. A 345-acre lake has yielded record size fish and the 18-hole championship golf course has been listed among the top public courses in the United States.

Virgin Falls is another piece of Fall Creek Falls that has recently grown with the purchase of Dog Cove and Lost Creek State Natural Area. Combined these areas are more than 2,000 acres. Dog Cove is a beautiful valley that encompasses over 600 acres. It is a brand new addition so there is little information at this time. Virgin Falls and Lost Creek description is listed below.

(Insert FCF park map here)

Virgin Falls

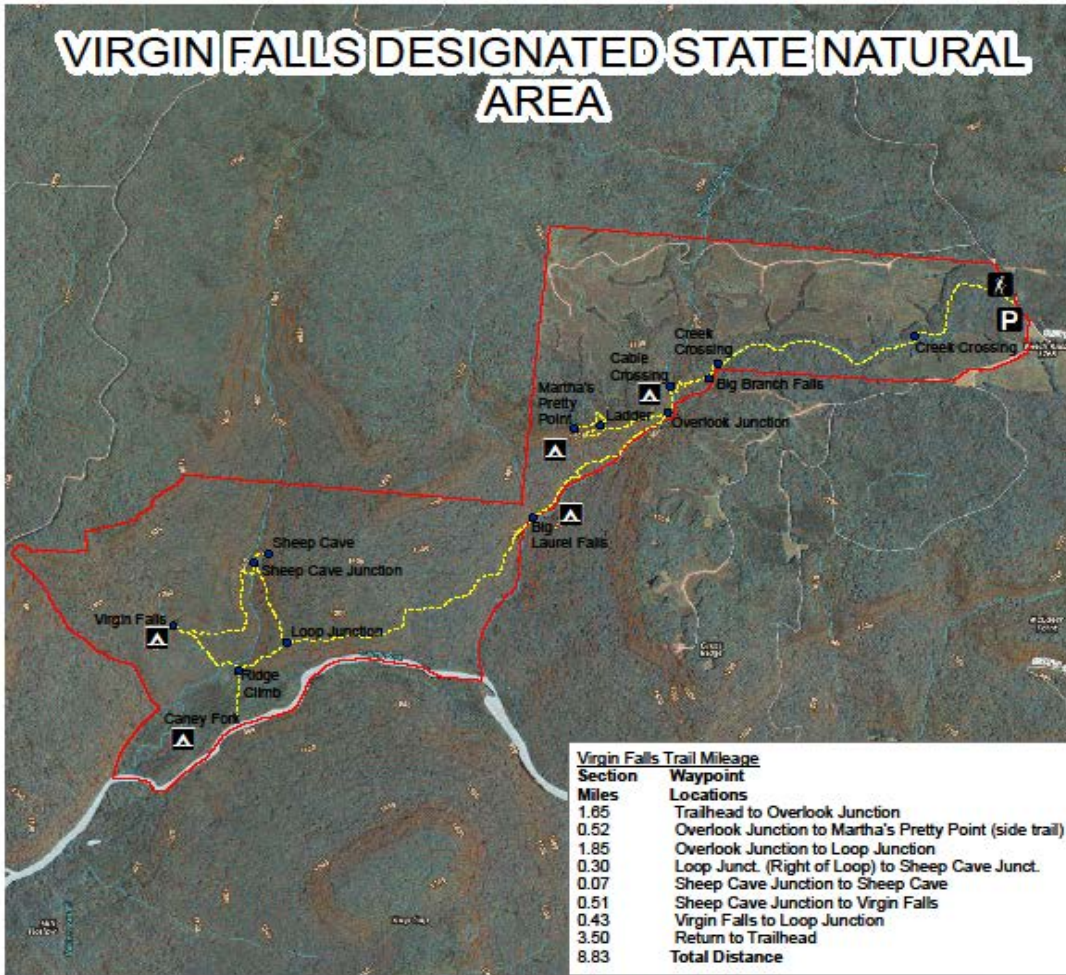
Virgin Falls is 1,157-acre natural area located in White County. The natural area is named for Virgin Falls, which is formed by an underground stream that emerges from a cave, then drops over a 110-foot high cliff before disappearing into another cave at the bottom of the sink. The area is noted for its unique geological features and several (additional) other waterfalls including Big Laurel, Sheep Cave Falls, and Big Branch Falls. There are several notable caves in the area, including the cave above Virgin Falls, where the stream itself that forms the falls issues. Due to white nose syndrome, all caves on the area are closed to recreational use. The sinkholes at Virgin Falls, such as Virgin Falls Sink and Sheep Cave Sink, are characteristic of karst features found on the Cumberland Plateau. The Caney Fork River and its tributaries drain the area and contribute to the formation of the gorge. The Martha's Pretty Point provides a dramatic view of Scott's Gulf and the Caney Fork River 900 ft below. A Note of Caution and Awareness! The hike into Virgin Falls, which will total around 9 miles going in and out, should be considered a strenuous hike. The trail descends around 900 foot in elevation along a path that in many areas is rocky with uneven footing. Please allow 5 to 9 hours for the hike. And it is recommended to start the hike early in the day, in order to give yourself plenty of daylight. Know your physical ability! And be prepared with water, food, and clothing for the season. Backpackers (overnighters) should use the self-registration book at the trailhead kiosk in order to avoid overcrowding at certain campsites. All hikers should let a family member or a friend know of their hiking plans, and expected time back home. At 1.5 miles there is a cable crossing at Big Laurel Creek: if the creek is flooding, please do not attempt to cross! Overall, please check the forecast before heading out on this hike. Hiking to Virgin Falls and back to the parking area is a five to eight hour hike depending on your pace and whether you hike to the Caney Fork Overlook and/or the Caney Fork River. The trail leaving the parking area meanders down to the Big Branch of the Big Laurel Creek through an upland oak-hickory/chestnut oak hardwood forest crisscrossing a fern dominated upland drainage. Upon descending into the gorge the vegetation changes to hemlock and mixed mesophytic forest which includes maples, oaks, tulip poplar, hickories, buckeye, basswood, cherry, yellow birch, sycamore and many more species. Mountain laurel, magnolia and several ericaceous shrubs (such as various wild blueberries) are common along the trail. The trails pass by small rock houses, boulder fields, sinks, caves, and waterfalls on route to Virgin Falls where the trail ends. The distance to Virgin Falls is four miles one way. There are designated camping sites off the trail (see map). There is no camping allowed above Virgin Falls. Virgin Falls State Natural area is located in the Scott's Gulf area, and adjacent to the Bridgestone/Firestone Centennial Wilderness, which also has some great trails. The Virgin Falls area was originally set aside in 1973 as a Pocket Wilderness by the Bower Pulp and Paper Corporation. It was purchased from a private landowner by the State in 2012, partially with a grant from the U.S. Fish and Wildlife Service. The deep gorges, rich vegetation, sparkling waterfalls and streams make this area a favorite hiking and backpacking destination. All natural and cultural features are protected. Please be sure to respect the resources, and to take out all waste brought in. If camping, please leave

your campsite in as good as, or better shape than you found it. - See more at: <https://tn.gov/environment/article/na-na-virgin-falls#sthash.PmGcGmWWW.dpuf>

Lost Creek

Lost Creek State Natural Area is a diverse area situated on the western flank of the Cumberland Plateau. Its scenic highlight is the beautiful Lost Creek Falls in White County. Lost Creek Falls is geologically similar to its nearby cousin, Virgin Falls, in that the creek emerges from large spring, or collapsed cave on top, drops over the 40' falls, and disappears underground again. On the opposite side of this large sink is the spectacular entrance to Lost Creek Cave. Because these Falls and Cave open into this large sink, or bowl, with no surface drainage, cold air is trapped in the hottest and most humid times of summer, essentially wicking the water from the humid air and coating the rocks and vegetation in the bottom of the bowl with moisture. This increased moisture helps to stimulate rich ferns, flowers, and liverworts in the bottom of the sink in the late Spring and Summer. The beauty of this area attracted the Walt Disney Corporation in 1994 to film several scenes from the "Jungle Book" at the area, utilizing both the beautiful Falls, and the Cave entrance. Lost Creek Cave is one of the larger caves in Tennessee, with five entrances (including the large one in the sink), and seven miles of mapped passages. It is a popular recreational cave. It is also home to several rare species, including the federally protected Indiana bat. Because of the population decline of cave dwelling bats, the cave is closed during the hibernation and swarming time of bats. Recreational access is allowed during other times of the year, but a no-cost permit must be obtained from the Nature Center at Fall Creek Falls. Geologically, this area is on the flank of the western Cumberland Plateau. It has several other collapse features on the landscape which define it as a transition between the harder sandstone of the Plateau proper, and the more soluble limestone found on the Highland Rim. The water, which creates Lost Creek Falls, is coming from the Dog Cove area, a large cove of appearing, then disappearing creeks, just north of the Lost Creek Natural Area. Almost all of the Natural Area is covered with a diverse community of mixed hardwoods, including Butternut, Tulip tree, Sycamore, Sweetgum, Hemlock, a variety of Oaks, and Hickory. Wildflowers are abundant in the Spring. Ferns and mosses are rich in the area. Lost Creek State Natural Area was obtained by the public thanks to the generosity of James and Lillian Rylander, and their family. Mr. Rylander put this area in his will, that upon his death, it would be transferred to the State, for the area's protection and its enjoyment by the public. We are very thankful for this incredible gift. This area is actually connected to the larger 57,000 acre land base informally called the "Mid-Cumberland Recreation Area". This larger area is managed by TWRA, the TN Division of Forestry, and State Parks. It would be possible to hike from this area over to Virgin Falls, or on down to Fall Creek Falls State Park, and never leave public land. However, at this point, there are no trails connecting these areas. - See more at: <https://tn.gov/environment/article/na-na-lost-creek#sthash.1JATa7Hj.dpuf>

VIRGIN FALLS DESIGNATED STATE NATURAL AREA



1 inch = 2,250 feet
1:27,000

- Parking
- Trail Head
- camping

Trails

Natural Area Boundaries



(815) 532-0431



Key Attractions

- Home to 256' Fall Creek Falls, the highest waterfall east of the Mississippi River.
- 145 room inn, full-service restaurant and conference center
- 20 two-bedroom cabins and 10 three-bedroom cabins
- 227 site RV campground plus 9 sites for tent camping
- Group lodge with availability for 100 people
- Two group camps with availability for 150 people
- Over 40 miles of hiking trails
- Nature Center and Visitor Center
- Gift shop and Camp store
- Playgrounds, tennis courts, paved bike trails, equestrian center
- 18-hole championship golf course
- Main Activities include: hiking, biking, fishing, golfing, watching wildlife.
- Offers year-round educational and interpretive programs

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. Fall Creek Falls State Park self-sufficiency is currently forecasting FY 2013-14 operations at a 72% cost recovery of operational expenses through earned revenues. This percentage can be enhanced by increasing revenues (see Goal 2); by controlling COGS; by controlling Personnel costs and other expenses.

Objective 1: Plans for controlling COGS - list \$ or % of revenue; unless noted otherwise, all objectives are for completion by end of FY13-14.

- A. Food Costs 40%
- B. Gift Shop 50%
- C. Inn/Cabins

Objective 2: Plans for controlling Personnel expenses - % of revenue; FY13-14.

Restaurant labor costs 35%

Action Plan: This will be managed by the Hospitality Management team. All schedules will be scrutinized daily. Management will insure that all federal and state guidelines are adhered to. Job Share hours will be strictly monitored and used only when determined by management that they are needed. 10.5 month positions will remain laid off until business dictates (This could be longer than 1.5 months).

Inn/Cabins labor costs 42%

Action Plan: This will be managed by the Hospitality Management team. All schedules will be scrutinized daily. Management will insure that all federal and state guidelines are adhered to. Job Share hours will be strictly monitored and used only when determined by management that they are needed. 10.5 month positions will remain laid off until business dictates (This could be longer than 1.5 months).

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.

Preventative Maintenance:

- 1) Perform semi-annually preventive maintenance for HVAC units to insure peak performance and to extend the life span of the units.
- 2) Perform quarterly cleaning of lighting and electrical fixtures to obtain peak performance and reduce heat loads.

Limited Renovations/Energy Audits:

- 3) 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. (Some lighting has been replaced and energy efficient appliances have been purchased)
- 4) Install high efficiency, High SEER rated HVAC units for all buildings especially the Inn and Cabin structures. (Some units have been replaced)
- 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.

LEAN

- 6) All Park Management will insure compliance in the LEAN method. By doing so, this will alleviate any troubles associated with inventory; recaptured credits on non-usable linens, food, and supplies; and promote organization which will minimize expenditures and mistakes.

Goal 2: Revenue Growth

See Financial Pro forma Section for revenue objectives (pg.40). Revenues can improve with increased marketing and planned events (see Goal 3) throughout the year. There is a healthy mix of transient (one night) and groups (multiple nights) that stay in the inn while other activities such as camping and golf pull in travelers as well. Top priority is increasing revenue at the Inn and Restaurant 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. An RFP for the outsourcing of specific hospitality operations will be considered in the future. This arrangement would be similar to National Park Service concessionaire agreements in many national park units.

Objective 1: Plans to increase inn revenue in FY13-14 and for next five Fiscal Years

Due to the renovation/rebuild of the Inn/Restaurant/Cabins increasing revenue will be a struggle. Management and group reservations staff have contacted many groups that will be affected by this necessity. However, many cabins and half of the Inn's rooms will be out of order for much of the remaining year. This will drastically affect our chances of increasing revenue from previous years.

Revenue at the INN/Restaurant/Cabins was down for a couple years due to scheduled renovations. Many groups were cancelled as a result and occupancy went down. Revenue and occupancy have been back on the increase and during 15-16 the INN/Restaurant/Cabins made a profit with total revenues of \$4,125,993. However with the RFP and plans of demolishing and rebuilding the INN during the Fall of 2017, revenues may decrease as groups are starting to cancel reservations. Staff will marketing and encouraging guests to stay at the Landside and Fishermen's Cabins and Campground areas, which are already popular due to the recent upgrades and renovations in all those areas.

- An Executive Order/Policy that requires all state agencies utilize TN State Park facilities/meeting rooms for all off site meetings should be pursued.
- Park Management will insure that all visitors' receive the highest level of customer service during their visit. Park staff will reach out to nearby state agencies to invite them to visit the park and inspect the facilities available for meetings.
- Maintain a strong focus on food costs by staying on top of market forecasts, insuring we maintain a proactive approach to controlling food costs.(i.e. beef, seafood, commodities, etc.). This may require a change in the restaurant's cycle buffet menu.
- Hospitality staff will maintain a strong focus on food costs, by staying on top of market forecasts, insuring the park maintains a proactive approach to controlling food costs rather than a reactive approach after the market has already shifted (i.e. beef, seafood, commodities, etc.). Staff will continually consider changes in the restaurant's cycle buffet menu. Involve TSP Food and Beverage Director in all suggested changes prior to being implemented.

- Any changes will be subject to the market place and communicated to Park Operations Director prior to being implemented.
- Inn/Restaurant Management needs to work closely with TSP Marketing team to ensure existing packages are placed on the web. Develop new packages for tours in collaboration with Marketing team as well as Interpretive Programming and Education staff.

Other Ideas:

- A. Get reservation staff more involved on new sales and new clients. Get them out in public.
- B. Work with TSP Marketing team to increase the park's exposure.
- C. Promote Tourism's program "A Tennessee Road Trip" especially the Pie in the Sky which features FCF by partnering with the Cookeville and Chattanooga regional state tourism offices.
- D. Contact Cumberland county tourism organization (chamber of commerce, tourist groups etc.) this is a big opportunity we need to get involved with.
- E. Utilize the "One Park, One Team" concept, by pulling all personnel and resources together, we will be able to provide the park visitor an exceptional experience that will make memories for a life time! This includes but not limited to, offering programming to all Inn groups, upsell all aspects of the park at all visitor's locations.
- F. Create more 'Green' rooms at the Inn
- G. RFP for future hospitality operations is being considered – it will be important to work with new concessionaire on all ideas, goals and suggestions.

Objective 2: Plans to increase golf revenues

- A Marketing Plan is underway to increase outing rounds by going “door-to-door” and speaking with group leaders, churches, local nonprofits, businesses, and organizations. We will show them the many benefits of a golf outing at Fall Creek Falls. We will highlight the financial, networking, and overall fun aspects of a golf outing.
- Develop new incentives to lure new customers and returning customers, and provide golf packages for the 2016-17 season. This will be conducted by the FCF golf pro shop staff and management.
- Create signs and banners to better promote the golf course at other park operations.
- Include golf packages on our automatic mail out list, and letters to guests.
- Explore different options such as foot golf, night golf, and tournaments.

Objective 3: Plans to increase camping revenue

Innovative ideas:

- Continue to sell fire wood and ice. (Approximately 7,500 bundles of firewood were sold last year. Also, 8960 bags of ice). The cost of ice will increase to \$2.00 a bag (including tax) starting in April. Once the bids for wood come in, an increase there might be an option.-Brent 15/16 Numbers: 10,527 bundles of wood and 8,772 bags of ice.
- Although the current price of campsites is adequate for the basic campsite, a surcharge should be added for electricity, as we are doing now for sewer hookup. (i.e., the base campsite is \$20, sewer hookups are another \$5, and electric hookup are an additional \$5, so that a big rig will be paying \$30, but a tent camper with no need for water or sewer will be only paying the base rate of \$20) Updated camping rates are: Water/Electric/Sewer \$31.25, Water/Electric \$24.00, Water Electric (Area C) \$20.00, Primitive \$13.75, Walk-In Primitive \$10.50
- One way to increase the revenue in the campground would be to have a 2 week maximum **reservation** policy instead of having a 2 week maximum **stay** policy. This way, only a certain site could be held for a reservation for up to two weeks, but if the customer decides they want to stay longer once they have arrived for their stay and the site is available, why not let them extend their stay as long as the site is not reserved. This would allow the disgruntled campers that always oppose the maximum stay limit a chance to be able to extend their stay. This would be fair to the general public allowing everyone the same opportunity to reserve a campsite for up to two weeks.
- The off-season stay limit of 4 weeks should be removed due to the availability of sites in the winter months. We have few requests for extended stay beyond the policy in the winter, If they want to stay this would be a great way to produce additional revenue.

- Plan and implement a Halloween special event for the campground in October 2017.

Objective 4: Plans to increase cabin revenue

- Create family-friendly fishing package for fisherman cabins, including boat, trolling motor, bait, and box lunches for 2-night stays.
- The fisherman and landside cabins received a needed face lift during FY14-15. Since the renovation of these cabins, we have been able to secure a higher rate for these facilities. The Inn management is currently creating ways to improve the villas on the waterfront from facilities monies and cabin profits.
- Continue to offer “Deals of the week” and other promotions during slow periods.
- Increase special events requiring an overnight stay, where opportunity exists.

Objective 5: Plans to increase group camp & group lodges revenue

Innovative Ideas:

- Create simple, inexpensive marketing materials (online and printed) to promote the group camps.
- Create a list of groups (families, civic clubs, churches and conservation groups) who might be interested in using the camps and contact these groups to market the opportunities. Implement a tracking system and follow up in 3-4 month increments, and annually thereafter.
- Plan on increasing the base cost of both the Group Lodges and the Youth Camps. Once major maintenance projects can be completed on these facilities, rates could be increased an additional 30%.
- Staff should work with TSP Marketing team for website and Facebook promotions.
- Staff should work with Facilities and Maintenance to request an improvement plan for the Group Lodges – by Summer of 2017.
- Supporting the Environmental Education program for schools throughout the entire year would also be beneficial in bringing business in an otherwise down time. Improving the flexibility of the E.E. program could potentially bring schools in for 2 ½ day trips even in the winter, providing business for both the group lodges and restaurant. Advertisement for this program needs to be pushed on our website.
- Maintenance needs should be cataloged at all facilities in order to offer directional focus to maintenance staff.

Objective 5: Plans to increase vending revenue

- Add vending machine in additional locations if needed.
- Persuade our vendors to increase vending locations throughout the park if unable to communicate with our vendors from the park level.

Objective 6: Plans to increase boat rental revenue

- Boat dock: increase marketing on Facebook and include weekly specials/photo of the week.
- Conduct “Big fish” weekly drawings for a free week boat rental during the busy season.
- Make a “frequent fishing club” punch card - "rent 4 boats for days and get 1 free."
- Work to add boat rentals into Itinio so that people can reserve them easier.
- Redesign boat dock with a “mom and pop” type of store, where people feel welcome to come in and enjoy the beautiful scenery, and talk about fishing stories.
- Sell snacks, drinks, sunscreen, nets, flip flops, (popular things that visitors can use but will also sell well).
- Create a daily permit (free) for private boats put on the lake.
- Provide a greater selection of rental water craft types, work with TSP central office staff in this endeavor (Water Recreation – Scenic Rivers Coordinator).
- Continually search for better vendors for all retail products
- Paint and/or rebuild dock and shelter
- Purchase more kayaks and build a shed to store them
- Rebuild and relocate the fish cleaning station
- Reach out to Jackson kayaks for a kayak demo day
- Host fishing kayak bass tournament

Objective 7: Plans to increase new sources of revenue

Music/Entertainment:

- Expand musical offerings to include gospel, contemporary music, and other types of music; and plan to use both the Anderson Stage and the Amphitheatre allowing other groups to perform.
- Increase firewood sales at cabins, and at the group lodges and youth camps.
 - a. As of 2016, we are now required to sell kiln dried wood and we require any wood vendors we use to provide kiln dried wood.

- b. Also frees up our maintenance men to work on needed repairs around the Park.

Programming:

- The majority of our summer programming has been free in the past. As all parks in the Tennessee system are, Fall Creek is beginning to add a regularly scheduled list of fee-based programs that are known to be popular to the public.
 - a. With the pontoon operational, it should run 2 rides per day in the summer. Pontoon Tours could potentially be run by boat dock staff if staffing patterns allowed.
 - b. Plan and implement weekly or biweekly van tours of the park. The Inn could register the tours since the van is located there. Inn staff and Rangers could be cross-trained to offer the program.
 - c. The same curriculum would be sufficient for charter bus tours and the option for paid tours could be advertised online in a separate type of ad on the website from the regular program schedule.
- We will continue to charge for special arrangement programs as we have in the past, but we will increase emphasis on scheduling field trips and tours for groups staying in the lodges, inn, camps, etc.
 - a. Improve communication and cross-training of personnel between the different park operations on the park so they are empowered to work together to make sure that all special interest groups reserving park facilities are given paid programming options to enhance their experience, increase their awareness of the park's resources, encourage future visits through exemplary customer service, and increase revenue.

Weddings:

- Group Reservations staff at the park should build successful communication and planning strategy with central office Group Sales staff so as to increase wedding party opportunities and venues.
- Identify better venues for wedding and communicate this to potential customers.
- Group Reservations could take larger lead on sub-contracting all aspects of weddings.
- If this continues to be a huge attraction: it could be viable to make a wedding planner/coordinator at the park level (maybe a hospitality manager?)

Fall Creek Falls State Park

Wedding Venue Locations

Thank you for your inquiry about wedding information available at Fall Creek Falls State Park. Our beautiful park, consisting of more than 25,000 acres, features lush forestry, breathtaking waterfalls, gorges and overlooks. With our many options, choosing our location for your special day is the "natural" choice.

To give you an idea of what's available, here are a few locations in the park along with their sizing capacity:

Millikan's Overlook: This area provides views of the Cane Creek and Piney Creek Gulfs, dressed by hemlock and yellow poplar trees and exposed sandstone rock, creating a breathtaking backdrop. To the right is the Buzzard's Roost, a quiet and short walkway into the woods. Limited parking. Person capacity: 45 or less.

Liberty School at Andy Wheeler Field: This area is located at the North entrance to the park and features a moderate open field surrounded by forestry and improved with a replica of the log-built historical Liberty School. Limited parking (5 cars max). Person capacity: 40 or more. Cost to reserve: \$50.00.

Secret Overlook: Shhhh. This is our best kept secret. For a cozy and intimate setting, we offer this area for small private ceremonies. Seeing is believing at these indescribable surroundings, which must be accessed via short walk. Very limited parking (short distance from site). Person capacity: 25-30. Cost to reserve: \$75.00.

Recreation Hall: Indoor multi-room building which can be rented partially or in whole, located in the Village Green. Features several rooms in various sizes (one with wood fireplace), small kitchenette, and bathroom facilities. Adjacent to swimming pool, general store and craft store. Catering can be arranged through the park restaurant. Ample parking. Person capacity: Up to 150. Cost to reserve: \$200.00 for all day (8:00 am-10:00 pm).

Gilbert Gaul Room: Small intimate room located in the Village Green, featuring a wood fireplace. Bathroom facilities just around the corner and adjacent covered piazza can be used for a nice open-air reception area. Catering can be arranged through the park restaurant. Ample parking. Person capacity: 30 or less. Cost to reserve: \$50.00 per 1/2 day.

Pier overlooking Lake Fall Creek Falls: This area is located at the Fall Creek Falls Inn and Conference Center. A beautiful spot facing our 350 acre lake. The pier is ideal for positioning your wedding party right on the lake, with a small yard area for wedding guests. Multitudes of trees frame the lake, providing for a colorful background, especially during the Fall season. Ample easy access parking. Person capacity: up to 150. Cost to reserve: \$350.00 weekdays/\$450.00 weekends (includes 50 guest chair setup in yard - with additional chairs @ \$3.00 each).

Fall Creek Falls Inn & Conference Center and Gaul's Gallery Restaurant: There are many wedding package options available with variable pricing, custom designed to fit your needs, with amenities including sleeping rooms, conference rooms, lakeside pier (listed above) and food catering. This area can be used for indoor or outdoor settings. We also offer a Sunday Wedding Special which includes: the use of Conference Center with no sleeping rooms required, the lakeside pier, and 50 chair setup near pier. Sunday weddings only. Cannot be booked more than one year in advance. Food must be catered through Gaul's Gallery Restaurant (with the exception of the wedding cake). Cost for Sunday Wedding Special: \$1,200.00 plus tax.

Golf Course: This area is located adjacent to the Pro Shop at the FCF Golf Course. The lush green landscape provides a perfect backdrop for wedding photos. Limited availability (availability determined by course activity on desired date). Ample parking and indoor restrooms available. Area would need to be vacated by 6:00 pm in summer season (4:30 pm off-season). Cost to reserve: \$200.00 per day.

Covered pavilions: We have 5 covered pavilions located in different areas throughout the park. All pavilions have electrical hook-ups, water, and picnic tables. Different scenery at each location. Cost to reserve: \$55.00 per day.

Group Camps and Group Lodges: These rustic facilities feature sleeping quarters, bathroom facilities, kitchens and dining halls, which can accommodate guest numbers as small as 32 up to 150 in capacity.

You can always come to the park and find a location that you would consider to be that special perfect place. Some areas are free of charge to use, but you would need to contact our Park Manager's Office to schedule the exact location, date and time, so as to prevent any overbookings.

We would love to host your wedding at our beautiful Tennessee State Park. If you are interested in spending your special day with us, please contact any of the following persons for booking information, pricing, or just information in general.

Fall Creek Falls Inn and Conference Center:
Park Headquarters:
Gaul's Gallery Restaurant:
Golf Course Pro Shop:

Connie or Monica at (423) 881-5241 or 1-800-250-8610
Adrian at (423) 881-5298
Zonda at (423) 881-7247 or Robert at (423) 881-7251
Frank at (423) 881-5706

Rev. 1/2017

Online Gift shops/Multiple Gift shops:

- Put the Restaurant's gift shop online as soon as State Park's online gift shop goes live.
- Until then, pictures of all inventory stock can be placed on Facebook with contact information if anyone is interested.
- Evaluate all locations in the park for feasibility in setting up some type of gift shop items. From items such as chewing gum, sun block, beach towels, camping gear, t shirts, novelties, to souvenirs, sun glasses, ice cream, etc. There are several potential locations where opportunities may exist:
 - The park headquarters
 - camper check-in
 - nature center

- pro shop
- swimming pool
- boat dock
- Staff is in the process of implementing a gift shop in the office and increased retail at the boat dock.
- Assign one staff person in the park to place all orders and take inventory, in order to provide central control and to try and increase revenues.

Carbon Offsets:

- Could be a viable option to generate revenue to increase the conservation and preservation of the State Park's Natural Resources. Carbon offsets are becoming a form of trade. When you buy an offset, you fund projects that reduce **greenhouse gas** (GHG) emissions. The projects might restore forests, update infrastructure or increase the energy efficiency of buildings and transportation. Carbon offsets let citizens pay to reduce the global GHG total instead of making radical or impossible reductions of their own. GHG emissions mix quickly with the air and, unlike other pollutants, spread around the entire planet. Because of this, it doesn't really matter where GHG reductions take place if fewer emissions enter the atmosphere.

Inn Coffee Shop:

- Fall Creek Falls Inn, Restaurant, & Conference Center would be an ideal place to launch a coffee shop. With today's generation trending towards an authentic, upscale, caffeinated beverage, FCF would be a perfect place to up sale premium coffee drinks.
- With the renovation/rebuild of the site, it would behoove the administration to seriously consider a small convenient location to sell coffee on the go. With the beautiful scenery, miles of trails, FCF would be an ideal spot to install a gourmet coffee shop. We could also have a fine assortment of milk, juice, breakfast cereals, bagels with cream cheese, and homemade delicious muffins!

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.

- Prepare a list of current events celebrated by the park and submit to TSP web team for web exposure. Prepare a list of current events celebrated by the park and publish on the Fall Creek Falls State Park Upcoming Events Calendar.
- Special Event Brochure was submitted December 31, 2016. We have 17 event dates for 2017. Continue planning calendar by planning for events at least 6 months in advance.
- Check out upcoming events at <http://tnstateparks.com/about/events>
<http://tnstateparks.com/parks/events/fall-creek-falls/#/?park=fall-creek-falls>
- Improve advertisement of all special events and tour packages to increase visitation.
- Continue to work with volunteers to find sponsorships to offset costs of special events. All special events are currently funded through donations or the Friends group with the exception of the SAR for the Mountaineer Folk Festival and Honoraria for summer bands and Wild Foods Day.
- It should be noted that Fall Creek Falls State Park offers 17 special events annually. Ranger staff has been increasingly useful in assisting with special events since 2013, and will continue to be incorporated into the events to improve quality. Some events such as Waterfalls Weekend and Fall Colors Weekend have suffered from lack of public participation. Fall Colors Weekend has been merged with a new Halloween focused event to improve visitation and increase the ability of the park to support its interpretive mission. Waterfalls Weekends have been a huge success and should continue into 2017 and 2018.
- Pursue the feasibility of hiring a full time programmer in order to engage in the type of programming and programming preparation that the Park needs.
- Develop and implement a welcome program and orientation for all park visitors. The Friends Group has recently produced a new orientation movie that can be used by anyone, with or without interpretive training to introduce visitors to the park and its amenities.
- By 2016, increase bonfire pricing to \$150 and begin promoting sales to groups. These take place at the Sky Observation Field above the Inn.
- Plan more astronomy programs through The Friends of Fall Creek Falls and their partnership with the Astronomy in the Parks Society. Cross train volunteers and park staff to use the telescopes.
- A new pontoon boat was purchased in 2016 and will be used routinely for tours beginning in March of 2017. Special night programs will be considered for added revenue and diversified programming as well.
- Plan and implement additional activities in the Village Green Area: perhaps having crafters set up in the patio area, more music at the Amphitheatre, more shopping opportunities. At the same time, a way of leisurely getting Inn guests over to the Village Area should be offered, such as a Pontoon Boat Ferry, or a walking bridge, or just a Bus Shuttle.

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:

- Fall Creek Falls' Special Events are numerous. Adding new events to the brochure runs the risk of making our current events not so special because we have a new event every week or two in the spring and fall.
 - consider trying "theme weekends" during the summer. This would break up our weekly scheduled programs enough that it might encourage the "one trip" summer visitor to be a "two trip" visitor since a different array of programming would be offered on each trip. Specific themes could include "A Weekend of Trees", Fall Creek's Trails Weekend", "All Things Aquatic", etc.

Goal 4: Expand Recreational and Interpretive Programs

While FCFSP 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. Their website extends its mission to college students during their semester breaks. FCF could help host these by allowing the volunteers the opportunity to stay in a group lodge, camp, or cabin and also providing them meals through SAR. Could be a great volunteer program but staff intensive.*

Please take the following link to register an event for the park:

<http://www.americanhiking.org/add-event/>

Adapting existing programs to change with the clientele by altering programs such as Fall Colors Weekend, and adding new pontoon options that cover more interpretive themes and increase revenue will be implemented while offering less popular programs less frequently or on different dates will effectively increase programming attendance.

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

- The basic programs that should be available on request are:
 - Bus/ Van Tour

- Park Orientation PowerPoint
- Pontoon Tour
- Hike to Fall Creek Falls from the Nature Center or Inn
- Many other programs may be available by request seasonally, or based on staffing, but these core 4 programs should be available most of the year.
- All of the programs can be effectively delivered by most park staff with minimal cross training effort.

Objective 2: Continue to evaluate and prepare 3-day and 7-day “vacation” packages to offer throughout the year.

1. The annual list is ever-evolving, but includes Waterfall Tour packages, backpacking tours, holiday weekend packages, etc.

Goal 5: Improve the Effectiveness of Marketing and Sales

These are efforts taken by the all Park staff in their local area and these efforts assisted where possible by the Central Office marketing staff. Efforts 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.

- For the past two years, the group reservations staff has called all groups who have not stayed at the Inn during the past three years, asking them to return with their group, and attempting to schedule dates and group programs.
- Improved in-house marketing of Special Events could increase lodging sales and restaurant sales. Email blasts are regularly sent as each program schedule is prepared. The recipients on the schedule list get a new schedule about once a week in the summer and a couple of times per month in the spring and fall.

Objective 2: Acquire park-wide video capability.

Action plans: No plans at this time.

Objective 3: Obtain 60,000 Facebook friends. Assign maintenance and updates.

- We currently have 49,400 (2017) likes/friends.
- Continue with contest offerings, posting great photos including waterfalls and other park activities in nature.

Face Book Administrators:

- A. Park administrators; Robert Walling, and Tabitha Robinson, Adriane Hankins, Brent Measles, Andy Wright, Myki Frady, Cara Alexander, Josh Gibson, Jacob Young
- B. Golf administrator; Frank Christopher
- C. Restaurant administrator; Myki Frady, Robert Walling, Zonda Holloway
- D. Add Inn to the Restaurant Page
- E. Boat Dock Administrator; Justin Mooneyham

Objective 4: Plan for four email blasts to local patrons

- This is being done at least monthly from the Nature Center.
- This is done weekly in the summer and monthly or bimonthly in slower times of the year.
- Inn: This will be done by the Clerk 3 position when filled. Inn managers are currently collecting email addresses.
- Restaurant: has collected numerous email addresses as well as getting contact information put into a database from the Putnam County Chamber of Commerce's website. This will add many contacts to the upcoming email blasts.
- Email blasts should be sent out weekly during our "off peak" season. This will give us an opportunity to increase visitation during our slower time of the year.

Objective 5: Assign responsibility to attend local Chamber meetings and other local civic groups.

- Attendance by staff will be assigned to Van Buren and Bledsoe County's Chamber meetings
- Fall Creek Falls is currently not an active member in any County's Chamber of Commerce, but the Park Manager will be. Plans are to begin attending Chamber functions in 2017.

- a. Van Buren County's annual membership fee is \$100.00
- b. Bledsoe County's annual membership fee is \$75.00
- Also look at expanding into Warren, White, Sequatchie, Putnam and Cumberland Counties.

Objective 6: Develop camper's coupon to drive campers to the restaurant.

- Consider adding coupon onto the Itinio reservation system.
- Offer coupon for possibly completing the customer survey.
- Develop a "first-time visitor" coupon
- Restaurant started posting buffet menus and offered 20% off coupons for campers throughout the season.

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

On the next page you will find all the packages that currently exist. Park management and group reservationists need to communicate with the Park Operations Support Group to insure we are maximizing our viewership of these packages through social media and the internet.

New in 2016 – Fall Creek started offering waterfall and swimming hole packages our staff and the State Naturalist.

Fall Creek Falls Packages

<u>Package Code</u>	<u>Description</u>	<u>Rate</u>	<u>Plus Tax</u>	
127YD	Yardsale Package	95	109.51	<u>Additional Charge for KNS & PNS</u>
EBACKS	Backpackers Package	82	94.48	<u>\$10.00 Plus Tax Per Night=\$11.68</u>
ECRAFT	Craft Workshop	140	160.66	2 night required
EESTRB	Easter W/Breakfast	184.14	210.99	2 night required
EESTRR	Easter Room Only	75	87.56	
EFYI-1	Winter Gold Two Day	145.80	162.89	
EFYI-2	2 Day golf Package	169.80	190.48	
EFYI-3	2 Day Golf Package	195.80	219.72	
EFYI-4	2 Day Golf Package	178.90	200.82	
EGOLFC	Golf 2 Bedroom Cabin	499.60	565.40	2 night required 4 people
EHONYS	April-Oct. Honeymoon	112.14	128.47	April 1-October 31
EHONYW	Nov.-March Honeymoon	72.14	81.77	Nov 1-March 31
ESTARS	Astronomy Package	148	170.84	2 night required
ESUNSP	Sunday Package	80	92	
ETDOT	TDOT Rodeo Only	117.90	136.42	
ETHAW	Spring Thaw Run	119	133.93	Saturday night only
VDAYRS	Valentines	240.40	272.66	2 n req/BFast dlvr'd on Sun
EWILD	Wildflower Pilgrimage	152	175.22	2 night required
EWINBK	Winter Special w/ Breakfast	69.94	80.96	
EXMASB	Christmas on the Mountain	144	165.32	2 night required
TGTPKG	TN. Golf Trails (Summer)	129.90	147.46	(Sun-Thurs)
TGTPKG	TN. Golf Trails (Summer)	145.90	165.31	(Fri-Sat)
TGTPKG	TN. Golf Trails (Winter)	109.90	124.26	(Sun-Sat)
WTRFAL	Waterfall Package	82	94.48	

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.

Marketing & Demographics:

- Meet with the staff of the Tennessee Department of Tourist Development to determine no cost, low cost ways to market the Tennessee State Parks.
 - Look at Tennessee Dept. of Tourism website for accuracy
 - Checking car tags is a passive survey that indicates where your visitors are from. Provide that information to the Tennessee Department of Tourist Development.
- Capture Zip Code information in order to Target Market to those areas. This information may be found on Fore! Itinio, and Megasys.
- Continually keep I-24 E visitor's center and Silver Point rest stop stocked with Fall Creek Falls' information.

Surveys:

- 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.
- The Nature Center staff will design one to be used across the park. We have historically interviewed hikers to gain information on trail conditions that need to be addressed.
- The new and improved customer satisfaction survey implemented from central office helps tremendously in assessing and following up on external and internal customer comments and complaints.

Goal 6: Monitor and Manage Customer Service and Satisfaction

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

- The new and improved customer satisfaction survey implemented from central office helps tremendously in assessing and following up on external and internal customer comments and complaints.
- Evaluations are taken at the Nature Center. These are compiled and shared at staff meetings for review and follow-up if needed.
- Letters of comments are compiled.

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 has set a customer satisfaction goal of 95%. The 95% will include all good and excellent remarks. Park personnel will focus on any category that falls below this threshold.

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. Public-private partnerships for hospitality operations should also be considered, as mentioned in the initial goals and objectives.

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

- Operations will keep track of volunteers by sign in sheet or time clock. Information will be compiled and submitted to Park Headquarters annually.
- Park personnel needs to stress the importance of showing appreciation to all partners and volunteers. These people are supporting us either with money or labor, both of which is supporting the park. Plan and implement an annual volunteer recognition event.

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.

Future Projects:

- Participation in local parades.
- Participation in Taste of Crossville.
- Participation in Pikeville Chili Cook-Off
- Homecoming Spencer
- Partner with Alumni Associations to host Class Reunions
- Consider additional Campground Hosts
- Review relationship with Friends group to keep them on track with parks goals.
- Partner with Bledsoe and Van Buren County School Districts

Ongoing Projects:

- Van Buren & Bledsoe County High School Golf events hosted at park
- Pikeville Industrial Day hosted at Fall Creek Falls Golf Course

Goal 8: Manage and develop the new acquisitions around Virgin Falls

Objective 1: Maintain trail system at Virgin Falls, Dog Cove, and Lost Creek.

- Maintain trails that are already present cleaning, rerouting, and marking as needed.
- Trails signs and markers will be updated and replaced as needed.
- Assess the need for more trails.
- Ensure trail map is accurate and available for guests.
- Trail head kiosks will be maintained and monitored weekly to ensure visitors are provided with accurate information.

Objective 2: Develop a system to track and monitor backcountry camping

- Campers are currently signing in at the Virgin Falls Kiosk but it is hard to monitor the numbers of campers on the sites due to the difficulty of getting to the campsite locations.
- Find easier access to campsite locations
- Consider a fee for back country camping

Objective 3: Maintain and improve parking lots

- Virgins Falls parking lot should be expanded to accommodate more vehicles.
- Virgin Falls parking lot needs more gravel.
- Lost Creek needs gravel and a fence around the parking, we should consider a reroute to the parking lot entrance at Lost Creek.
- Dog Cove needs a parking lot and we have identified a couple possible locations.

Objective 4: Find local partnerships and support groups

- There is already a good relationship with White County
- Form a Friends group for Virgin Falls
- Partner with local businesses and citizens to not only support but hopefully through local volunteers help maintain the park.

Objective 5: Construct shelters and restrooms where needed

- Identify a good location for a shelter if needed, Virgin Falls Trail Head would be a great location.
- Virgin Falls already has a high visitation and due to the remote location a bathroom is a necessity. Virgin Falls Trail Head would probably be the best location.

Objective 6: Swap property with TWRA to gain control of Welch's point

- Welch's point is arguably the most beautiful view in White County

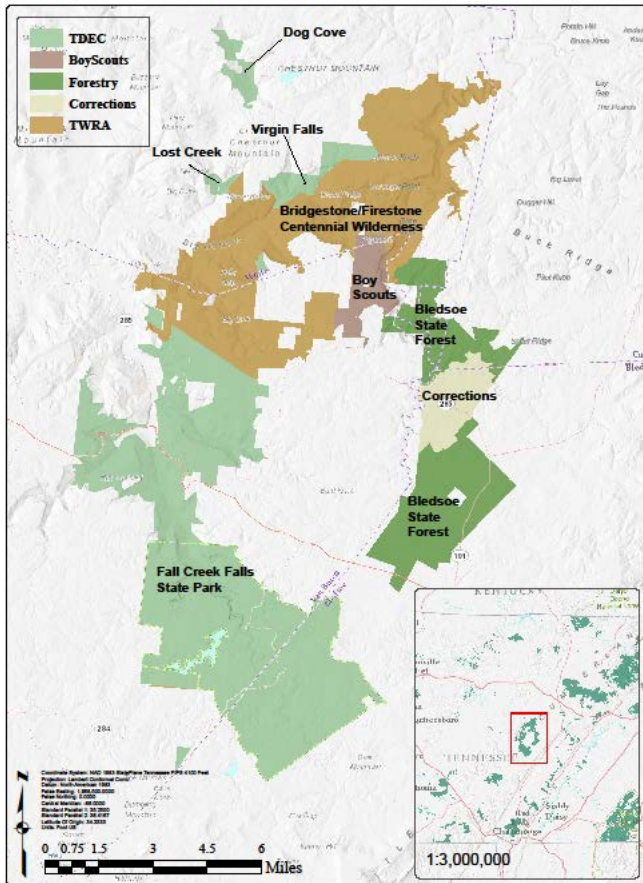
- Currently it is managed by TWRA with an agreement that guests can visit. However, due to hunting regulations it would make better sense for us to manage this site.
- This would allow an alternate destination for guests who can make the strenuous hike to Virgin Falls.

Objective 7: Connect Virgin Falls, Lost Creek, and Dog Cove together

- Not only would this be a great idea for White County Tourism, it will also allow for more opportunities in these areas.
- This would allow for easier access to hard to reach areas increasing visitor safety.
- It would allow multiple routes to Virgin Falls.
- This would also allow guests to hike a loop seeing Virgin Falls, Lost Creek Cave, and Dog Cove.

This map shows the potential for connecting the Virgin Falls Sections: Virgin Falls, Lost Creek, and Dog Cove.

Mid-Cumberland Recreation Area



This map was created using ArcMap 10.4.1 on 30 Jan. 2017.
This map is for discussion purposes only and is not to be used for legal description.

Needs for Virgin Falls Sections:

Virgin falls is currently under the management of Fall Creek Falls Park Manager 1 Stuart Carroll. In order for him to complete the items listed above there are some things we will need.

<u>Needs</u>	<u>Approximate Cost</u>
1 Park Ranger position	\$55,000
Conservation 1 position	\$35,000
2 4 WD Trucks	\$60,000
Supplies and Tools	\$10,000

These additions would allow us to maintain this area, keep it looking great, and provide faster response and increased visitor safety. We would then be able to increase visibility and really promote the area for what it's worth. Currently we aren't ready for increased visitation.

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Key Recommendations to Put into Action Plans

Short Term Recommendations (Less than 1 year)

- Continue to develop room and food packages for special events, i.e., Dark Sky, Weddings, etc.
- Engage Friends members to help meet goals
- Sales calls in Chattanooga & Knoxville
- Issue food coupons to campers to try restaurant
- Pursue alcoholic promotions, Upper End Bar opened for business April 1, 2016
- Pursue partnerships with local vendors and services.
- Increase number of emergency equipped response vehicles for Park Rangers
- Develop Village Green Master Plan by fall 2013 with of focus on “Best Use” of facilities, revenue generation, and integration with other Park attractions (campgrounds, zip lines, etc...).
- Complete Fisherman and Landside cabin renovation along with added geothermal by spring 2014. Fisherman and Landside cabin renovations were completed with more efficient geothermal HVAC systems.
- Evaluate feasibility of yurts in the campground area. The yurts will fill the gap between tent camping and the cabins/inns for park visitors.
- Develop employee training program to insure quality accurate information in given to visitors.
- Create full time programming position at the Inn.
- Construct paved bike trail connecting the campground with the lake bike trail. This is necessary to get bikes off the roadway and away from traffic.
- Refurbishing of softball fields and resurfacing tennis courts. Repaint softball field light poles.
- Replacement of grills and fire rings in campground and picnic areas as needed.
- Establish a replacement cycle for rental canoes, paddleboats, kayaks, and fishing boats
- Increase trail system to allow low impact access to more remote and scenic areas of park; Virgin Falls and Lost Creek
- Develop a program where the park serves as a known source of information concerning the historical background of this area.
- Replace lost seasonal positions and full time positions:
1 at Park Office, 5 at maintenance, 2 at Boat Dock
- Upgrade seasonal positions from 3 months to 9 months
2 at maintenance, 1 at Boat Dock, 1 at Campground
- Web Site should be more adaptable to quick changes as park activities dictate.
- Solid waste management issues need to be addressed.
- Issues of leakage and general failure of the sewer collection system due to age and ground water infiltration.
- Expand efforts to reduce electric utility cost. Also, explore the use of bio-diesel where applicable.
- Expand recycling efforts to include more involvement with park visitors especially plastics.

- Establish a means of training new employees as to the “why” of the park as well as the “how” and “what” their job is.
- Install electric meters to isolate and monitor the Inn operations.

Short Term Recommendations (2-5 years)

- Complete rebuild of Inn, restaurant, conference center, and enter into successful Request for Proposal (RFP)/concessionaire contract for future hospitality operations within the park – for Inn, Cabin, Restaurant, Conference Center and golf Course operations.
- Completed -- Village Green Phase 1 upgrades. Phase 2 – Visitor’s Center by 2018.
- Renovate Betty Dunn Nature Center building and exhibits
- **Complete campground renovations at Campground C**

Long Term Recommendations (5-10 years)

- Complete campground upgrades of 1 loop of campsites to 50 amp and 2 bath houses
- Expand existing trail system (hiking and biking) to incorporate the newly acquired land base. Improve and upgrade existing trail system
- Establish connection with Virgin Falls and Lost Creek through a trail system.
- Establish a new overlook on the Scenic Drive to allow viewing of more scenic vistas and/or gorge views.
- Continue to move toward “Green” operations in as many retail operations as possible.
- Obtain CNG (compressed natural gas) van through grant funding for tours and programs

Park and Operations Assessment

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

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
Cabins	30	Excellent
Campsites	236	Good
Conference rooms	5	Good-Fair
Equestrian center	1	Fair
Golf course	1	Fair
Group Camps	2	Fair
Group Lodge one	1	Fair
Group Lodge two	1	Poor
Inn Lobby, Hallways, Front Desk, Gift Shop	1	Fair
Inn rooms	145	Poor
Inn Pool	1	Good
Nature center	1	Fair
Park Pool	1	Good
Picnic Pavilions	2	Good
Picnic shelters	5	Good
Playgrounds	3	Good
Residences	8	Good
Restaurant & Kitchen	1	Fair
Roads/paving		Good-Fair
Signage		Fair
Tennis Courts	1	Fair
Trails	45	Good
Village area	1	Fair
Visitor Center/Park Office	1	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
Wi-Fi – In progress	Inn rooms & campgrounds
Park wide signage – In progress	Additional signs to complement current signage.
Zip Line entertainment ctr.	Outside contractor to build and operate - Complete
Campground Upgrades	Upgrade Campground C
Inn Renovation/Re-build	Renovate/re-build inn, restaurant and conference Center.
Fisherman and Landside	cabins, upgrade furnishings, and add geothermal - COMPLETED

Cabin Renovations	
Village Green renovation (in Phases I, II, III)	Determine “best use” and renovate/re-build The Village Green area – Phase 1 Completed
Village Green Phase II	New Visitors’ Center
Yurts	Determine feasibility of Yurts
Nature Center/ADA Upgrades	Exhibits/Restrooms/ADA - In progress
Replace Trail Bridges	FY 18 – to replace as identified
New Playground	Completed
Golf Course Irrigation	Completed

Prioritized Facility Needs

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

Facility Needs	Priority Assignment
Campground & bathhouse upgrades	High
Inn renovation/rebuild (inn rooms, furnishings, conference room, and restaurant area)	High
Landside and Fisherman cabin renovation	COMPLETED
Wi-Fi__ - in progress	High
Village Green renovation – In progress	High
Park Sewage Treatment Upgrade/Nature Center Septic System Replacement – In progress	High
Yurts	Low
Marina and Boat Dock upgrades	Medium
Outdoor signs – In progress	High
Nature Center – exhibits, ADA restrooms	High
Fall Creek Falls Visitor Center/Village Green – In progress	High
Dam Repairs – In progress	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 Fall Creek Falls 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.
 - Ongoing water quality issues throughout the park due to Water Treatment Facility problems.
 - Ongoing problem with sewer collection system at Nature Center.

- Ongoing problem with sewer collection system and water infiltration at the campground.

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 Fall Creek Falls State Park have been identified as **important services**:

- Provide a full range of environmental, cultural and recreational programs.
- Maintain and operate recreational facilities such as softball fields, volleyball courts, basketball courts and tennis courts and playgrounds.
- Offer park-specific information at the Visitor Center, Nature Center, and Inn.
- Provide tent and RV camping opportunities.
- Provide educational programs for schools and organized groups.

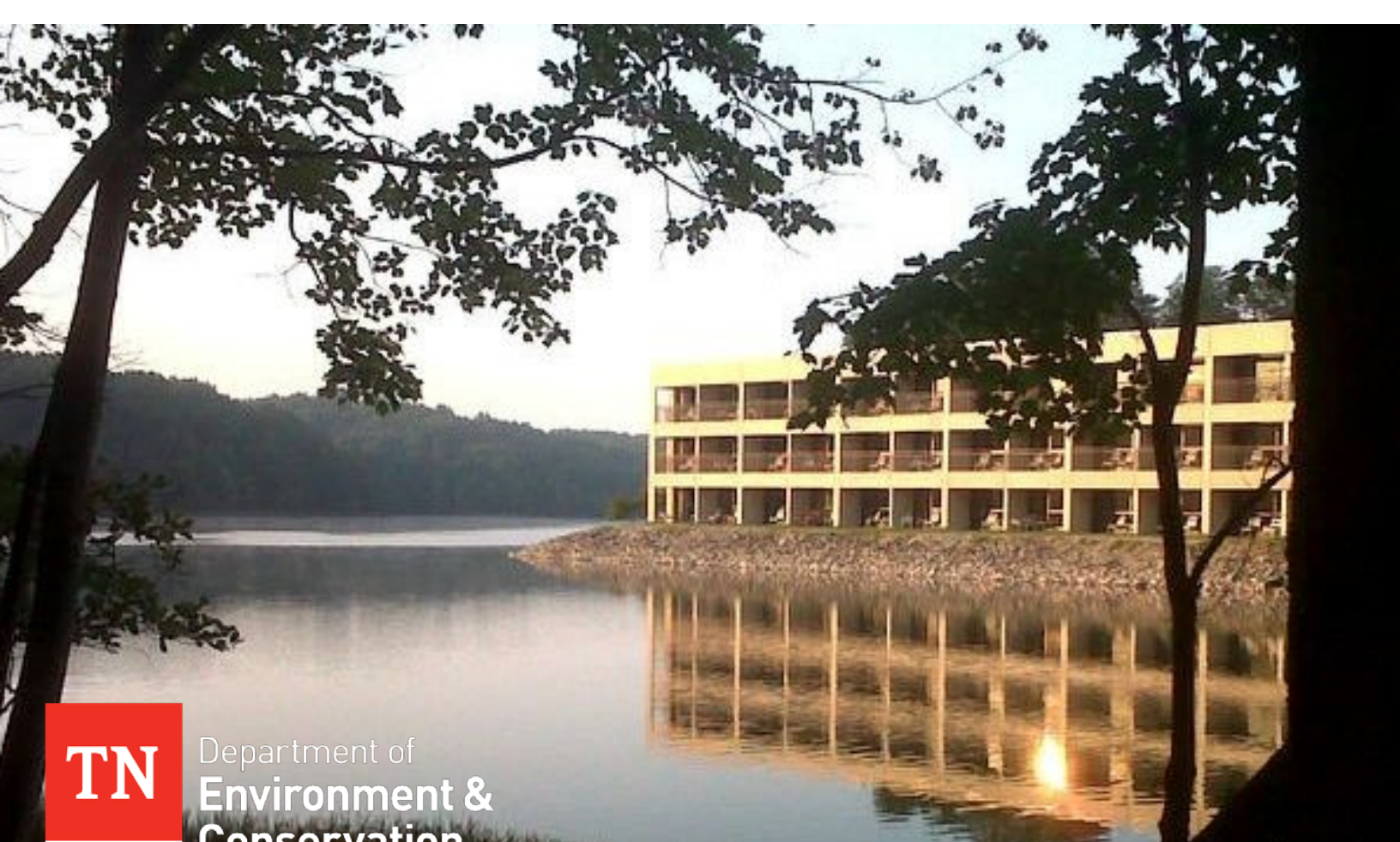
Category 3 – Visitor Supported Services (almost exclusively supported by earned revenue)

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. Public/Private partnerships and/or concessionaire agreements should also be considered here to offer the best possible service and to stay within market expectations. The following programs and services at Fall Creek Falls State Park have been identified as **visitor supported services**:

- Operation of a 145-room inn and conference center.
- Operation of a full-service, year-round restaurant.
- Operation of banquet and conference facilities for business meetings, weddings, etc.
- Operation of retail support services -- gift shops
- Operation of 18 hole championship golf course.
- Provide support services for 30 rental cabins and 236 tent/RV campsites.
- Provide support services for picnic shelters, group camp and group lodges.
- Operate Olympic size swimming pool.

- Operate boat dock and boat rental facility.

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Department of
**Environment &
Conservation**

RFP Attachment 6.5

Business Opportunity

Fall Creek Falls State Park

Lodge, Cabins, Food & Beverage, Retail, and Golf

Tennessee Department of Environment & Conservation

SBC Project No. 126/036-03-2016

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Proposed Objective

The Tennessee Department of Environment and Conservation (“TDEC”) desires to engage a vendor for the redevelopment and operation of the lodge (inn), cabins, food and beverage, retail, conference space, and golf facilities located at Fall Creek Falls State Park. TDEC’s objective includes engaging a partner that will utilize private sector best management practices in a manner that aligns with the Tennessee State Parks mission: “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.”

Tennessee State Parks experienced limited funding for many years, contributing to deferred maintenance and operating challenges. Given those challenges, TDEC’s priorities for the proposed contract include (1) delivery of high-quality visitor services, (2) sensitivity to the park environment in which the vendor will be operating, (3) daily management and maintenance of the facilities, (4) investments in real and personal property, and (5) on-going asset stewardship, including establishing maintenance and personal property reserves.

This RFP is not related to the procurement efforts associated with the RFP for Facility Management Services (RFP No. 32110-17103). This RFP focuses on the redevelopment and operation of certain hospitality facilities at Fall Creek Falls State Park, including the design and construction of new facilities. The scope of this procurement exceeds services associated with facilities management.

Overview of Fall Creek Falls State Park

Fall Creek Falls State Park is Tennessee’s largest and most visited state park. The park encompasses more than 26,000 acres sprawled across the eastern top of the rugged Cumberland Plateau. Laced with cascades, gorges, waterfalls, streams and lush stands of virgin hardwood timber, the park beckons those who enjoy nature at her finest. Fall Creek Falls, at 256 feet, is one of the highest waterfalls in the eastern United States. Other waterfalls within the park include Piney Falls, Cane Creek Falls and Cane Creek Cascades. The park is located in Bledsoe and Van Buren counties, 11 miles east of Spencer and 18 miles west of Pikeville. It may be entered from Highway 111 or Highway 30.

In 1937, the federal government began purchasing the badly eroded land around Fall Creek Falls. The following year, the Works Project Administration and the Civilian Conservation Corps began restoring the forest and constructing park facilities. A few years later in 1944, the National Park Service transferred ownership of the park to the State of Tennessee.

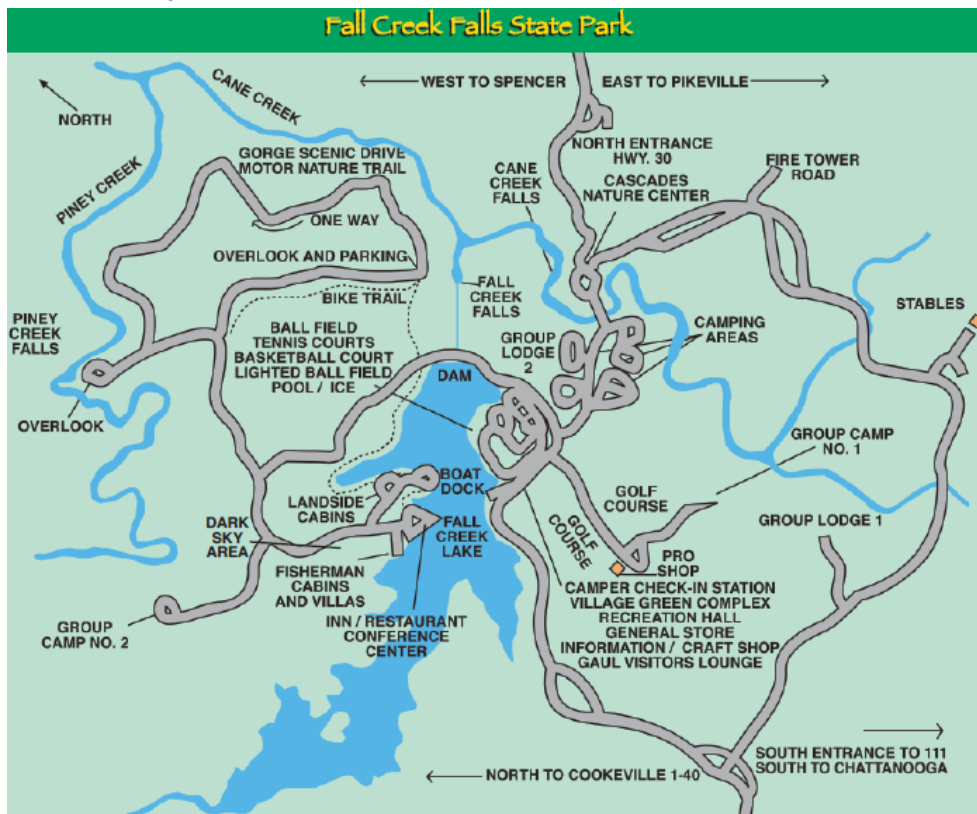
The park features an inn with 145 hotel rooms, a restaurant, pool, and extensive meeting space. There are also 30 cabins and 222 campsites. Backcountry camping is also available with a permit. The park is home to a variety of activities suitable for visitors of all ages and abilities. Hikers can opt for short or long walks around the lake and to the base of Fall Creek Falls. There are two long distance overnight trails for adventure-seeking visitors while the day-use trails are designed to accommodate recreational and educational activities for all ages. More than 34 miles of trails can be explored.

The golf course is another popular attraction. The beautiful and challenging 18-hole golf course is one of the best courses in Tennessee. The park pro shop provides golf supplies, lessons, rental clubs and carts.

The nature center offers hands-on environmental education through a variety of naturalist led programs. Additional programs include arts and crafts, movies, campfires, organized games and live musical entertainment. In addition to individual and family environmental education, the park offers extensive programming geared to school groups.

The park also has four playgrounds, an aerial adventure course managed by a separate concessionaire, horse stables with guided trail rides, five covered picnic pavilions, and an Olympic-sized pool with a wading area in the Village Green area. A map of the facilities found within Fall Creek Falls State Park is shown below.

Exhibit 1: Map of Fall Creek Falls State Park



Park Visitation

The table below describes the visitation trends at Fall Creek Falls State Park over the period of FY11/12 to FY15/16. Fiscal years for TDEC span a period of July 1st to June 30th annually. The year corresponding with FY11/12 implies that the period started July 1st, 2011 and ended June 30th, 2012. All visitation and financials displayed henceforth with correspond with stated fiscal years. Primary feeder markets for Fall Creek Falls State Park include populations within a 1-2 hour driving radius including Chattanooga, Nashville, and Knoxville.

Exhibit 2: Fall Creek Falls State Park Visitation



Concession Facilities

TDEC offers a Respondent the opportunity to operate the following facilities:

Exhibit 3: Assets at Fall Creek Falls State Park

Asset	Build Year	Size Capacity
Inn/Restaurant/ Gift Shop/ Conference Center (To Be Redeveloped)	1971 (Original Inn) 1998 (Expansion)	145 Lodging Rooms
Landside Cabins	1972-2000	10 Cabins (1,300 SF/ea.)
Fisherman’s Cabins	1971-1973	10 Cabins (1,100 SF/ea.)
Villas	1993	10 Villas (1,600 SF/ea.)
Golf Course	1970	18 Holes
Golf Pro Shop	1972	3,100 SF

A full redevelopment of the inn by the Respondent is desired by TDEC. The existing inn is situated on scenic Fall Creek Lake and has 145 guestrooms with lake views. All rooms have full baths, cable TV, hairdryers, irons and coffeemakers. The inn also features an outdoor heated swimming pool, fitness room, and game room. The inn offers over 5,000 square feet of meeting and banquet space in five

conference rooms, which will accommodate up to 400 people. The Gaul's Gallery Restaurant seats 220 and serves southern style buffet cuisine daily.

The Concession Facilities include (10) two-bedroom, one-bath cabins, (10) two-bedroom, one full and one half bath cabins; and (10) three-bedroom, two bath cabins. All cabins are fully equipped for housekeeping with linens, cooking and serving utensils, appliances, microwave, telephone and cable TV. The Fisherman and Landside Cabins were renovated in 2014. Cabins have a minimum two-night stay requirement January to May and August to December, except for a three-night minimum stay on Memorial Day and Labor Day. Cabins have a seven-night minimum in June and July.

The Concession Facilities include a challenging 18-hole layout carved out of the densely forested woodlands of the Cumberland Plateau. The course opened in 1972 and was designed by renowned designer Joe Lee. In 1998 the greens were rebuilt and restored to their original design and drainage work was performed in all 71 bunkers. A new Rain Bird irrigation system has recently been installed on the golf course. The golf course pro shop underwent renovations in 2014, including new bathrooms and expansion of the cart barn, and the purchase 71 new electric club cars. The golf course is a three-time selection by Golf Digest as one of the Top 100 Public Places to Play and honored as one of the top 25 public courses in America. The course is 6,669 yards long and is located next to a driving range and practice green.

Recent TDEC Investments in Park Infrastructure

TDEC has undertaken master planning for redesign of the Village Green Area, which is outside of the scope of the Concession Facilities. Phase 1 of the Village Green project was recently completed with a focus on the lower area of the Village Green Area, including ADA upgrades around the pool, new pedestrian bridge, new pool bathhouse, renovated snack bar, and renovated restrooms. Phase 2 includes a new Visitor Center that has been funded and with design beginning in Fall 2016. TDEC has received approval for the upgrading of the dam and sewage treatment plant serving the park. ADA funding has been secured for the Nature Center area.

Summary of Business Opportunity

The following summarizes the key elements of the business opportunity for the Pro Forma Contract. Should the facts and figures presented in the summary differ from or contradict with the Pro Forma Contract in any way, the Pro Forma Contract will prevail. Currently, visitor services are provided by the Tennessee Department of Environment and Conservation.

Proposed Timeline

TDEC desires for the redeveloped lodge to be operational and open to the public on or before January 2020. Design for the redevelopment can commence immediate following award of the contract. Demolition and construction may begin on or after November 27, 2017. Expected completion of construction is by the end of third quarter 2019 and no later than the end of fourth quarter 2019.

Respondent will commence operations of all Concession Facilities when the lodge becomes operational on or before January 2020. Prior to transfer of the hospitality operations to Respondent, TDEC will continue to operate the cabins and golf course.

Proposed Real Property Investments

TDEC requests that the Respondent demolish the inn, including the conference space and restaurant, and rebuild at the existing site location. Renovation of the inn was originally proposed as a two phase project. However, due to the increased cost and conditions of the facility, the original plan has been put on hold. All proposed real property improvements shall be subject to the approval of the State Building Commission. TDEC engaged consultants to conduct a market and feasibility study for the inn and the full document is available in the online information portal.

TDEC proposes to contribute up to \$22.1 million dollars in State funding for real property improvements, including the redevelopment of the inn. The Respondent shall in their response identify the need for real property investments by TDEC and be mindful of the funding available. All real property improvements made by the Respondent will remain the property of the State, including all real property improvements made by the Respondent utilizing its own resources. The Respondent should assume full amortization of any real property investments made during the term of the contract and that all improvements are retained by the State at end of the term without any compensation to Respondent.

The amount of real property investment funding provided by TDEC will be determined based upon the scope and scale of Respondent's proposed strategies.

Based on the market and feasibility study, TDEC has the following requirements for the new construction:

- Redevelopment will include a full-service hotel with a sophisticated, yet relaxed, contemporary design with modern upscale rustic décor.
- 75-95 guest rooms in a low to mid-rise structure.
- Lobby should be oversized based on the number of total guestrooms and have a strong presence and provide a sense of arrival for guests and park visitors. Sections of the lobby should feature seating for gathering, grand lobby fireplace, gift shop area, check-in reception, restaurant and bar area, access to outdoor decks and social areas.
- Main center lodge reception and gather great room facility (lobby) with main floor open and lake views. Good pre-function space for events. Potentially outside porches at arrival and deck on the lakeside.
- Conference and meeting space to meet guest room capacity.
- Food & Beverage Area – At a minimum, food service must be fast casual dining. TDEC is open to being a full service facility offering breakfast, lunch and dinner. This area must offer the following minimum basic services: breakfast service, banquet services, full-service attractive bar offering limited dining options, upscale entertainment features such as high-end TVs and sound

systems. A fully functional kitchen must be designed with capability to support breakfast, evening appetizers, bar business and banquet functions.

- A surface-level accessible parking area adhering to dark sky lighting guidelines.
- The study reviewed three possible site locations for the new inn. Due to its lakeside location and readily available utilities, the existing site is required for the new lodge.

Demolition Requirements:

Demolition and hazardous material abatement of the inn is necessary to develop the site for a redeveloped lodge. The existing inn was originally constructed in 1970 with an additional wing added in 1998 and contains approximately 116,600 gross square feet. The hazardous materials to be abated include, but are not limited to, asbestos. A Limited Asbestos Survey Report for the lodge has been included in the online portal. Demolition includes removal of all building components, termination of utilities to the site, and removal of out-structures.

Minimum Building Standard Recommendations:

Construction type is recommended to be a structural steel frame and structural metal stud framing. Exterior finishing is recommended to be a mixture of wood or cement board siding and veneered manufactured stone. Roofing is to be standing seam. TDEC desires the building to capture the look and feel recommended in the Market and Feasibility Study. Construction type and materials should be of sustainable quality that is preferred in the hospitality industry.

Lodge Recommendations:

- Covered Entry
- Check-in Area
- Small Group Soft Seating Areas
- Grand Fireplace
- Prominent Lake Views
- Outdoor Seating and Decks
- Bar and Lounge Area
- Restaurant
- Gift Shop

Guest Room Recommendations:

- Prominent Lake Views
- Balcony
- Lounging Area
- Shower/bathtub
- Separate toilet room
- Vanity Area
- Storage
- Luxury Bed(s)
- Small couch
- Table and chair or desk
- Fridge and Microwave
- Coffee Maker

Suggested Room Mix:

- 45 Double Rooms
- 20 King Rooms
- 10 Loft Rooms
- 8 Junior Suites
- 2 Executive Suite

Conference Space Recommendations:

- Pre-function Space
- Large Group Meeting Areas

- Small Group Meeting Areas
- Catering Kitchen and Support Area
- Table and Chair Storage
- Banquet Capabilities
- Direct Access to Parking
- Lake Views
- Outdoor Spaces for Use with Meeting Rooms
- Multimedia and A/V Equipment
- Dedicated Restrooms
- Concealable Buffet Line

Amenities Recommendations:

- Tiered WiFi
- Business Center
- Fitness Center
- Game Room
- Indoor/Outdoor Heated Pools
- Pool Deck with covered areas
- Fire pits
- Pavilions

Food Service Recommendations:

- Hot Cooking Line
- Baking and Prep Area
- Prep Kitchen
- Dry Storage
- Walk-in Refrigerator and Freezer
- Office Area
- Liquor Storage
- Catering and Banquet Support
- Dining Area
- Bar and Lounge

Back of House and Housekeeping Recommendations:

- Laundry Area
- Folding Area
- Linen Storage
- Mechanical
- Maintenance and Shop Area
- A/V, Communications, and IT Support
- Staff Lounge
- Staff Restrooms
- Staff Lockers
- Staff Entrance
- Loading Dock
- Finish Material Attic Stock Storage
- FF&E Attic Stock Storage

Proposed Personal Property Investments

Prior to the new lodge and restaurant opening, TDEC projects a personal property investment of \$2,600,000 to furnish and equip the new facility according to private hospitality standards. TDEC determined this amount through an analysis of HVS and JN+A's most recent Hotel Cost Estimating Guide.

TDEC proposes that all existing personal property utilized in the cabins and golf course be provided to the Respondent at no cost. Golf carts are currently owned by TDEC. The Respondent will be provided the use of these golf carts with the expectation that the Respondent will replace the carts every three years.

All initial investments in new personal property are proposed to be made by the Respondent. Replacements of personal property over the course of the contract shall be funded by a Personal Property Reserve. The personal property at the end of the term shall be provided to TDEC at no cost. A summary of Personal Property Investments proposed for the facilities are provided in Exhibit 4. A summary of investments expected over the course of the contract to be funded from the Personal Property and Maintenance Reserve is included in the online information portal.

Exhibit 4: Estimated Personal Property Investments

Facility	Personal Property
Lodge	\$ 1,427,500.00
Cabins	\$ 284,000.00
Golf	\$ 160,000.00
Total:	\$ 1,871,500.00*

*Additional initial investments will be the responsibility of the Respondent in the form of pre-opening and working capital.

Term of Contract

The Contract will be effective on June 1, 2017.

Phase one of the Contract includes design, demolition, and construction of the lodge. Phase one activity can commence as of the contract effective date, with an expected completion date no later than December 31, 2019.

Phase two of the Contract includes full operational duties for all Concession Facilities. Phase two activity is expected to commence no later than January, 2020, and will extend for a period of ten (10) years.

Concession Fee

TDEC requires Respondents to identify an appropriate Concession Fee to be provided to TDEC. This should be stated as a percentage of annual gross receipts. TDEC proposes as a minimum Concession Fee of 4.5% of annual gross revenue.

Maintenance Reserve

TDEC requires Respondents to identify an appropriate Maintenance Reserve. This should be stated as a percentage of annual gross receipts. TDEC proposes as a minimum Maintenance Reserve of 3.0% of annual gross revenue. The Maintenance Reserve funds can be used with TDEC's permission by the vendor to fund maintenance and repairs of the real property.

Personal Property Reserve

TDEC requires Respondents to identify an appropriate Personal Property Reserve. This should be stated as a percentage of annual gross receipts. TDEC proposes as a minimum Personal Property Reserve of - 5.0% of annual gross revenue. The Personal Property Reserve funds can be used with TDEC's permission by the vendor to fund replacement of the personal property.

Utilization and Operating Data

Historical Concession Facilities Utilization

The information provided below outlines the operational performance of the asset classes for the Concession Facilities over a period of FY2011 to FY2015. Additional information is provided via the online information portal. It is important to note that revenues reflected in the historical financials may not exactly match the information provided below due to the inclusion of additional line items necessary to translate government accounting practices to private industry standards.

Exhibit 5: Historical Concession Facilities Utilization

Inn	FY2012	FY2013	FY2014	FY2015	FY2016
Inn Occupancy	41%	37%	34%	37%	37%
ADR	\$71.84	\$73.04	\$74.63	\$76.70	\$76.26
Cabin	FY2012	FY2013	FY2014	FY2015	FY2016
Cabin Occupancy	66%	62%	55%	72%	68%
ADR	\$106.03	\$107.32	\$117.29	\$134.23	\$153.35

F&B	FY2012	FY2013	FY2014	FY2015	FY2016
Revenue	\$1,821,366	\$1,664,937	\$1,519,361	\$1,346,031	\$1,582,878
Golf	FY2012	FY2013	FY2014	FY2015	FY2016
# of Rounds	17,928	13,361	10,562	10,833	11,535
Price/Round	\$21.95	\$24.79	\$27.26	\$24.87	\$24.72

Decreases in 2014 of occupancy for the Inn and Cabins, as well as total number of rounds for golf, was due to the following projects: golf course irrigation system upgrades, landside cabin renovations, fisherman cabin renovations, and Fall Creek Fall Inn renovation delays.

Historical Concession Facilities Revenues

Exhibit 6 shows historical revenue from the Concession Facilities under TDEC management. It is important to note that additional information is provided via the online information portal. Additionally, revenues reflected in the financials may not exactly match the information provided below due to the inclusion of additional line items necessary to translate government accounting practices to private industry standards.

Exhibit 6: Historical Hospitality Portfolio Revenue

	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16
Inn	\$1,648,017	\$1,584,532	\$1,474,548	\$1,385,009	\$1,518,158
Cabin	\$805,134	\$772,841	\$808,109	\$784,191	\$1,025,040
Gift Shop	\$171,806	\$177,175	\$174,384	\$181,007	\$194,571
Restaurant	\$1,805,268	\$1,821,366	\$1,664,937	\$1,519,361	\$1,582,878
Golf	\$503,978	\$491,986	\$419,131	\$379,944	\$404,660
Total	\$4,934,203	\$4,847,900	\$4,541,110	\$4,249,512	\$4,735,307

Projected Concession Facilities Utilization

Response to this RFP will require the Respondent to develop financial projections based upon the Respondent's proposed redevelopment and operation of the Concession Facilities. To assist the Respondent in the development of projections, in the online information portal TDEC has provided the information on which it relied for development of its own internal estimates of the Concession Fee, Maintenance Reserve, and Personal Property Reserve. Please note that the operating projections are only estimates based on assumptions developed considering publicly available historical data, industry standards, and information from comparable facilities.

TDEC does not guarantee these projections will materialize and assumes no liability for the accuracy of the projections presented. Respondents must compile and prepare their own financial projections based on their independent assumptions and industry knowledge.

The information provided in Exhibit 7 outlines the projected utilization for the inn assuming redevelopment of the existing property. The projected utilization for the golf course and the cabins assumes a stabilized position of the existing product offerings. All respondents must prepare their own financial projections for the new facility. Additionally, TDEC would like to inform potential respondents that the large increase in expected golf rounds between FY2014 and FY2019 is largely due to the closure of the course in 2014 for renovations. Variances may exist between the projected utilization data provided in the market and feasibility study and the information provided below. Projections were developed by separate consultants. The provided information below utilized a more conservative modeling standard.

Exhibit 7: Projected Concession Facilities Utilization (operating under TDEC)

Inn	2020
Inn Occupancy	60%
Inn ADR	\$151.00
Cabin	2020
Cabin Occupancy	70%
Cabin ADR	\$171.00
Food & Beverage	2020
Revenue	\$2,150,000
Golf	2020
# of Rounds	\$14,000
Price/Round	\$25.50

Concession Facilities Competitive Market

Fall Creek Falls State Park is located within a competitive environment in relation to accommodating visitor demand. The park lodging assets, including the inn and cabins, compete with other state park lodges for group and transient demand. The local lodging market identified in the exhibit below has been identified as accommodating transient demand in the market. Details on the performance of the local competitive market may be found in the online information portal.

Food and beverage facilities within the park include sit down buffet service at the restaurant located in the inn, as well as grab and go food at the quick service facility at the Village Green managed by a third-party concessionaire. The competitive supply of restaurants includes local restaurant establishments near the park.

The competitive golf market for Fall Creek Falls includes other local public golf courses. Due to the park's remote location, the number of competitive public golf course options is limited.

Exhibit 8: Competitive Market for Concession Facilities

Lodging
Holiday Inn Express Dayton
Americas Best Value Inn Dayton
Best Western Dayton
Hampton Inn Crossville
Comfort Suites Crossville
Baymont Inn & Suites Crossville
Food and Beverage
Old Times Cafe
Los Panchos
Pig-N-Catch
Foglight Foodhouse
Starling Cafe
Pizza King

Proposed Concession Facilities Operating Expenses

Proposed Staffing and Benefits

TDEC provided current staffing information within the online information portal for the Concession Facilities. The Respondent may determine the most suitable staffing model for future operations. TDEC is interested in ensuring that employees of the Respondent are employed and compensated in accordance with market-based employment conditions. At the commencement of the Operations Phase, TDEC will require that the Respondent consider all existing employees as part of its hiring process.

Direct Operating Supplies

All linens for the hospitality facilities including bedding, restaurant and banquet linens, and uniforms are provided under contract. These contracts and/or services will be terminated prior to transition of operations to Respondent. All other operating supplies are purchased by TDEC in accordance with State-mandated procurement standards. The Respondent shall be responsible for procurement of direct operating supplies.

Marketing Expenses

TDEC assumes that the Respondent will budget a total of 4-5% of revenues for industry-standard marketing expenses associated with the Concession Facilities. Marketing expenses include the cost of advertising and promotion, direct mail, publications, printing and placement, e-mail and internet campaigns, related payroll and other expenses.

Maintenance Expenses

Repair and maintenance of Concession Facilities will be the responsibility of the Respondent. Land Area Assignment maps are provided within the online information portal. TDEC also provided a draft Operating Plan and Maintenance Plan detailing the responsibilities of the Respondent. Cyclic maintenance and component renewal/replacement may be funded from the Maintenance Reserve account. Operational and preventative maintenance shall be expensed on the income statement and shall not be eligible for reimbursement from the Maintenance Reserve,

Utility Expenses

TDEC provided utility information within the online information portal including what services are provided by the TDEC and what services will be procured by the Respondent from commercial providers.

Insurance

TDEC has identified insurance coverage levels required redevelopment and operation of the Concession Facilities. Details on the levels and type of insurance required are provided in the Pro Forma Contract.

Taxes

Generally the Respondent shall be subject to sales tax on all personal property purchased. Respondent may qualify for certain exemptions, such items purchased pursuant to a valid resale certificate. Respondent will not be subject to real property/leasehold taxes.

Licenses

The Respondent shall be required to have all applicable licenses for redevelopment and operation of the Concession Facilities. Guidance on the process to obtain beer and liquor licenses is provided in the online information portal.

Tax Incentives

The State of Tennessee has several tax Incentives that could be considered by the Respondent. Details on these programs are provided in the online information portal.

Pre-Response Conference and Site Visit

A pre-response conference will be hosted at Fall Creek Falls State Park on January 5, 2017. The pre-response conference will provide for a general overview of the Concession Facilities and a technical review of the facilities geared towards inspections by engineers, contractors, etc. engaged by Respondents. A detailed itinerary can be found in the online information portal. Registration for the pre-response conference is available online at:

https://www.surveymonkey.com/r/FCF_Pre-Response_Conference_Registration

Deadline to register is December 30, 2016 at 2:00 p.m. central time. For questions regarding the pre-response conference, please contact:

Tammy Robbins, Solicitation Coordinator

Phone: (615) 253-7819

Email: tammy.robbs@tn.gov

Fall Creek Falls State Park - Hospitality Portfolio

Fiscal Year:	2010	2011	2012	2013	2014	2015	2016
Total Revenue	4,994,973	4,934,203	4,847,900	4,541,110	4,249,512	4,106,218	4,725,307
Total Expenses	(5,113,647)	(4,997,034)	(5,193,539)	(5,032,507)	(5,135,988)	(4,617,202)	(4,692,653)
Total EBITDA	(118,674)	(62,831)	(345,639)	(491,397)	(886,476)	(510,984)	32,654
Golf							
Revenue	466,816	503,978	491,986	419,132	379,044	377,431	404,660
Direct Expenses	(551,873)	(580,836)	(578,562)	(572,123)	(637,882)	(623,744)	(591,639)
Indirect Expenses	(204,540)	(215,795)	(226,654)	(209,219)	(215,340)	(234,050)	(207,645)
Fixed Expenses	(560)	(980)	(1,650)	(1,650)	(1,050)	0	0
EBITDA	(290,257)	(293,633)	(314,910)	(363,860)	(474,328)	(480,363)	(394,624)
Lodging							
Inn Revenue	2,018,586	1,648,017	1,584,532	1,474,548	1,385,009	1,394,847	1,518,158
Cabin Revenue	579,829	805,134	772,841	808,109	784,191	831,490	1,025,040
Gift Shop Revenue	163,118	171,806	177,175	174,384	181,007	156,419	194,571
Direct Expenses*	(1,609,647)	(1,600,375)	(1,567,152)	(1,607,597)	(1,516,900)	(1,386,423)	(1,581,306)
Indirect Expenses	(998,349)	(893,424)	(912,204)	(913,580)	(795,615)	(793,517)	(782,078)
Fixed Expenses	(3,272)	(4,132)	(1,893)	(3,136)	(3,772)	(529,000)	(117)
EBITDA	150,265	127,026	53,300	(67,271)	33,920	197,524	374,268
Food & Beverage							
Revenue	1,766,624	1,805,268	1,821,366	1,664,937	1,519,361	1,346,031	1,582,878
Direct Expenses	(1,520,539)	(1,438,822)	(1,623,022)	(1,472,456)	(1,600,892)	(1,343,718)	(1,340,878)
Indirect Expenses	(224,323)	(261,616)	(280,491)	(245,745)	(357,297)	(223,036)	(178,163)
Fixed Expenses	(444)	(1,054)	(1,882)	(7,002)	(7,441)	(7,422)	(10,827)
EBITDA	21,318	103,776	(84,029)	(60,266)	(446,069)	(228,145)	53,010

*Includes inn, cabin and gift shop direct expenses.

Workin

Fall Creek Falls Lodging (Cabins & Inn)							
Historical							
Revenue	2010	2011	2012	2013	2014	2015	2016
Inn	2,018,586	1,848,017	1,584,532	1,474,548	1,386,000	1,384,847	1,518,158
Cabin	570,829	805,134	772,841	808,109	784,191	831,490	1,025,040
Gift Shop	183,118	171,808	177,175	174,384	181,007	196,419	194,871
Total Revenue	2,761,533	2,824,959	2,534,548	2,457,041	2,351,207	2,382,756	2,737,769
Direct Expenses							
Inn COGS	8	2,193	288	22	-	-	4,975
Inn Payroll	926,478	873,730	853,079	916,418	884,892	782,561	880,303
Inn Benefits	508,619	518,647	510,918	501,877	482,548	420,317	485,367
Inn Other	78,454	126,770	86,083	85,852	75,794	108,989	118,983
Gift Shop COGS	83,140	69,878	109,884	97,788	93,843	76,280	111,189
Gift Shop Payroll							
Gift Shop Other	1,897	6,180	903	5,842	21	278	519
Total Direct Expenses	1,600,647	1,600,375	1,567,152	1,607,597	1,516,900	1,386,423	1,581,306
Indirect Expenses							
A&G Payroll	-	-	-	-	-	-	-
A&G Other	113,106	77,143	98,009	72,075	85,809	84,303	67,591
Vehicle Expense	38,155	42,389	40,436	40,831	37,886	19,533	19,595
Motor Vehicle Operation	82	-	-	-	-	11	82
Marketing							
Management Fees	123,506	122,277	121,052	113,006	113,471	103,254	99,379
Repair & Maint.	267,164	227,332	221,032	268,037	217,288	238,084	288,378
Utilities	486,345	424,284	434,705	382,831	381,412	347,332	327,869
Franchise Fees							
Total Indirect Expenses	980,349	883,424	912,204	913,580	799,615	799,517	780,078
Fixed Expenses							
Rent & Insurance	3,272	4,132	1,893	3,138	3,772	5,292	117
Property Taxes							
Maintenance Reserve							
Unfurnished Real Prop Reserve							
Personal Property Reserve							
Total Fixed Expenses	3,272	4,132	1,893	3,138	3,772	5,292	117
EBITDA	150,285	127,528	53,300	(67,271)	33,920	197,524	374,258

Inn	2010	2011	2012	2013	2014	2015	2016
Inn Occ	44.5%	42.5%	40.7%	37.2%	34.2%	37%	37%
ADR	\$89.53	\$71.90	\$71.84	\$73.04	\$74.83	\$ 76.70	\$ 76.26
Revenues Reported by Internal Sales System							
Room Revenue	\$751,895	\$746,244	\$713,895	\$722,793	\$787,507	\$870,800	\$889,275
Room Revenue Corporate	\$912	\$2,880	\$911	\$2,153	\$2,186	\$5,118	\$5,060
Room Revenue Group	\$675,335	\$625,857	\$628,891	\$650,818	\$406,737	\$352,324	\$367,391
Room Revenue Discount	\$203,383	\$202,288	\$191,893	\$144,024	\$132,917	\$140,424	\$135,346
Room Revenue Government	\$10,164	\$43,388	\$12,087	\$17,482	\$0	\$0	\$0
Pub Fee	\$15,435	\$13,878	\$12,895	\$14,920	\$9,600	\$12,888	\$13,422
Long Distance	\$8,945	\$8,205	\$4,882	\$1,249	\$1,171	\$378	\$212
Other Revenue	\$8,858	\$1,508	\$13,895	\$5,148	\$12,825	\$8,948	\$7,676
Sales Rev Reported	\$1,873,197	\$1,844,857	\$1,578,119	\$1,458,588	\$1,381,742	\$1,391,855	\$1,526,382
Variance	\$343,389	\$3,960	\$5,413	\$15,963	\$33,267	\$0	\$0
Adjustments to Sales							
Inn	2,018,586	1,848,017	1,584,532	1,474,548	1,386,000	\$1,391,655	\$1,526,382

Fall Creek Falls F&B							
Historical							
Revenue	2010	2011	2012	2013	2014	2015	2016
Restaurant	1,766,624	1,805,268	1,821,386	1,864,937	1,519,361	1,346,031	1,582,878
Total Revenue	1,766,624	1,805,268	1,821,386	1,864,937	1,519,361	1,346,031	1,582,878
Direct Expenses							
Restaurant COGS	729,898	701,971	833,186	691,813	753,870	591,368	614,270
Restaurant Payroll	362,873	335,895	395,137	387,550	481,691	431,297	376,468
Restaurant Benefits	326,671	320,254	325,859	324,041	338,937	300,140	274,825
Restaurant Other	71,097	80,892	108,841	89,253	96,194	80,823	75,315
Total Direct Expenses	1,520,539	1,438,822	1,623,023	1,472,658	1,600,692	1,343,718	1,340,878
Indirect Expenses							
A&G Payroll	-	-	-	-	-	-	-
A&G Other	4,754	5,313	3,931	6,544	6,804	6,901	7,183
Vehicle Expense	2,298	3,155	2,706	3,060	2,941	2,740	3,081
Motor Vehicle Operation	100	62	-	-	-	78	-
Marketing	-	-	-	-	-	-	-
Management Fees	89,223	82,998	100,618	89,219	103,708	87,145	72,127
Repair & Maint.	44,887	61,738	60,886	44,096	50,057	22,205	30,398
Utilities	83,091	108,351	112,281	102,827	193,787	101,967	85,378
Franchise Fees	-	-	-	-	-	-	-
Total Indirect Expenses	224,323	261,618	280,491	245,745	357,297	223,036	178,643
Fixed Expenses							
Rent & Insurance	444	1,054	1,882	7,002	7,441	7,422	10,827
Property Taxes	-	-	-	-	-	-	-
Maintenance Reserve	-	-	-	-	-	-	-
Uniforms	-	-	-	-	-	-	-
Personal Property Reserve	-	-	-	-	-	-	-
Total Fixed Expenses	444	1,054	1,882	7,002	7,441	7,422	10,827
EBITDA	21,318	103,778	(84,029)	(80,288)	(446,069)	(228,143)	53,050

Restaurant	2010	2011	2012	2013	2014	2015	2016
Breakfast	\$300,880	\$305,014	\$293,890	\$293,522	\$285,981	\$286,539	\$336,369
Lunch	\$488,046	\$474,203	\$447,887	\$437,831	\$448,917	\$443,744	\$511,491
Dinner	\$813,864	\$834,539	\$889,075	\$830,415	\$747,654	\$617,159	\$632,002
Restaurant Food	\$19,611	\$33,378	\$32,300	\$20,747	\$18,359	\$22,315	\$28,782
Banquet	\$102,489	\$137,725	\$164,757	\$136,069	\$65,277	\$65,311	\$69,445
Meeting Room Revenue	\$45,075	\$40,631	\$39,383	\$34,735	\$30,940	\$24,104	\$20,897
Employee Meals	(\$22,188)	(\$21,917)	(\$21,425)	(\$18,418)	(\$19,256)	(\$17,289)	(\$18,084)
Senior Discount	(\$33,207)	(\$31,460)	(\$34,057)	(\$38,860)	(\$36,310)	(\$33,185)	(\$34,000)
50% Duty Meals	(\$6,929)	(\$6,745)	(\$7,961)	(\$5,399)	(\$6,197)	\$0	\$0
Food Included in Packages	\$23,032	\$280	\$44	\$0	\$84	\$0	\$0
Restaurant Gift Shop Sales	-	-	-	-	\$16,099	\$17,186	\$21,970
Beer	-	-	-	\$4,991	\$7,147	\$10,383	\$20,482
Liquor/Wine	-	-	-	-	-	-	\$13,269
Other*	\$7,727	\$12,269	\$5,344	\$18,190	(\$2,415)	(\$42,975)	(\$1,583)
Total Sales Revenue	\$1,738,360	\$1,778,478	\$1,899,172	\$1,714,063	\$1,688,287	\$1,479,282	\$1,596,870
Variance	\$28,264	\$28,793	\$12,194	(\$49,124)	(\$38,446)	\$(27,261)	\$(13,992)
Restaurant	1,766,624	1,805,268	1,821,386	1,864,937	1,519,361	1,346,031	1,582,878

*Other in 2015 & 2016 Includes Groupon Settlements.

Fall Creek Falls Golf

Historical							
Revenue	2010	2011	2012	2013	2014	2015	2016
Golf	301,829	234,784	235,367	193,546			
Weekday Rounds	-	-	-	-	68,798	36,451	35,418
Weekend Rounds	-	-	-	-	50,350	47,709	45,941
Other Rounds	-	-	-	-	1,418		
Employee Rounds	-	-	-	-	5,126	3,893	4,087
Package Rounds	-	-	-	-	252	262	55
Sr. Rounds						29,584	33,213
Jr. Rounds					3,190	3,560	5,825
Off Season Rounds					10,572		
Cart Fees	82,008	157,391	158,226	137,669	124,258	117,358	130,603
Driving Range	4,153	9,018	8,511	7,182	6,682	6,803	8,932
Rentals	716	1,125	979	504	960	1,130	1,348
Golf Shop Merchandise	17,376	29,762	27,513	27,541	24,728	38,445	46,554
Food	45,686	50,984	45,272	40,120	26,542	28,121	29,402
Beverage					15,568	15,861	14,633
Beer	-			1,985	5,403	6,935	7,846
Liquor						111	1,039
Gift Certificates	383	191			572		(24)
Accounting Adjustments (1)					(6,730)	1,456	606
Packag/Permit Rounds					31,798	31,171	31,359
Rainchecks					(1,657)	(2,048)	(1,991)
Golf Course Maintenance							
Revenue Payment	14,665	20,722	16,118	10,585	12,114	10,630	9,815
Total Revenue	466,816	503,978	491,986	419,132	379,944	377,431	404,660
<small>(1) Tax revenue which was initially included as revenue.</small>							
Direct Expenses							
F&B COGS					19,040	-	-
Golf Payroll	290,947	298,456	297,844	286,673	326,080	314,586	297,547
Golf Benefits	153,515	163,396	161,711	148,361	166,629	156,470	140,893
Golf Other	66,598	95,570	79,314	95,195	105,419	89,511	99,328
Retail COGS	40,913	23,414	39,723	41,894	20,715	63,177	53,871
Total Direct Expenses	551,973	580,836	578,592	572,123	637,882	623,744	591,639
Indirect Expenses							
A&G Payroll	-	-	-	-	-	-	-
A&G Other	30,499	30,229	31,999	23,935	26,342	7,099	7,987
Vehicle Expense	80,394	83,049	88,157	52,991	61,035	71,978	71,304
Motor Vehicle Operation	14,576	18,183	16,954	52,086	44,503	61,671	46,558
Marketing							
Management Fees	38,251	37,541	39,149	33,095	38,661	40,431	36,145
Repair & Maint.	5,690	2,287	4,968	2,145	2,788	11,399	2,908
Utilities	35,130	44,506	45,427	44,967	42,011	41,472	42,743
Franchise Fees							
Total Indirect Expenses	204,540	215,795	226,654	209,219	215,340	234,050	207,645
Fixed Expense							
Rent & Insurance	560	980	1,650	1,650	1,050	-	-
Property Taxes							
Maintenance Reserve							
Unforeseen Real Prop Reserve							

Review of Pricing

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

Revised as of 2016/17	In Season		Off Season	
	April 1 to	October-31	November 1 to	March-31
	Sunday - Thursday	Friday - Saturday	Sunday - Thursday	Friday - Saturday
Inn room	90	90	80	80
Handicap Queen	90	90	80	80
King	100	100	90	90
Parlor (Queen bed efficiency)	100	100	90	90
1 Bedrm suite	170	170	170	170
3 BR Villa*	180	195	160	175
Fisherman's 2 BR Cabins*	180	195	145	160
Landside 2 BR Cabins*	180	195	145	160
Group Lodge 1*	350	350	350	350
Group Lodge 2*	200	250	200	250

* = 2 night minimum

June, July, August,	Summer	Season
	Weekly Rate	
3 BR Villa	1,260	Fri to Fri
Fisherman's 2 BR Cabins	1,260	Sat to Sat
Landside 2 BR Cabins	1,260	Sun to Sun
Group Lodge 1	2,100	Sun to Sun
Group Lodge 2	960	Sun to Sun

	Per Person/ Per Day	Minimum Daily Rate	Minimum Weekly Rate
Group Camp 1 (100 people)	2	125	1,025
Group Camp 2 (150 people)	2	175	1,375

Camping	
Base rate campsite w/o sewer connection	\$24
Base rate campsite with sewer connection	\$31.25

Conference and Meeting facilities	Sq. Ft.	Dim.	Rate
Conf Rm 1	1023	23'x43'	150
Conf Rm 2	1290	30'x43'	250
Conf Rm 3	1290	30'x43'	250
Conf Rms	3603	83'x43'	650
Piney	936	36'x26'	200
Cascade	816	34'x24'	200

	Qty	Rate
Picnic shelters	5	55

	In Season		Off Season	
	March 1 to	October-31	November 1 to	February-28
	Monday Friday	Saturday Sunday	Monday Friday	Saturday Sunday
Green Fees 18 holes	23	29	30	30
9 holes	13	16		
Cart Fees 18 holes				
Golfer	16	16		
18 holes Rider	10	10		
9 holes Golfer	9	9		
9 holes Rider	5	5		
Private Cart	12	12		
Pull cart	3	3		
Senior Rates 18 holes	26	NA	26	NA
9 holes	15	NA	15	NA
Junior Rates 18 holes	10	10	10	10
9 holes	5	5	5	5

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.

Golf - no competition within 25 miles

Restaurant – no competition with 25 miles

Inn & Cabins –

Cozy Cabins South is located 5 miles from the South entrance. They have 4 cabins, each sleeps up to 4 people; \$65/\$95 per night; \$425/475 per week. They have Wi-Fi but do not allow pets. They also have one cabin with 3 BR and 2 bath, pet friendly with Wi-Fi. Rates run \$100 to \$120/day depending on season and day of week. Four night minimum is required.

Pilot Ridge Cabins are just outside the north entrance of the park.

Trout Hill Condos are available about 15 miles from the park at Long Branch Lake community for weekly and monthly rentals.

There are a few hotels that are located in the Pikeville area (10-15 miles away) and in the Dayton area (25 miles away).

Customer Service and Satisfaction

Current measurements of customer satisfaction are taken from three sources:

- 1) A non-scientific survey conducted in 2011 with customers upon checking out of the Inn.
- 2) A more recent non-scientific survey conducted online in 2013; and
- 3) Customer ratings on Trip advisor.

Findings:

- 1) Based on 96 responses, 95% rated their experience in the park either a 1 or 2 on a 5 point scale with 1 being excellent, 3 being average and 5 being poor.
 - 2) In a survey posted online to query potential customers about proposed renovations to Fall Creek Falls facilities in 2013, a larger response was achieved. While the questions were more specific, the query was non-scientific. Some of the results were:
 - 63% of the responses rated the restaurant good or excellent (1543 responses)
 - 45% of the responses rated cabin cleanliness good or excellent (1035 responses)
 - 57% of the responses rated inn room cleanliness good or excellent (1535 responses)
 - 73% of the responses rated the campgrounds good or excellent (348 responses)
 - 2) A review of the inn ratings on Trip advisor show that out of 26 responses, the inn was rated 3 stars out of 5. The State Park was also listed on Trip advisor and out of 22 responses had a rating of 4 stars out of 5.

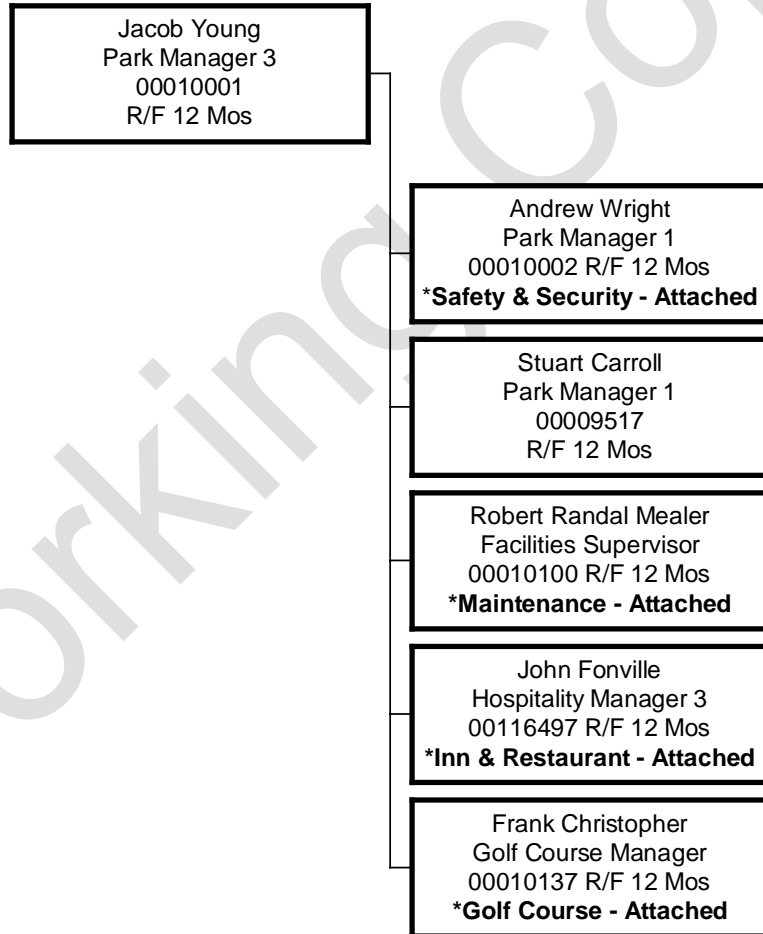
Park Map



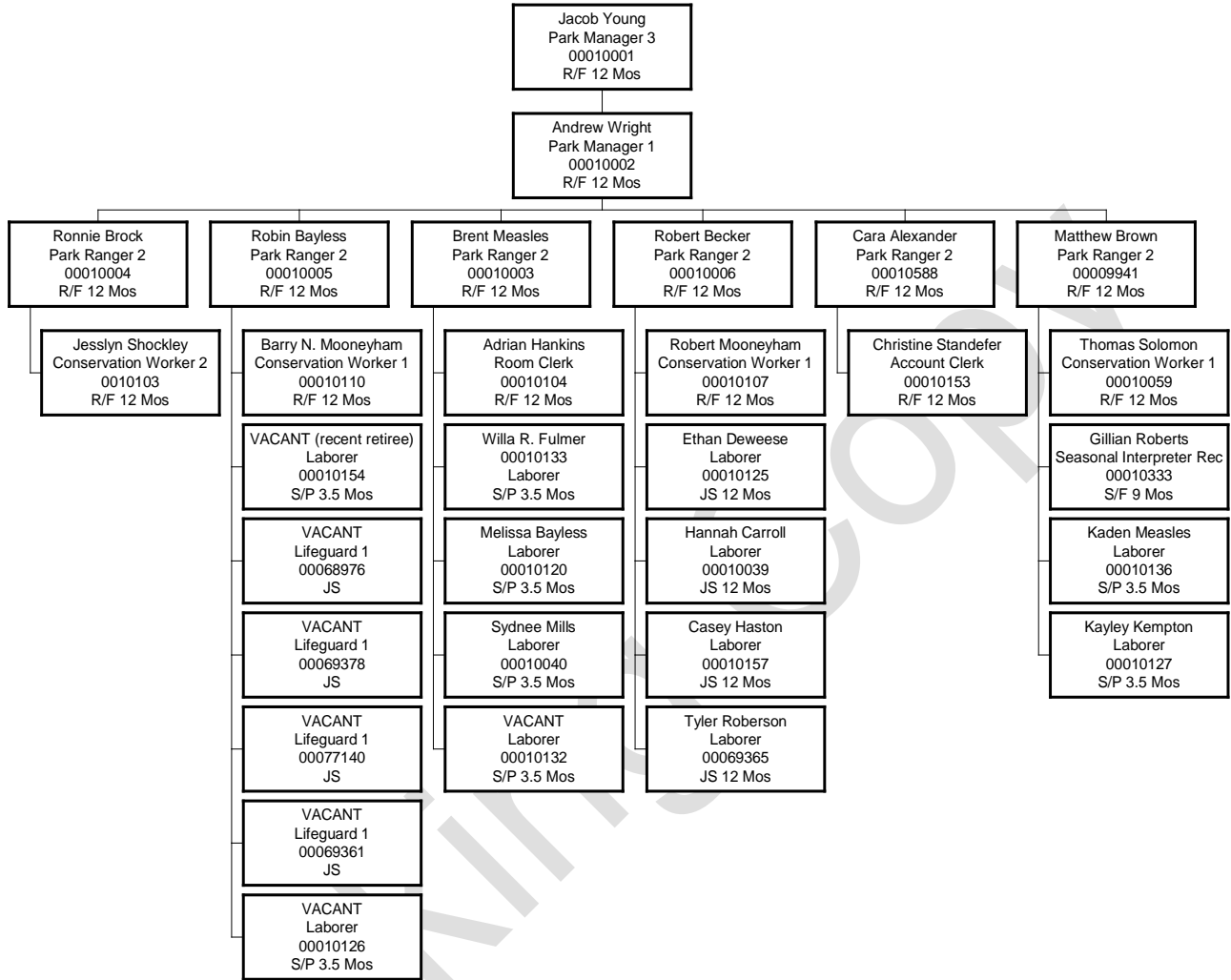
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Revised 2016/17 Org Charts

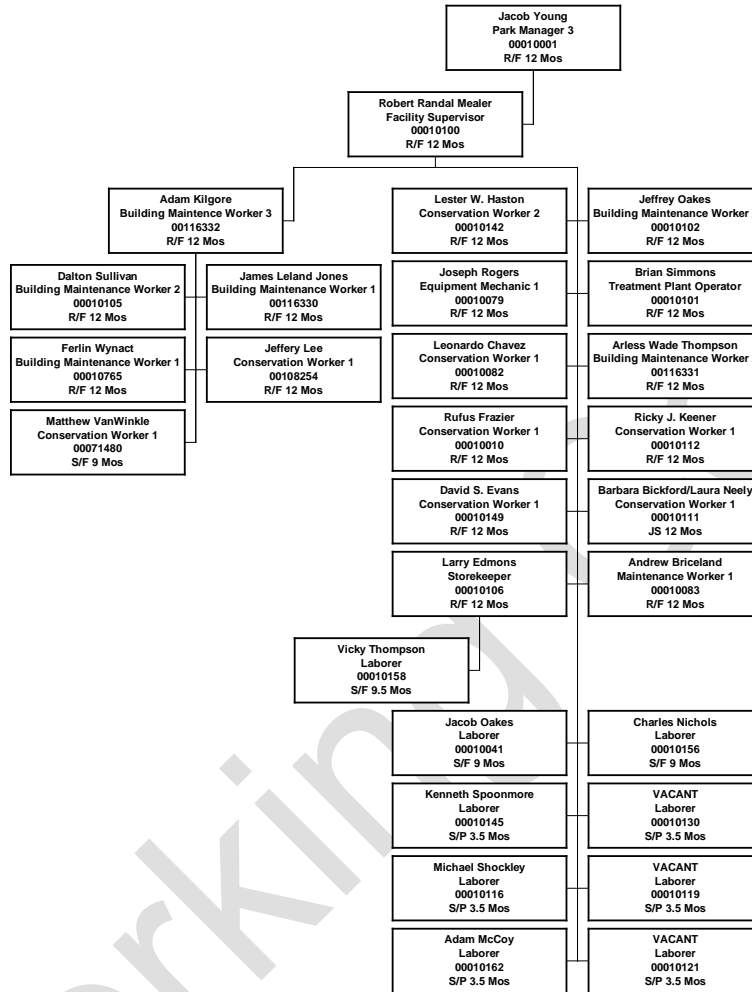
Fall Creek Falls Park Management



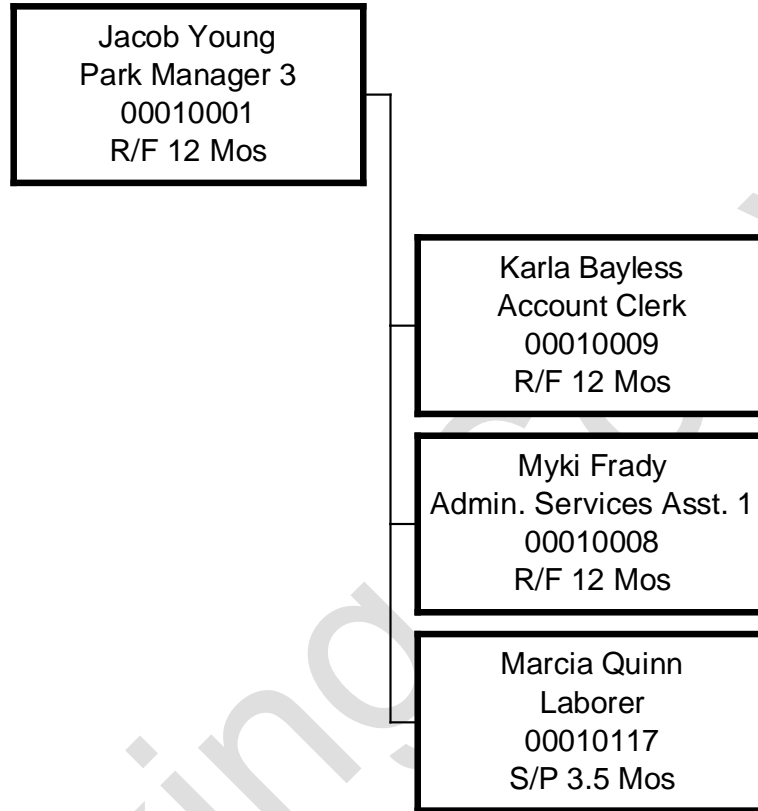
Fall Creek Falls Safety and Security



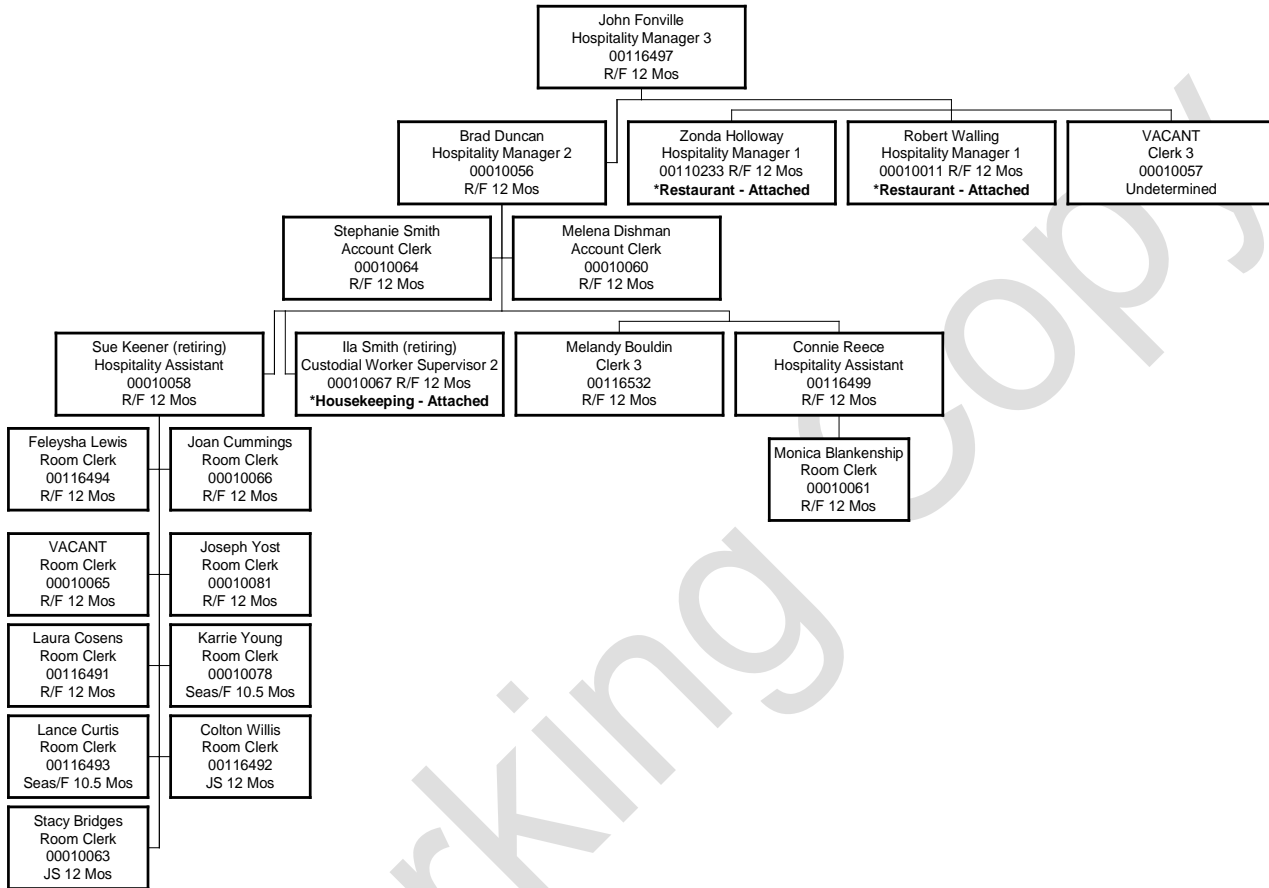
Fall Creek Falls Park Maintenance



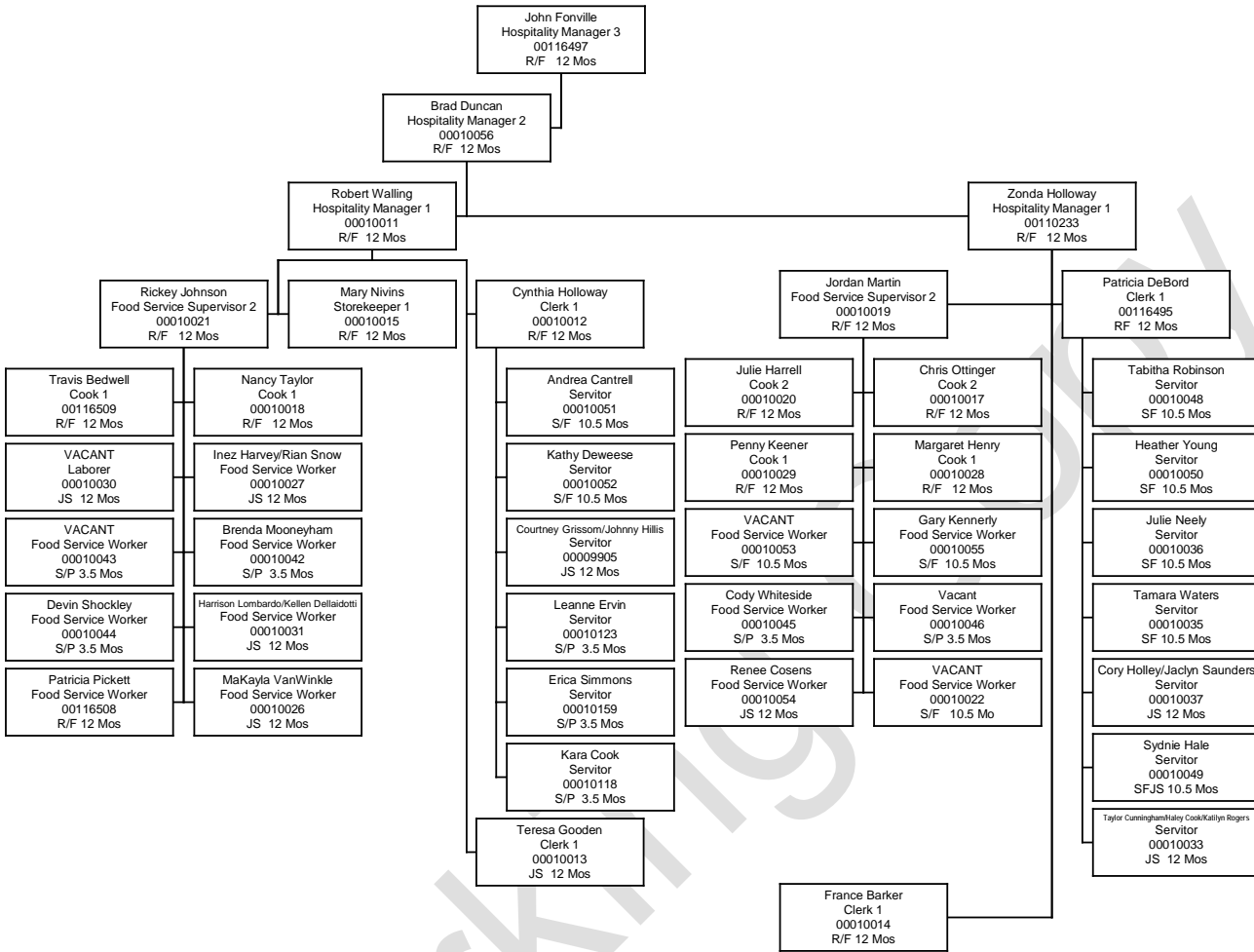
Fall Creek Falls Park Admin Support



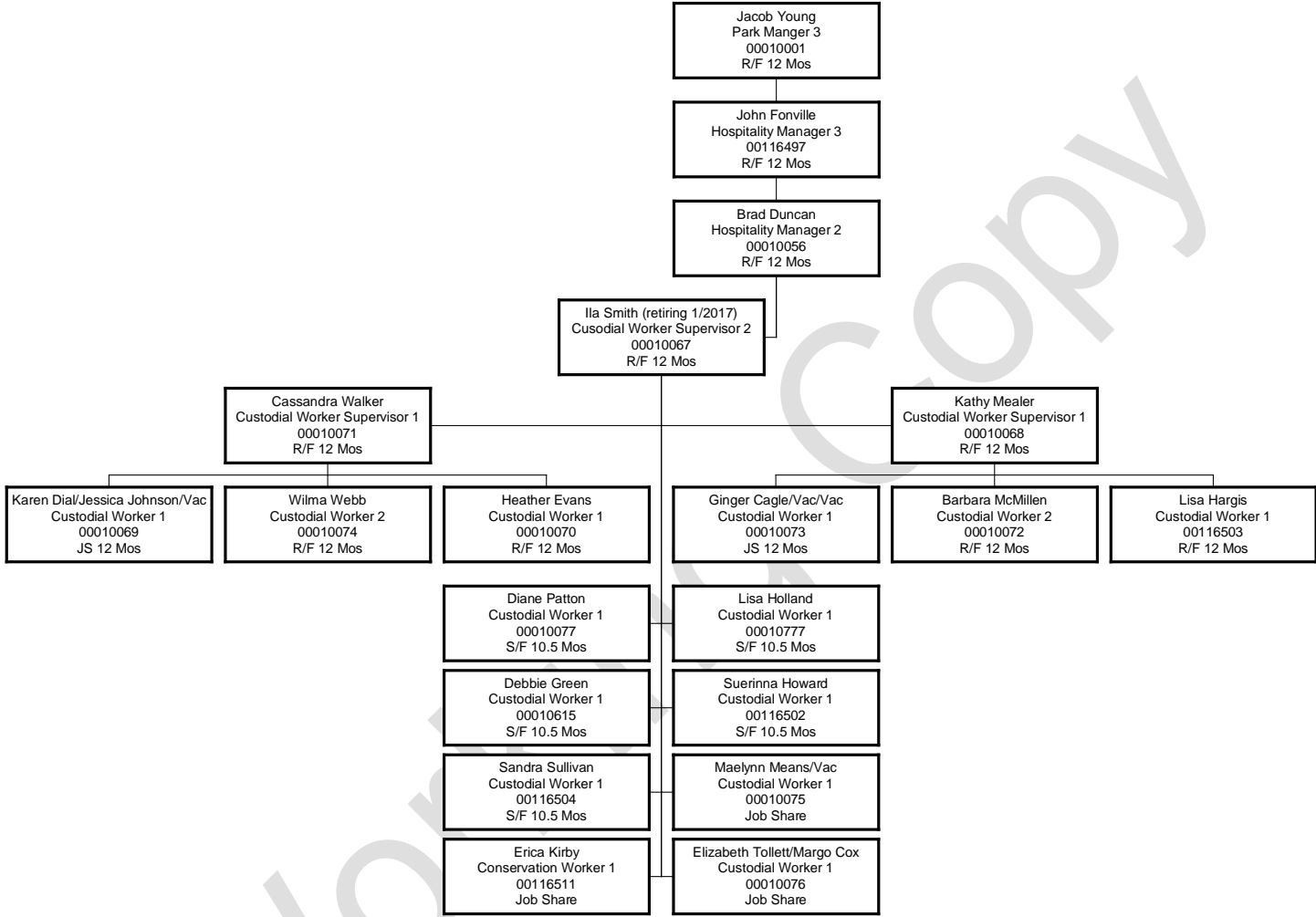
Fall Creek Falls Inn



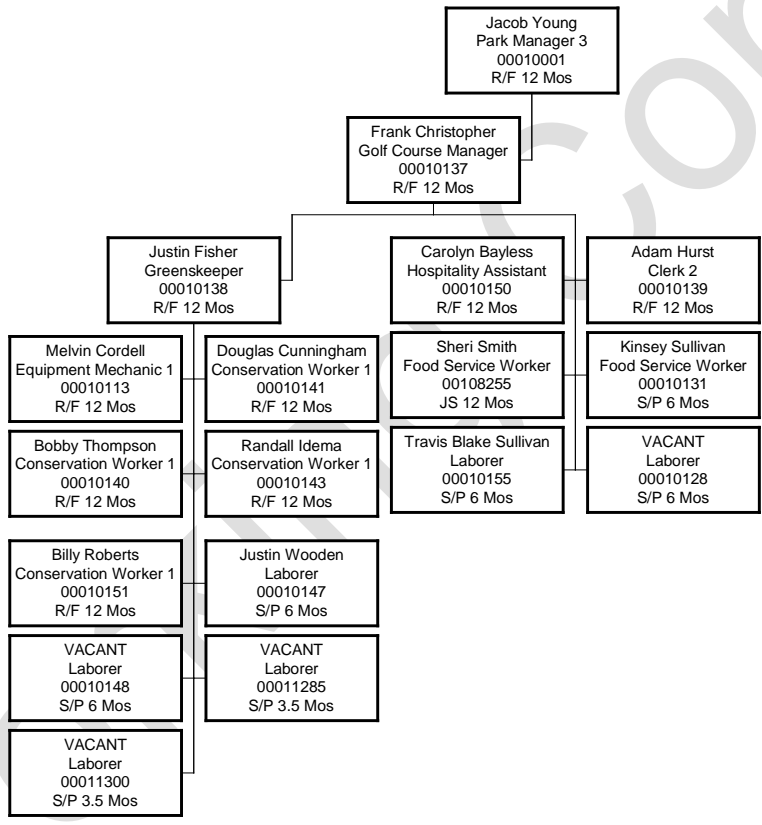
Fall Creek Falls Restaurant



Fall Creek Falls Inn Housekeeping



Fall Creek Falls Golf Course



*Updated -3-05-18; Page 33; Pages 35-36; Public Hearing held April 19, 2018 at Fall Creek Falls State Park as per Tenn.Code Ann. 11-3-120

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