



Harrison Bay State Park Business & Management Plan

Table of Contents

Mission Statement.....	02
Goals, Objectives and Action Plans.....	03
Park Overview.....	09
Park & Operations Assessment.....	13
Park Inventory and Facility Assessment.....	14
Operational Assessment.....	15
Financial Performance Assessment.....	18
Competitors.....	22
Customer Service & Satisfaction Plan.....	23
Financial Pro Forma.....	24
Park Map.....	25
Organization Chart.....	26

Mission Statement

To protect and preserve the natural, cultural, and historical resources of the park, and its waters, while promoting and efficiently operating its recreational facilities to provide a quality experience for every visitor.

Source: HBSP MDS, 5/20/13

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. Reducing cost 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.

Action plans:

- Reduce and rotate gift shop inventory at Camp store before reordering.
- Add additional gift shop at new park office when complete.
- Rotate stock at Golf Pro Store. Eliminate overstock and move products through seasonal sales.

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

Action plans:

- Convert low level fulltime positions to job share positions as they become vacant.
- Let part-time employees depart early when weather or work load allows.

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

Action plans:

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

Goal 2: Revenue Growth

See Financial Pro forma Section for revenue objectives. Revenues can improve with increased marketing and planned events (see Goal 3) throughout the year. Top priority is increasing revenue at the golf course, the marina and the campsites by enhancing visitation during weeknights and winter months through marketing, packaging and special events. However, the park offers many different avenues for revenue growth and those should be planned for/implemented as well.

Other plans to increase revenues should look at prices, new products, activities and services that can be offered and new customers to call on.

Objective 1: Plans to increase marina revenue from \$X in FY12-13 to \$X in FY13-14.

Action plans:

- The marina stays full with a long wait list. In order to increase revenue we need to evaluate and increase rates. Compare slip rates to other nearby marinas.
- Increase sales at the Gas station and introduce new products to sell.

Objective 2: Plans to increase golf revenues

Action plans:

- Golf manager will offer more promotional packages and special discounts.
- Golf manager will advertise more locally through social media and email blasts to former patrons.

Objective 3: Plans to increase camping revenues

Action plans:

- Send out mailers inviting visitors to return, to be done quarterly.
- Post flyers around region including Chattanooga to advertise campground.
- Review rates and increase as appropriate.

Objective 4: Plans to increase group camp revenue

Action plans:

- Create simple (cheap but good looking) marketing materials to use online and printed to promote the group camps.
- Make list of groups (families, civic clubs, churches and conservation groups) who might be interested in using the camps.
- Make contact, preferably by phone or in person, with these groups and track who is using the camps, Follow up in six months and then annually.

Objective 5: Plans to increase swimming revenue

Action plans:

- Advertise pool in local community
- Offer packages for local daycares

Objective 6: Plans to increase assembly hall rental revenue

Action plans:

- Advertise use of rental hall in local community.
- Advertise use of rental hall on social media.
- Evaluate rate for rental hall and increase if appropriate.
- Evaluate hours/time of year of rental and increase if possible.

Objective 7: Plans to increase new sources of revenue

Action plans:

- Being leading special guided canoe floats by a park ranger for a fee.
- Offer special all event packages for groups for a fee.
- Add additional group camping location.

Goal 3: Expand Special Events

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

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

Action plans:

- Prepare a list of current events celebrated by the park
- Determine if the events can be made larger or involve more people such that meals and overnight stays can be enhanced. List details.

- Determine if additional events can be added to the list and what logistics/staff are needed for successful events
- Find/Create Partnerships for these events to reduce the impact/cost of the event for the park, but insure the park receives a portion of the gross proceeds to cover all park costs (utilities, staff, etc.)

Objective 2: Prepare a list of new events that can be added to the list of current events. Consider events linked to the park's history, ecology, wildlife, and area patrons. List details:

Action plans:

- Evaluate park's event offerings and add any relevant programs topics that are missing.
- Remove any park events that are stale and no longer popular.

Goal 4: Expand Recreational and Interpretive Programs

While HBSP 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 encourage people to visit the park more frequently and stay longer partaking of park facilities.

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

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

Action plans:

- Park rangers and all interpretive staff update list of programs offered to park guests.
- Ensure that office staff and all park contact staff are aware of the list of programs and can explain to guests how to schedule programs.
- Advertise list of programs on social media and throughout the park and on the park's website.

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

Action plans:

- The group camp is the only overnight facility at Harrison Bay other than the campground. Create a 3 day and 7 day package for group campers that will include daily programs and interpretive talks by park staff.

Goal 5: Improve the Effectiveness of Marketing and Sales

This goal refers to marketing activities taken by the all Park staff in their local area. These activities will be assisted where possible by the Central Office marketing staff. Activities would include local area sales calls, phone calls to clients, email blasts, Facebook postings, attendance at local civic organizations, networking, Website postings and direct mail. In-house efforts would include lobby posters, in-room collateral, on-table offerings and front-desk signs, camp store signs, elevator signs, and park-wide video announcements.

Objective 1: Assign sales calls goals. Either client visits or phone calls

Action plans:

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

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

Action plans:

- The park utilizes the Friend of Harrison Bay Facebook page is very active and monitored by ranger staff and friends members.
- Assign other park staff as admins so they can also make updates.
- Park employees on Facebook will invite contacts to "like" the park page.

Objective 3: Plan for four email blasts to local patrons

Action plans:

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

Objective 4: Assign responsibility to attend local Chamber meetings

Action plans:

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

Objective 5: Develop passive surveys and intrusive surveys

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

Action plans:

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

Goal 6: Monitor and Manage Customer Service and Satisfaction

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

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

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

Action plans:

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

Goal 7: Expand Partnership Opportunities

All park locations have multiple types of partnership opportunities. The most obvious is the Friend's Group who raises money for Park projects and provides personnel to work on Park projects and events. Other types of partnerships include Campground Hosts, golf course volunteers, local companies that provide free services and institutional organizations that lend trustee prisoners for day-use work.

By expanding partnerships, the Park can reduce the costs of materials and supplies and related services needed by the Park, and offset event and program costs.

Objective 1: Find ways to expand partnerships such as more participation in events, festivals or other park projects; or new types of volunteers or docents.

Action plans:

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

Working Copy

Park Overview

Park Fact Sheet

Park Name	Harrison Bay
Region Manager	Robin Wooten
Park Manager	Don Campbell
Park acreage	1,199
Total Number of Visitors (FY13-14)	912,598
Total Expenses before CO (FY13-14)	3,075,368
Total Revenues (FY 13-14)	2,521,613
Retail Self-sufficiency % ¹	120%
Park Self-sufficiency %	82%
Avg Expense per Visitor (FY13-14)	3.37
Avg Revenue per Visitor (FY13-14)	2.76
Gross Profit or Loss (FY13-14)	(-553,755)
Total full-time available positions / filled	36 / 33
Total part-time available positions / filled	14 / 2
Primary feeder markets	Chattanooga, Atlanta, East TN, North GA
Primary reasons people come	Golf, boating, camping, outdoor sports
Opportunities for improvement	Remodeling/repurposing and marketing of group camp, remodeling park office

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

Site Summary

Off State Hwy 58, this 1,199 acre park is located along 39 miles of the Chickamauga Reservoir shoreline.

Key Attractions

This park has full-service marina facilities. The wooded area provides facilities for tent and trailer camping including waterfront sites. There is a Jack Nicklaus signature Bear Trace golf course.

Financial Targets

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

Actual	FY09-10	FY10-11	FY11-12	FY12-13
Visitors	1,446,011	1,055,489	860,004	768,643
Total Revenues	1,951,572	2,264,464	2,623,100	2,317,011
Total Expenses	2,448,136	2,491,851	2,733,792	2,691,227
Revenue per Visitor	1.35	2.15	3.05	3.01
Expense per Visitor	1.69	2.36	3.18	3.50
Retail Self-sufficiency %	135%	130%	135%	120%
Gross Profit	(296,564)	(227,387)	(110,692)	(374,216)
Park Self-sufficiency %	87%	91%	96%	86%

	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Golf	1,217,706	3%	1,254,237	3%	1,291,864
Marina	725,659	4%	754,685	5%	792,420
Camping	255,776	5%	268,565	5%	281,993
Gift Shop	1,494	20%	1,793	10%	1,972
Programs		2%	-	4%	-
Other	116,377	3%	119,868	4%	124,663
Total Revenue	2,317,012	3.5%	2,399,148	3.9%	2,492,912
Total Expense	2,691,227	0%	2,691,227	0%	2,691,227
Gross Profit	(374,215)		(292,079)		(198,315)
Park Self-sufficiency	86%		89%		93%

Key Recommendations

Short Term Recommendations (Less than 1 year)

- Many of the other issues could be addressed with proper use of assistance from various volunteer groups. They are able to assist with planting of beds and some generic maintenance issues, and even promotion of activities.
- We have performed a few off site programs this year, but increase in outreach could really improve park awareness in the local community.
- Our campground store has a small section devoted to bringing our visitors closer to the park and the outdoor world. This should be more organized and targeted to educate and raise interest in specific themes for programs.
- There is a great need for a remake of the park map especially now that the campground reservation system is active. The campground map that is currently being distributed does not

display water near ten of the fifteen waterfront campsites that are classified as “A+” campsites. The map also shows outdated labeling and road layout that can cause difficulty for park visitors.

- There are several errors that have been pointed out on the park's website. We need to work to resolve these errors to avoid miscommunication with park visitors. The brochures that were recently printed to provide to the public also contain errors including the web address that is provided on the brochure for reservations.
- Harrison Bay State Park has no set gift shop. We do sell some gift shop items in our camp store and at our gas dock. Both of these locations are small and do not have large area for inventory. The current inventory provided in our camp store could use some revision as well. The items that are currently sold are primarily grocery type items. Because of our proximity to other grocery stores there is not as much of a need for this type of inventory and it generally does not sell very well. Customers tend to prefer items to remember their visit at the park. There are also very few items that service the large number of RV and trailer campers that we receive at the park.
- We utilize a variety of local marketing to promote the events at the park. We try to get events and activities promoted through the Friends Group's website and through local community organizations. We also utilize the Chattanooga Times News paper for promotion as well as some radio announcements.
- Replace the Harrison Bay Marina Fuel Pier – which is included in the FY17-18 Capital Budget Request at a cost of \$1,370,000.*

Long Term Recommendations

- Demolish the old Harrison Bay bath house. The bath house near the pool is in poor condition and is no longer being utilized.
- We desperately need a better facility for public contact at our park. A Welcome center at the entrance of the park would be a major improvement on customer service. This would add the ability to increase retail sales while also ensuring that customers were greeted by a park employee and guided to the park facilities and activities in an efficient manor. It would also increase our ability to provide indoor programs during inclement weather without sacrificing a revenue generating facility for these purposes.
- There is a location near the old park office where a trail was once maintained on fairly level terrain. This area has a few features that are not seen in other areas of the park. Because of the level nature of this area it would make a prime location for an ADA nature trail. The trail would be surfaced with two to three bridges or boardwalks to allow access over a few of the lower spots, and have interpretive panels to inform guests of significant features as they navigate the trail. The approximate mileage would be 0.5 miles, and it could connect to the Lakeshore Loop trail for guests who wanted to increase mileage or difficulty, as a variable option.
- We have a strong interest in birds of prey created by our eagle tour program, and the eagle camera, but we currently have no bird of prey to use for programming. The paperwork has been obtained, but we have no enclosure to house a bird. (In progress)

*Revised -3-05-18; 2017 Tennessee State Parks Management Plans, Deviation Report; Tenn.Code Ann. 11-3-120

- There is interest in a blue-way kayak and canoe trail that could have historical information about old Harrison and the park.
- The park currently has no cabins, nor do we have an Inn. Either or both of these options would likely do very well in this area. Considering the close proximity to Chattanooga and the lack of other similar facilities nearby it is feasible that these would be very highly used additions to the park if they were constructed. The Bear Trace golf course at the park has large tournaments that draw large groups who appear not to be interested in utilizing the campground but do tend to have to seek overnight accommodations elsewhere.
- The park does operate a group camp that has twenty-four rustic cabins, a lodge, three shelters, and a fire-ring, and some sporting /activity areas. This entire camp is in disrepair and needs to be repaired, cleaned, and repainted. The storage area in the main lodge is very disorganized and causes a lot of wasted time during check in/out.

Park and Operations Assessment

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

- Park Facilities Assessment
- Operational Assessment
- Financial Assessment

Park Facilities Assessment

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

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

Park Inventory & Facility Assessment

PARK: Harrison Bay		
PARK ASSET/AMENITY	QUANTITY	CONDITION
Amphitheater	1	Good
Basketball Courts	1	Fair
Bathhouses	5	3 in Cap Project, 2 poor
Boat Dock/ Fishing Piers	2	
Wolfteever Fishing Pier	1	Fair
Campground Fishing Pier	1	Good
Camper Check-in Stations	1	Fair
Campsites	163	New - Excellent
Equipment Sheds	1	Good
Golf Course	1	Good
Golf Course Pro Shop	1	Good
Golf Course Maintenance Shop	1	Fair-poor
Golf Course Cart Shed	1	Good
Group Camp	1	Fair-Good
Group Camp Shelter	1	Good
Group Camp Bathhouse/Rest Rms	1	Poor
Group Camp Din. Hall/Kit.	1	Fair
Maintenance Building	1	Fair
Marina	1	New - Excellent
Nature Center	1 Old Office	Excellent
Park Pool	1	Fair
Picnic Shelters	3	Fair
Playgrounds	2	Fair
Rangers Residences	5	2 Fair/ 3Poor
Recreation Hall	1	Fair
Restaurant & Kitchen	1	Poor/Cap Renovation Proj.
Restrooms	3	Fair
Roads / Paving	5 Miles	Fair-poor
Storage Buildings	2 CCC Hist. Reg.	Fair
Tennis Courts	4 - 1 Area	Poor
Trails	2	Fair
Visitor Center / Park Office	1	Fair/Cap Renovation
Volleyball Courts	3	Fair
Small Foot Bridges	1	Fair-Good

New Assets & Amenities	Description

List new assets and amenities that would fall under capital expenditures that are needed to improve customer service and drive revenue.

Prioritized Facility Needs

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

Facility Need	Priority Assignment
Updated Tennis courts	Medium
Replace existing Marina Fuel Pier	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 usage

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 Harrison Bay State Park have been identified as **core services**:

- Support the mission of Tennessee State Parks which is “to preserve and protect, in perpetuity, unique examples of natural, cultural, and scenic areas and provide a variety of safe, quality, outdoor experiences through a well-planned and professionally managed system of state parks.
- Provide for public access to the park, the facilities and the grounds.
- Provide for public safety for visitors and protection of natural and cultural resources.
- Provide for maintenance of grounds, facilities and infrastructure.
- Maintain facilities developed through the LWCF program to required standards.
- Provide for basic, non-staff supported day-use activities (such as hiking and picnicking) with trails, informational signage, picnic tables, trash cans and restroom facilities.
- Maintain park drinking water and wastewater programs to state standards.

Category 2 – Important Services (supported by a balance of tax funds and earned revenues)

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. The following programs and services at Harrison Bay State Park have been identified as **important services**:

- Provide a full range of environmental, cultural and recreational programs.
- Offer park-specific information at the Visitor Center and Nature Center.
- Provide educational programs for schools and organized groups.

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

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. The following programs and services at Harrison Bay State Park have been identified as **visitor supported services**:

- Operate park and conference room facilities for meetings, weddings, etc.
- Operate and provide retail support services for the pool and gift shop.
- Provide support services for 162 tent/RV campsites.
- Provide support services for picnic shelters and the group camp.

Staffing Assessment

Full Time available positions / filled

36 / 33

Part-Time (No Benefits) available positions / filled

14 / 2

Labor Support (Non-paid)

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

Labor Budget Summary

Based on a 4 year average, total personnel expenses are 50.8% of total expenses.

Expenditure Description	FY09-10	FY10-11	FY11-12	FY12-13	% Change from 2010
Personnel Services	946,910	910,421	946,981	981,083	3.6%
Employee Benefits	430,522	428,585	457,034	488,497	13.50%
Total Personnel Expenses	1,377,432	1,339,006	1,404,015	1,469,580	6.70%

Visitation and Occupancy

Overall annual visitation to this park has declined significantly from FY09-10 to FY12-13, by 47% or over 677,000 visitors.

Fiscal Year	Total Visitation
FY09-10	1,446,011
FY10-11	1,055,489
FY11-12	860,004
FY12-13	768,643

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

Fiscal Year	Campsite Occupancy	Group Camps Occupancy	Total Golfers	Marina
FY09-10	32%	61%	25,223	?
FY10-11	34%	2%	30,161	?
FY11-12	41%	47%	34,947	?
FY12-13	33%	61%	31,592	?

Financial Performance Assessment

Operational Expenses

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

Part 1 – Profit center Self-sufficiency

	FY09-10	FY10-11	FY11-12	FY12-13
Profit Center Revenue				
Golf	1,002,579	1,160,674	1,317,075	1,217,706
Marina	572,787	716,322	895,614	725,659
Gift shop	141	29	704	1,494
Camping	264,293	264,153	278,658	255,776
Sub-total Revenue	1,839,800	2,141,178	2,492,051	2,200,635
Profit Center Costs & Expenses				
COGS	200,899	128,436	380,537	436,469
Personnel	764,849	781,902	807,277	863,255
Total Other Expenses	397,571	740,593	657,654	533,197
Sub-total Cost & Expense	1,363,319	1,650,931	1,845,468	1,832,921
Retail Self-sufficiency %	135%	130%	135%	120%

Part 2 – Other profit center revenues and expenses

	FY09-10	FY10-11	FY11-12	FY12-13
Vending	0	0	0	

Group Lodge/Camp	12,475	10,082	10,371	12,864
Picnic Shelters	4,497	4,313	4,398	4,710
Assembly Hall	13015	14296	11480	11,916
Grocery Store	13644	15150	17771	13,958
Swimming	38,470	44,403	48,630	40,049
Gen Rec Other	277	428	656	853
Refreshment Stand	2806	3154	3949	2,569
Leased - Rest	12,480	13,997	14,169	12,341
Misc	14,108	17,463	19,625	17,116
Other Profit Center Revenue	111,772	123,286	131,049	116,376
Cost & Expenses from Other Profit Centers				
COGS	17,760	8,277	15,678	12,017
Personnel Expenses	612,583	557,104	596,738	606,325
Total Other Expenses	254,474	275,539	275,908	239,964

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

	FY09-10	FY10-11	FY11-12	FY12-13
Total Revenue	1,951,572	2,264,464	2,623,100	2,317,011
-Total COGS	218,659	136,713	396,215	448,486
-Total Personnel Expense	1,377,432	1,339,006	1,404,015	1,469,580
-Total Other Expense	652,045	1,016,132	933,562	773,161
Gross profit	(296,564)	(227,387)	(110,692)	(374,216)
Park Self-sufficiency	87%	91%	96%	86%

Review of Pricing

Camp Site Category General Descriptions:

Type AAA: Premium sites with water & electric that has features that put them in high demand. Examples of premium features would be individual sewer hook-up, waterfront location, scenic vista location, etc.

Type AA: Standard improved sites with water, electric, may have sewer or 50 amp service but do not have the features of a premium site.

Type A: Standard improved sites with water and electric and usual campsite amenities.

Type B: Improved sites with water & electric that may be in less demand due to location or with older features and limited facilities, or, improved sites without water & electric that may be in high demand due to desirable features and location.

Type C: Improved sites without water and electric. This can also be used for unimproved low demand, overflow sites with water & electric.

Primitive: Unimproved sites without water & electric to be used by tent campers only. Sites minimally developed, may have table & fire ring but little else.

Group camping sites: Those sites designed to accommodate larger groups of campers within a specific single location.

In Season Rates and Discounts

Site Category	Base Rate	TN Senior	Disabled	TN State Employee*	TN Veterans*
Type AAA	\$27.50	N/A	N/A	N/A	N/A
Type AA	\$27.50	25%	25%	25%	N/A
Type A	\$27.50	25%	25%	25%	N/A
Type B	\$18.50	25%	25%	25%	N/A
Type C	\$13.50	25%	25%	25%	N/A
Primitive	\$10.50	25%	25%	25%	N/A

Off Season Rates and Discounts

Site Category	Base Rate	TN Senior	Disabled	TN State Employee*	TN Veterans*
Type AAA	\$27.50	N/A	N/A	N/A	N/A
Type AA	\$27.50	50%	50%	50%	50%
Type A	\$27.50	50%	50%	50%	50%
Type B	\$18.50	50%	50%	50%	50%
Type C	\$13.50	50%	50%	50%	50%
Primitive	\$10.50	50%	50%	50%	50%

GOLF GREEN FEES: tax included except annual passes and permits

Weekends & Holidays	Number of Holes	Green Fees	Cart Rental Fee	Annual Pass
Harrison Bay Bear Trace	18	\$ 43.00	\$ 15.00	\$12.00 + tax
Weekdays				
Harrison Bay Bear Trace	18	\$ 33.00	\$ 15.00	
Golf Carts				
Privately Owned-Course Fee	Day			

Privately Owned-Handicap equipped	Day		No Charge	
Pull Carts	18			
Junior Golfers Aged 18 and under				
Harrison Bay Bear Trace	Mon-Fri In season 18/9 Sat-Sun/Holiday	\$16/\$8 \$18/\$9	\$15	
Annual Permits				
Statewide – TN Trail Pass (Includes cart fee)	Unlimited Play- All courses	\$ 2000.00/Yr. (plus tax.)	Included	
Statewide- TN Trail Pass Seniors (Includes cart fee)	Unlimited Play- All courses	\$ 1800.00/Yr. (plus tax)	Included	
Golf Club Rentals	Contact your local course	\$ 25.00		
Senior Rates:				
Bear Trace Courses				
Harrison Bay (in season)	18 holes	\$39.00 Mon-Fri \$49.00 Sat-Sun & holidays	Included	
Harrison Bay (out of season)	18 holes	\$26.00 Mon-Fri \$30.00 Sat-Sun & holidays	Included	

MARINA RATES:

(Note: rates are computed by the length of the slip or the boat, whichever is greater)

Harrison Bay

Uncovered Slips	Slip Length Per Ft./mo.	\$ 4.25
Covered Wood	Slip Length Per Ft./mo.	\$ 5.50
Covered cement	Slip Length Per Ft./mo.	\$ 6.00
Wood open	Slip Length Per Ft./mo.	\$ 3.75
Transient Dockage not available		N/A

Holding Tank Pump-Out Charge: All boats: \$ 5.00

(Transients Only -No Charge to Slip Renters)

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

<i>PARK</i>	<i>FACILITY</i>	<i>½ Day</i>	<i>Whole Day</i>
<i>Harrison Bay</i>	Rec Lodge (100/100)	\$90.14(tax included)	\$180.26(tax included)

SWIMMING: (All rates include tax)

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

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

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

PICNIC SHELTER RESERVATION/RENTALS:

Name of Park	Shelter(s)	Per Day	Half-Day
Harrison Bay	1 Large@	\$50.00+ Tax	
	1 Small@	\$40.00+ Tax	

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.

Customer Service and Satisfaction

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

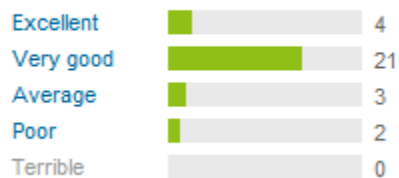
Tripadvisor as of 2/3/14

Harrison Bay State Park

Ranked #2 of 3 attractions in Harrison

●●●●○ 30 Reviews

Visitor rating

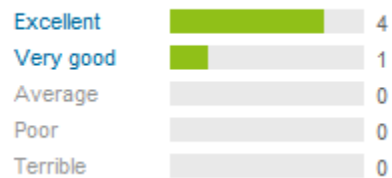


Bear Trace at Harrison Bay

Ranked #1 of 3 attractions in Harrison

●●●●● 5 Reviews

Visitor rating



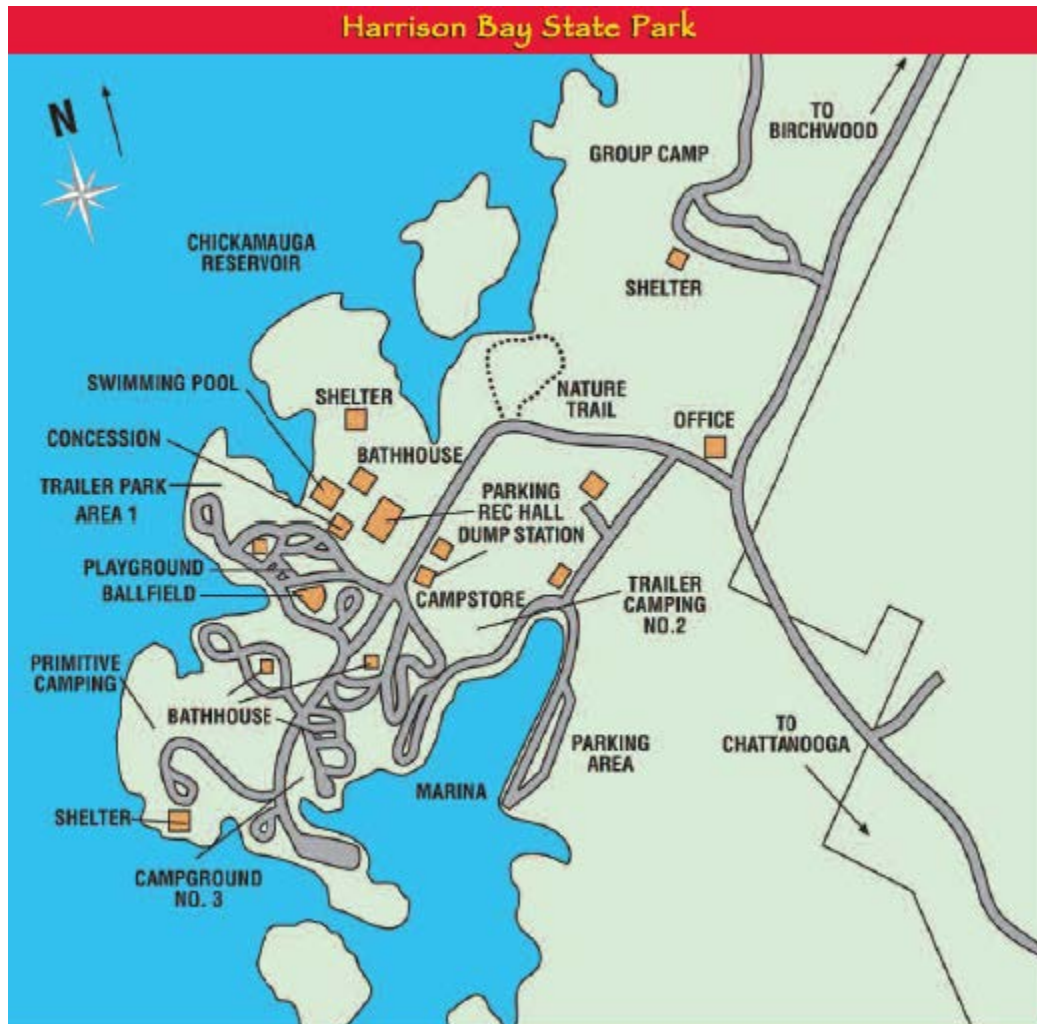
Financial Pro Forma

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

	Base Year		Year 1		Year 2
	FY12-13	%+	FY13-14	%+	FY14-15
Golf	1,217,706	3%	1,254,237	3%	1,291,864
Marina	725,659	4%	754,685	5%	792,420
Camping	255,776	5%	268,565	5%	281,993
Gift Shop	1,494	20%	1,793	10%	1,972
Programs		2%	-	4%	-
Other	116,377	3%	119,868	4%	124,663
Total Revenue	2,317,012	3.5%	2,399,148	3.9%	2,492,912
Total Expense	2,691,227	0%	2,691,227	0%	2,691,227
Gross Profit	(374,215)		(292,079)		(198,315)
Park Self-sufficiency	86%		89%		93%

		Year 3		Year 4		Year 5
	%+	FY15-16	%+	FY16-17	%+	FY17-18
Golf	4%	1,343,539	5%	1,410,716	5%	1,481,252
Marinas	5%	832,041	5%	873,643	5%	917,325
Camping	5%	296,093	5%	310,897	5%	326,442
Gift Shop	10%	2,169	5%	2,278	5%	2,392
Programs	4%	-	5%	-	5%	-
Other	4%	129,650	5%	136,132	5%	142,939
Total Revenue	4.5%	2,603,491	5.0%	2,733,666	5.0%	2,870,349
Total Expense	0%	2,691,227	0%	2,691,227	0%	2,691,227
Gross Profit		(87,736)		42,439		179,122
Park Self-sufficiency		97%		102%		107%

Park Map



Organization Chart

The Bear Trace at Harrison Bay

Organizational Chart--Golf Course Maintenance Department

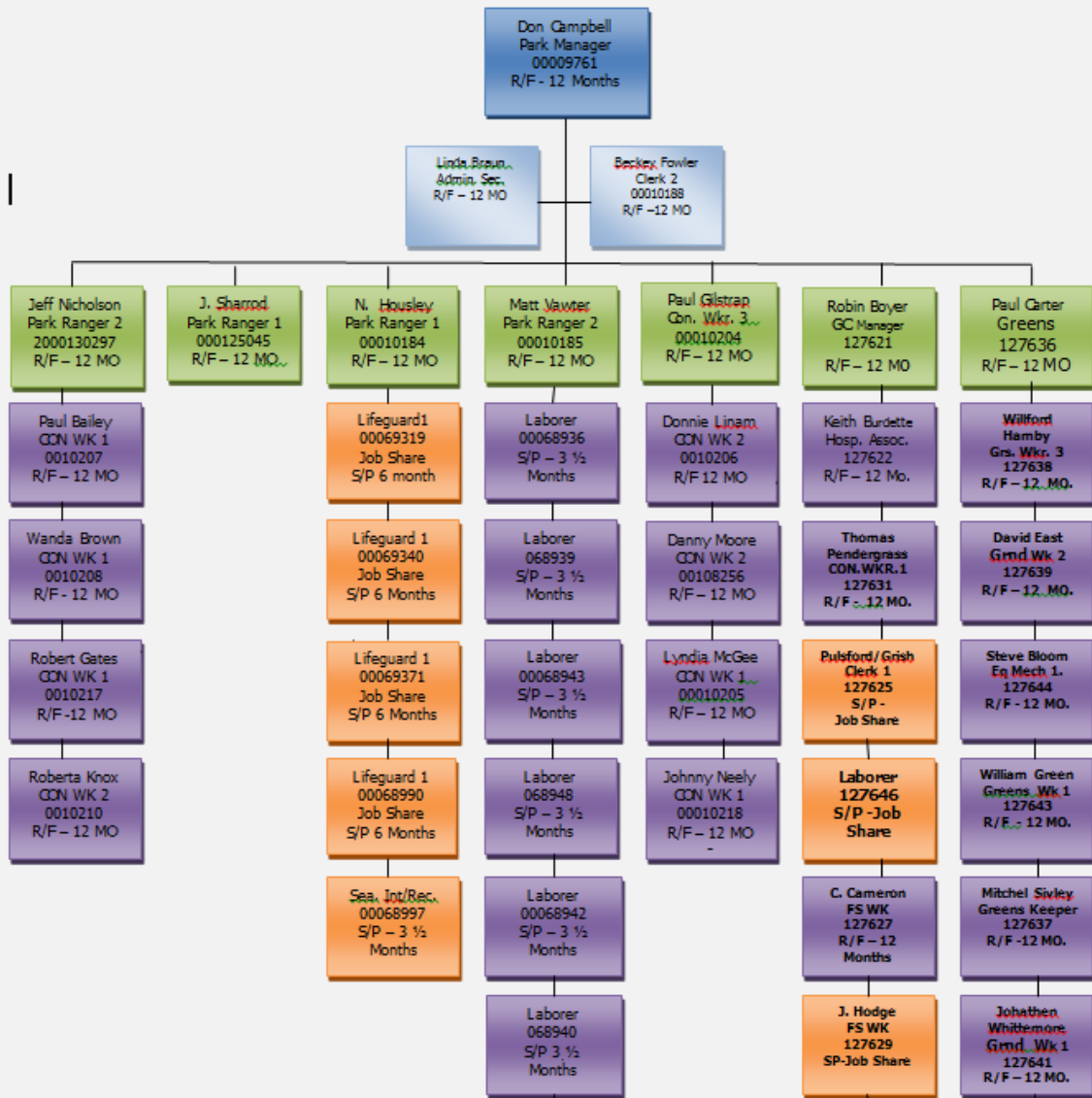
Employee Name	Employee Title	Edison ID	Position Number
Paul L. Carter	Golf Course Superintendent	103266	127636 (FT 12 m)
Mitchell Sivley	Greenskeeper	152921	127637 (FT 12 m)
Steve Bloom	Equipment Mechanic 1	100767	127644 (FT 12 m)
Wilford Hamby	Groundswoker 3	106021	127638 (FT 12 m)
Vacant	Groundswoker 2		127639 (FT 12 m)
Jonathen Whittemore	Groundswoker 1	385576	127641 (FT 12 m)
William Greene	Groundswoker 1	345884	127643 (FT 12m)

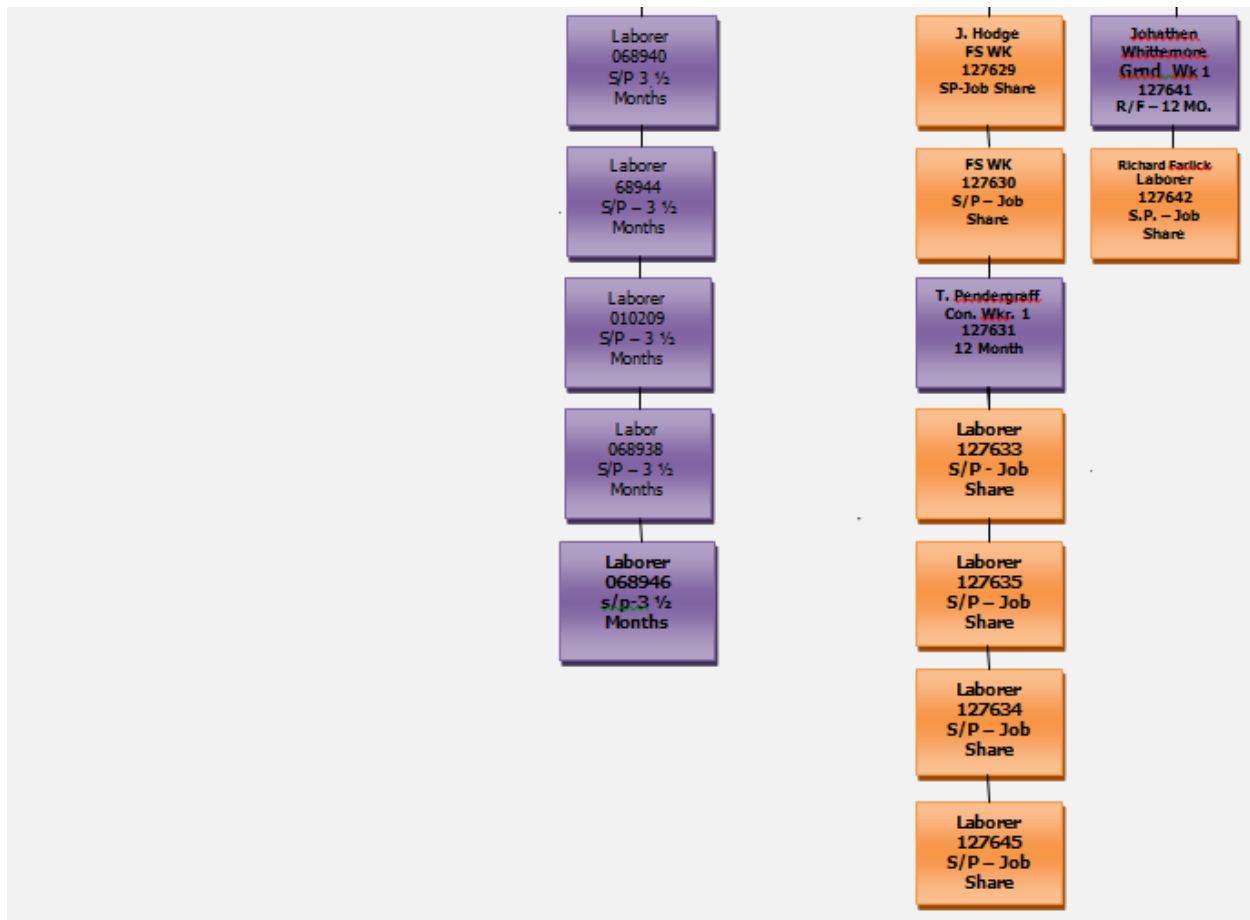
Eric Cole	Laborer/Jobshare	395387	127646 (PT jobshare)
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ALL employees report to Paul L. Carter (00103266)

HARRISON BAY STATE PARK ORGANIZATIONAL CHART

Organizational Chart – March 2013





***Updated -3-05-18; Pages 12, 15-16; Public Hearing held April 19, 2018
at Harrison Bay State Park as per Tenn.Code Ann. 11-3-120**

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