

Paris Landing State Park Strategic Management Plan

2023 – 2033

Reviewed 2024

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Park Description, History, and Purpose

Description

Paris Landing State Park is a 1,126-acre state resort park with the Tennessee Bureau of State Parks system and administratively attached to the Tennessee Department of Environment and Conservation. It was established in 1945 as the fourth Tennessee State Park acquired from the Tennessee Valley Authority (TVA). Paris Landing State Park occupies the eastern edge of Henry County along the Kentucky Reservoir (more popularly known as Kentucky Lake); the second-largest man-made lake in the world. The park sits at the widest section of Kentucky Lake (three miles wide) and across from the southern end of a 170,000 acre, 40-mile-long peninsula of federally owned recreational land called the Land Between the Lakes.

History

Paris Landing State Park was named after a nearby historic steamboat landing located on the western shore of the Tennessee River (near today's park marina). From its beginnings in the 1820's, the original Paris Landing (which today sits beneath Kentucky Lake) serviced a bustling inland river trade system where steamboats and packet boats would regularly deliver goods and supplies to local communities.

Paris Landing was the scene of one of the most audacious land and naval actions of the American Civil War. In late October 1864, a force of 3,400 Confederates under the command of Maj. Gen. Nathan B. Forrest, attacked and captured a Federal gunboat (U.S.S. *Undine*) and two transport boats (*Venus* and *J.W. Cheeseman*) on the then narrower, Tennessee River (Kentucky Lake did not exist yet).

The transport boat *J.W. Cheeseman*, being too far beyond repair, was burned by the Confederates near the mouth of the Big Sandy River (within view of Paris Landing State Park). However, one of the transport boats (*Venus*), Forrest's Confederates were able to board, along with the gunboat *Undine*, and in a coordinated land and water movement south from Paris Landing, proceeded up river and engaged even more Federal naval vessels. On November 4, the Confederates attacked the Federal supply depot located at Johnsonville, Tennessee. A Federal naval flotilla dispatched from Paducah, Kentucky, would use Paris Landing as a staging area during the Battle of Johnsonville.

Following the creation of Tennessee's Division of State Parks in 1937, the Division agreed to increase its assistance to local communities who wished to develop recreational facilities on TVA (Tennessee Valley Authority) properties. The Division planned a state-wide group camping program on 11 public lands owned by the state and TVA for the purpose of directing group camping activities on TVA holdings. One of these identified TVA public-land communities was located in Buchanan, Tennessee, along the newly created Kentucky Reservoir. In 1945, TVA leased 215 acres to the state of Tennessee for the purpose of establishing Paris Landing State Park.

From 1949-1952, park infrastructure was designed, and construction commenced shortly afterwards with the installment of an Inn and restaurant, cabins, trails, a substantial picnic area, swimming beach, marina, campground, maintenance building, and ranger housing. At the end of 1952, Paris Landing State Park, 106,320 people would visit Paris Landing. In September 1954,

the TVA officially transferred the land on which it had initially leased to the State of Tennessee, to permanent ownership by the State of Tennessee.

The park's popularity continued soaring through the late 1950's and into the 1960's as a thriving resort operation. By 1970, Paris Landing State Park was receiving an average of 300,000 visitors a year. In 1972, the park added an 18-hole golf course and constructed a new pro shop in the early 1980's. The 1990's brought the addition of a new conference center which opened in 1998. For the next twenty-five years and into the first two decades of a new millennium, the park made significant infrastructure and staffing improvements. In 2019, the original Paris Landing Inn was razed, and a new park Lodge and restaurant was opened to the public in June 2022.

Purpose

Visitors to Paris Landing State Park have multiple recreational water sports opportunities including fishing, boating, and swimming and other leisure opportunities such as camping, picnicking, hiking, golfing, and bird watching. Additionally, the park has a full-service marina and fishing pier, an award-winning 18-hole golf course, 10 full-service cabins, and a new park lodge (opened in June 2022) with 91-modern rooms, a conference and event space, and a full-service restaurant, bar, and lounge, all overlooking Kentucky Lake. In 2022, Paris Landing State Park received 1.5 million visitors and the park's popularity continues to grow each year.

Goals, Objectives, and Action Plans for Paris Landing State Park

A. THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective 1 - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Action Plan:

1. Develop solid relationships with local government leaders, tourism groups, local state and federal agencies, and park event sponsors.
2. Foster relationships and communications with the Friends of Paris Landing and focus on recruiting new members who will engage with the local community and help connect the park with external stakeholders.
3. Build relationships with local colleges and universities for the purpose of engaging young future professionals about the importance of conservation practices and appreciating the importance of our natural environments.

Objective 2 - *Better resource management practices*: Identify, manage, and restore unique natural and cultural resources for generations to come.

Action Plan:

1. Identify and restore historic buildings utilizing appropriate materials reflective of photographic documentation from the 1940's and 50's.
2. New construction of shelters, bath houses, and all new structures to be consistent with any existing 1940's-50's historical photographic evidence. New and restored buildings will be renovated in a consistent manner throughout the park.
3. Stabilize and restore all shorelines at Paris Landing State Park.
4. Signage throughout the park must be consistent and meets the departmental signage standards that utilizes wood and engraved lettering.
5. Trail restorations to include matching signage with interior park signs.
6. Colors and materials used for campground aesthetics must include matching signage and natural surface materials when possible.
7. As a lakeshore/river park, identify and mitigate erosion problems and initiate control efforts throughout the park.
8. Ensure that ADA trails are accessible.

Objective 3: *Better data and technology*: Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Action Plan:

1. Update and establish a database of all cultural and natural resources available to the public.
2. Park staff should have the most updated software available to help plan and develop exhibits.
3. Use new technology to develop information by use of updated printed materials and utilizing QR codes together with printed weather-proof exterior interpretive panels. This will better inform visitors about elements important to the natural and cultural stories at Paris Landing State Park.

B. THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective 1: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Action Plan:

1. Paris Landing State Park ranger staff will develop and present quality interpretive programs about a variety of cultural and natural themes to all visitors.
2. Conduct quality research to capture the most relevant and appropriate interpretive themes that tell whole stories and provide uninfluenced and unbiased facts to park visitors.
3. By utilizing elements of *Telling Full Stories*, prepare programs that illustrate unbiased cultural interpretive themes.

Objective 2: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Action Plan:

1. By capturing the natural essence of the Tennessee River (Kentucky Lake), Paris Landing State Park rangers, seasonal, and part-time staff, will develop quality interpretive programs that highlight its unique wildlife, flora and fauna, and historical significance.
2. Interpretive programs delivered at Paris Landing State Park will have an educational purpose and encourage visitors to further educate themselves on subjects revealed.
3. Encourage visitors to participate in programming opportunities by using social media outlets and printed formats made available at park and local facilities and businesses.

Objective 3: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Action Plan:

1. Recreational-based facilities and displays will promote recreational opportunities such as fishing, hiking, and ranger-led tours at Paris Landing State Park. Such displays are located at group shelters, ball courts, campground, and information kiosks at the visitor center, nature center, marina, golf course, Lodge, and cabins.
2. Visitors will have access to all public and park sponsored events that occur at Paris Landing State Park.
3. Swimming, fishing, hiking, kayaking, and all other recreational offerings at Paris Landing State Park will be made available to visitors either seasonally or year-round. Park Rangers

will ensure that visitors are encouraged to participate and use recreational facilities whenever possible.

C. THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: *Improve maintenance:* Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

Action Plan:

1. Maintenance operations at Paris Landing State Park will focus on ensuring that all park grounds in public view remain neatly maintained, throughout all seasons, and that grassy areas during high visitation months (April-November) are regularly mowed and trimmed properly for the enhancement of visitors' experience.
2. Park maintenance equipment will be properly maintained and maintenance facilities (buildings, sheds, etc.) will use color patterns that complement other park structures to ensure continuity is captured throughout the park.
3. Waterfront areas will be rip-rapped to protect the park from advanced erosion levels that threaten park buildings and resources.

Objective: *Better Park accessibility:* ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.

Action Plan:

1. Paris Landing State Park will attempt to provide ADA accessibility for trails where feasible.
2. By promoting ADA accessibility at public facilities, events, and attractions at Paris Landing State Park, visitors will feel welcome and have a sense of belonging.

Objective: *Quality and welcoming facilities and amenities:* provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

Action Plan:

1. All public facilities at Paris Landing State Park will display signage with pertinent information about programs and recreational opportunities.
2. Restroom facilities will be regularly maintained by park maintenance personnel. Park visitors to Paris Landing State Park will experience clean and inviting facilities.
3. The park has identified a need for an updated campground. Although a new location has not been decided, park staff are engaged with TDEC facilities planners to select a site where visitors have the convenience of updated bath houses and modern amenities for a comfortable camping experience.

D. THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan:

1. Paris Landing State Park is one of the largest employers in the eastern Henry County region. The state park encourages a level of professionalism that the State of Tennessee strives to maintain and offers fair and effective recruiting opportunities in the community.
2. Paris Landing State Park will continue to recruit professionally oriented, dedicated, and mission driven employees that are the core of the park operation.
3. Employees at Paris Landing State Park have fair and unbiased opportunities to succeed and be awarded through promotion and wage increases.
4. Through a strong and effective performance management cycle, employees at Paris Landing State Park are provided opportunities for professional growth and awarded with career paths. This includes a system of quarterly evaluations, annual raises based on performance, and encourages professional growth and stability.

Objective: *Efficient and effective operations:* provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

Action Plan:

1. All revenue generating services offered at Paris Landing State Park are provided to park visitors at fair and reasonable rates. By maintaining this business model, customers who utilize the park are encouraged by repeating business, issuing positive reviews, and building trust and reputation in the local park community.
2. Paris Landing State Park operations and services will continue offering visitors competitive rates annually and investing in infrastructure to provide quality services.

Park Overview

Site Fact Sheet

Park Name	Paris Landing State Park
Site Manager	Jerry T. Wooten
Area Manager	Zach Tinkle
Park acreage	1,126
Total number of visitors (FY 23/24)	696,589
Total expenses before CO (FY 23/24)	\$9,303,120 (park operations and hospitality combined)
Total revenues (FY 23/24)	\$8,711,346 (park operations and hospitality combined)
Retail self-sufficiency % ¹	66%
Park self-sufficiency %	62%
Average expense per visitor (FY 23/24)	\$13.35 per visitor
Average revenue per visitor (FY 23/24)	\$12.50 per visitor
Gross profit or loss	\$(591,744)
Total full-time available positions / filled	66 FT positions/66 filled positions (Operations 21/Hospitality 45)
Total part-time available positions / filled	35 PT positions/107 filled positions (Operations 10/Hospitality 25)
Primary feeder markets	1. Paris, Camden and Dover, TN. 2. Murray, Cadiz, Mayfield and Paducah, KY. 3. Clarksville and Nashville, TN.
Primary reasons people visit	Lake viewing, boating, fishing, picnicking, restaurant, hiking, camping, marina boat ramp use, residing at Lodge, attending park events, programs, and hikes, recreational activities.
Opportunities for improvement	Shoreline stabilization for entire park; a new visitor center more centrally located; more ranger staff; new Marina services building with covered docks and slips; new interpretive signage throughout the park; updated campground or new location; Camp Hazelwood opened to public use; current and consistent program offerings.

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

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Marina
- Marina store
- Boat Ramp
- Lodge
- Restaurant
- Bar
- Campground
- Camping Cabins
- Primitive campground
- Golf Course
- Golf Course Pro Shop
- Day-use/Picnic area
- Group/Large Cabins
- Nature Center
- Big Eagle Base Group Camp
- Park Visitor Center
- Raptor Ridge Trail
- Large and small group shelters
- Public Restrooms
- Special Events
- Kayak rentals
- Ranger-led tours and programs
- Camp Hazelwood

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Paris Landing State Park. The findings and observations are not intended to be an exhaustive review of all issues present but provide a basic understanding of the predominant issues that contribute to the site’s current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

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 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. Facilities are moderately easy to clean and maintain in order to place them back into service and the 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. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the 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. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often 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.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at the Paris Landing State Park Lodge, Golf Course, Campground, Marina, and all other facilities at Paris Landing State Park, and provides the assessed condition of each as reviewed in September 2024.

Site Asset / Amenity	Quantity	Condition
Lodge (91 rooms)	1	excellent
Cabins	10	poor (renovation beginning Fall 2024)
Pro Shop and cart shed	2	poor
Golf Maintenance Shop	2	poor
Visitor Center	1	good (exterior), poor (interior)
Marina Store/Office	1	fair
Maintenance Shop (park	1	poor
Maintenance Shop equipment	1	good
Park Manager’s residence (80 Lodge Rd)	1	excellent
Park Ranger residence (125 Lakeview Drive)	1	good
Park Ranger residence (TVA	1	good
Golf Corse Mgr. residence (TVA	1	excellent
Camp Hazelwood Ranger	1	good
Camp Hazelwood Mann House	1	poor
Camp Hazelwood nurse cabin	1	poor
Camp Hazelwood Jolly Hall	1	fair
Camp Hazelwood cabins	8	fair
Convention Center	1	Poor
Campground	1	fair
Bathhouses	4	excellent
Shelters (day use)	2	fair
Amphitheater	1	poor
Camping cabins	6	fair
Group Camp	1	poor

Trail Inventory and Assessment

Trail Name	Mileage
Lodge connector trail to Day-use area	500 yds. (under construction)
Camp Hazelwood Trail	6.8 miles (under construction)
Raptor Ridge Trail	3.5 miles
Wildflower Trail	0.50 mile
Braille Trail (Nature Center)	50 yards (under construction)
Water Trail (Kayak and Canoe Access)	4.51 miles
Grand Total (Trail miles)	15.51 miles (approx.)

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Paris Landing State Park currently has three (3) trail systems that offer a combined 11 miles of hiking trail experiences for park visitors.

The first and most popular trail nearest the Lodge is the **3.5-mile Raptor Ridge Trail** located in the central area of the main park. Raptor Ridge Trail is broken up into three sections: wooded, shoreline, and golf course. It has a spur trail that leads to a gravel shoreline that displays seashells and snail shells and has epic views of the Kentucky Lake bridge and cabins. Along the trail are (28) PVC pipe bird boxes located about every 100 yards. These birdhouses host bluebirds, chickadees, tufted-titmice, and all varieties of woodpeckers (downy, pileated, red-headed). The trail is classified as moderately difficult with several hills and ravines that must be traversed. The trailhead begins and ends at the park nature center.

The park's longest trail is the **6.8-mile Camp Hazelwood Trail** located at Camp Hazelwood which is approximately 7 miles from the central area of Paris Landing State Park. Camp Hazelwood is a former 358-acre girl scout summer camp on the edge of Kentucky Lake located in Springville TN, which came into park ownership in 2007. A parking area is located at the main gate with a connector trail leading to the main trailhead located across from the Barbara Mann House, named for one of the Girl Scouts' long-standing counselors and leaders.

The third, and shortest trail, is the **0.5 Wildflower Trail**. This trail is also located in the central area of the main park behind the nature center. The Wildflower Trail follows the edge of the wildflower plots and around a man-made wetland area. Visitors can view a variety of native plants, trees, and wildflowers on this trail.

Two additional water trails traverse Paris Landing State park's natural beach areas. These two trails combined total 4.51 miles in distance. Kayakers and canoers by water can view the park's plethora of shoreline native species and view historical elements associated with the park's diverse cultural history.

Paris Landing State Park Strategic Management Plan

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

New Asset & Amenities	Description
New Park Visitor Center	This will be a new building located in the park’s central area and serve as the primary contact facility complete with public restrooms, staff offices, a sizable conference room and meeting space, kitchen and breakroom, museum exhibit area, retail space, and plenty of staff, bus, and visitor parking. The design will complement the Lodge’s timber frame style and showcase historical and natural exhibits about the park and the Tennessee River region. Its location will offer scenic views of Kentucky Lake.
New Campground	A new campground location for Paris Landing State Park is a considerable need. A new campground location was selected to go at the current location of the park’s only day-use area. However, park management believes that a more suitable location on the opposite side of Hwy 79, near its current location, would be the best option.
New Pro Shop and Golf Maintenance Shop	A new golf pro shop and maintenance shop is a considerable need. Both were constructed in 1972 when the golf course opened and have undergone many updates and renovations over the last 40 years. A new pro shop will include an updated snack bar with a full-service kitchen and dining area, men and women’s restrooms with lockers and showers, staff offices, a large entrance lobby with lots of seating and a new service desk area, and a substantial retail sales shop. The building will offer excellent views of tee-offs #1 and #10, including tournament-level views of hole #18. The golf maintenance shop will include a building that will accommodate the needs of all mowers, tractors, work areas, and staff break room and manager offices. The design will complement the look of the new pro shop.

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Prioritized Facility Needs

Facility Need	Priority Assignment
New Park Visitor Center/Office	High
New Golf Pro Shop and Cart Shed	High
Renovated Large Shelter	High
New Marina Bath House	High
New Boat Ramp Public Bathroom	High
Additional Camping Cabins	Moderate
Marina Renovations	High
New Boat Ramp with public courtesy dock	High
New bath house at Big Eagle base group camp	High
New Primitive Campground	High
Golf Course Bunker and cart path renovations	High
Golf Course Restroom Renovations	Moderate
New Golf Course Maintenance Building	Moderate
Camp Hazelwood Facilities, trails, and bath house renovations	High
New Park Operations Maintenance Building	High

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services.**
- 2) Important Services.**
- 3) Value added or Visitor Supported Services.**

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services and facilities are those the agency must provide and/or are essential 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 criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency’s law or charter or are contractually obligated by agreement to provide the services.
- The services are essential to protecting and supporting the public’s health and safety.
- The services protect and maintain valuable assets and infrastructure.
- The services would generally and reasonably be expected and supported by residents, businesses, customers, and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.

The following programs and services offered at **Paris Landing State Park** have been identified as **core services**:

- **Encourage park-wide 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, all facilities, and the grounds.**
- **Provide for public safety for visitors and protection of natural and cultural resources.**

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- **Provide for maintenance of grounds, facilities, and infrastructure.**
- **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 revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon how the services are paid for or funded.
- The services generate income or revenue that offsets some or all the operating cost and/or are deemed to provide economic, social, or environmental outcomes or results.

The following programs and services offered at **Paris Landing State Park** have been identified as **important services**:

- **Provide a full range of environmental, cultural, and recreational programs.**
- **Offer park-specific and regional information at the Visitor Center and Nature Center.**
- **Provide educational programs for schools and organized groups.**
- **Provide clean and comfortable rooms and business meeting spaces in the park Lodge.**
- **Provide a comfortable environment and exceptional food quality for restaurant guests.**
- **Provide a golf course landscape that encompasses the beauty of West Tennessee and provides a meaningful outdoor experience for golfers.**
- **Provide a clean, well-managed, and secure marina operation.**

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. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services, and the quality of life of the visitors, community, or stakeholders.
- The services are supported, valued, and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all their cost and/or provides a meaningful return on investment.

- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at **Paris Landing State Park** have been identified as **visitor supported services**:

- **Operate a full service, 299 slip marina and store.**
- **Operate a 91-room Lodge.**
- **Operate a conference center for business meetings, weddings, etc.**
- **Operate a full-service, year-round restaurant and bar.**
- **Operate an 18-hole golf course, pro shop, and snack bar.**
- **Provide retail services at the marina, golf course, Lodge, camp store, and visitor center.**
- **Provide support services for 10 rental cabins and 63 tent/RV campsites.**
- **Provide support services for picnic shelters and day-use picnic area.**
- **Provide support services for a group camp.**
- **Provide interpretive services at the nature center and for special events and programs.**

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Personnel / Staffing Review

Personnel and staffing at **Paris Landing State Park** represent the largest area of budgetary expense at an average of **64%** of the total operating budget each year for the last three complete years, which is **lesser** than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees (State Park Only)

Position / Title	Quantity (FTE)	Compensation Total
Park Manager 3	1	*
Park Manager 1	1	*
Facilities Supervisor	1	\$73,632
Marina Manager	1	\$52,656
Park Ranger 2	3	*
Park Operations/Park Office Staff: Admin. Asst. 1, Account Clerk 1, Park Interpretive Ranger 1, Watch Keeper 1	4	\$158,484
Park Operations/Maintenance Staff: TSP Cust. Lead, TSP Maint Tech, TSP Maint Supervisor, TSP Maint Lead, Equip. Mech. 1, treatment plant oper..	8	\$357,852
Park Operations/Marina Staff: Clerk 2, Con Wrk. 2	2	\$69,432
TOTAL	21	\$712,056

* Law enforcement compensation confidential by TN law.

Full Time Equivalent Employees (Hospitality)

Position / Title	Quantity (FTE)	Compensation Total
General Manager	1	\$73,548
Food And Beverage Director	1	\$62,604
Chief Of Maintenance	1	\$63,276
Room Operations Manager	1	\$45,504
Lodge Admin Staff: Admin Asst 1, Sales and Events Coordinator, Account Clerk	3	\$118,224
Lodge Restaurant Staff: Rest. Manager, Kitchen Manager, Food Service Asst Mgr 1 and 2, Food Service Wkr, Lead Server x 2, Lead Bartender, Lead Cook x 4, Line Cook, Lead Dish Washer	14	\$527,589
Lodge Front Desk Staff: Front Desk Supervisor, Lead Front Desk Associate, Lead Night Clerk, Night Clerk, Front Desk Associates x 2,	6	\$190,440

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Lodge Housekeeping Staff: Housekeeping Supervisor, Lead Room Attendant, Room Attendant x 2	4	\$126,168
Lodge Maintenance Staff: Building Maintenance Supervisor, Building Maintenance Tech x 2	3	\$113,268
Golf Course Manager	1	\$68,196
Golf Course Superintendent	1	\$47,496
Golf Course Admin Staff: Stores Clerk, Assistant Golf Pro, Golf Shop Attendant	3	\$109,368
Golf Course Maintenance: Equipment Mechanic 1, Custodial Worker 1, Golf Course Grounds Keepers x 4	6	\$194,880
Total	45	\$1,740,561

Part Time Employees (State Park Only)

Position / Title	Quantity	Compensation Total
Clerk 1	1 position	\$25,369
Clerk 2	1 position	\$27,924
Con. Worker 1	1 position	\$30,498
TSP Operations Worker	1 position	\$27,924
TOTAL	4	\$111,715

Part Time Employees (Hospitality)

Position / Title	Quantity	Compensation Total (Based on 1560 hours per person per year) PPCA
Golf Course Attendant	5	\$109,980
Golf Course Groundskeeper	9	\$204,281
Golf Shop Attendant	6	\$175,968
Custodial Worker 1	5	\$104,301
Dishwasher	9	\$201,456
Line Cook	14	\$343,074
Server	22	\$310,596
Host	7	\$146,514
Bartender	1	\$14,118
Front Desk Associate	7	\$158,947
Room Attendant	11	\$246,261
TOTAL	21	\$2,015,496

Labor Support

Labor Support	Annual Hours
Volunteers	1,715
Community Service Workers	175
Engineering and Construction Crews	3,450
Resource Management Crews	2,267
Other: Golf Course Volunteers	2,688
TOTAL	10,295

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Employees	\$2,452,617
Part Time Employees	\$2,127,211
TOTAL Annual Labor Expense	\$4,579,828

Paris Landing State Park Strategic Management Plan

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Park Ranger 1	2	FTE	2025	Not enough coverage day, weekend, and night shifts, one ranger needed full-time at Camp Hazelwood
TSP Maintenance Tech	1	FTE	2024	There are not enough people to cover the needed duties of a resort park's operations maintenance needs.
TSP Maintenance Lead	1	FTE	2024	There are not enough people to cover the needed duties of a resort park's operations maintenance needs.
Asst. Golf Professional	1	FTE	2024	To assist with golf lessons and course operations.
Asst. Golf Greens Supt.	1	FTE	2024	To assist with golf course oversight and maintenance.
Food Service position pro shop snack bar	1	FTE	2024	To operate the pro shop snack bar.
Lodge Maintenance Technician	1	PTE	2024	To assist with building maintenance at the Lodge.
TOTAL	8			

Tennessee State Parks

Financial Performance

Revenue per available room/cabin/campsite (**RevPAR**) for the last four years in overnight facilities is detailed in the table below.

Current RevPAR

Fiscal Year	Lodge RevPAR	Cabins RevPAR	Campground RevPAR	Marina RevPAR	Conference Center RevPAR	Golf Course RevPAR	Restaurant/Catering RevPar
2019	closed	\$77.55	\$2.78	\$3.66	N/A	\$32.55	\$10.56
2020	closed	\$68.49	\$4.12	\$3.62	N/A	\$34.81	\$11.50
2021	closed	\$94.87	\$6.10	\$4.19	N/A	\$34.83	\$19.05
2022	Opened June 2022 \$74.96	\$110.49	\$5.44	\$4.20	N/A	\$35.72	\$8.28
2023	\$81.71	\$110.87			N/A	\$39.92	\$29.84
2024	\$91.26	\$133.48	10.37		N/A	\$43.68	\$36.92

Projected RevPAR - Based on current RevPAR trends at the park and any known developments over the next four years. (Hospitality Net 5% - Park Operations – Net 3%)

Fiscal Year	Lodge RevPAR	Cabins RevPAR	Campground RevPAR	Marina RevPAR	Conference Center RevPAR	Golf Course RevPAR	Restaurant/Catering RevPAR
2025	\$96.09	\$136.15	\$7.00	\$4.41	N/A	\$44.96	\$37.46
2026	\$100.89	\$138.87	\$7.50	\$4.63	N/A	\$46.28	\$38.00
2027	\$103.92	\$140.54	\$8.00	\$4.86	N/A	\$47.21	\$38.76
2028	\$107.03	\$147.56	\$8.50	\$5.10	N/A	\$48.15	\$39.54

Customer Service

1. Lodge (Guest Services) – 79
2. Cabins – 78
3. Camping - 55
4. Overall (General Park) – 18 (due to lack of responses on rating sites)

Platform / Site	Year	Customer Satisfaction Level
Google	2024	4.6 (out of 5)
Yelp	2024	3.7 (out of 5)
TN State Parks – Net Promoter Score	2024	78 (out of 100)
Facebook	2024	82/100%
TripAdvisor	2024	4 (out of 5)

Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- DOHR – Learning pyramid for all levels of staffing (level 1-entry level/front line employees, Levels 2-4 – Supervisory/Executive leadership), quarterly administrative training.
- Hospitality – TDEC Green Leadership, LEAD Tennessee, departmental certifications, AHLEI (American Hotel Lodging Educational Institute).
- Park Operations – Parks Leadership School, V-Academy, Supplemental Law Enforcement training, Tactical Firearms training, EMT/EMR Training, Search and Rescue Training, S.O.R.T. Training, Fire Team Training, DOHR Administrator Certification for TDEC Employees, TDEC Green Leadership, LEAD Tennessee, departmental certifications, mechanical training/certification for HVAC, welding, master electrician, master plumber, master automotive mechanic.

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

Site and Facilities

A. Demolitions for Overall Improvement to Park Viewsheds

Fulfill demolitions of deteriorating and unsightly structures that are eyesores in the central areas of the park. Removing these abandoned and dilapidated structures will enhance park viewsheds and natural landscapes by 100% at Paris Landing State Park. Demolitions for FY24/25 budget year should include:

1. **Public swimming pool building and accompanying parking lot.** - The old and collapsing swimming pool building in the center of the park is the biggest eyesore to all visitors. This building is approved to be razed hopefully in the upcoming year. We intend to return its footprint to open park greenspace.
2. **Lake Front Amphitheater** – This 1986 amphitheater is a poorly designed and unnecessary structure now used just for storage. The bland-looking structure blocks signature views of Kentucky Lake from the most popular lake-view area. No one rents or uses the structure anymore because it was constructed facing west against the full sun at the time of day when most users need to use the stage. Because of its poor design, the open stage places users in the direct sun without shade. Additionally, the building has deteriorated beyond a point of preservation and has major structural issues. Upon its removal, this area will be returned to usable green space.
3. **Remove all rotted fencing in day-use area** – This includes removal of all one rail fencing that has rotted through after 30 years of deterioration. The park will not go back with new fence in this area but will establish signage to keep vehicles out of central areas.

B. Restorations and New Additions

1. **Restore entrance road right-side bank** - By eliminating two residence driveways along the park's main entrance road (Lodge Road), re-grade and return earthen bank to follow natural curvature of entrance road. Remove deteriorating and discolored riprap and install new after drainage ditch is reformed. This will greatly enhance visitors' park entry experience.
2. **Re-install 80 Lodge Road residence driveway** - Install a rear entry driveway. The park will install a graveled, 68-yard-long, new driveway to the rear of the property. Minimal tree and vegetation removal is required. This will help clean up the main road entrance approaches and remove unsightly driveways as the first visual elements seen by park visitors upon entering Paris Landing State Park.
3. **Install new Lodge connector trail** – We will install a new connector trail from the Lodge to the lower day-use area. This will allow visitors staying at our Lodge to have

a trail experience through connection woodland instead of having to walk down the main road.

4. **Install Braille Trail** – Install new trail behind current Nature Center. This will be approximately 50 yards and incorporate interpretive signage for blind visitors about history and nature.
5. **Remodel 2-3 Campground RV pull-throughs in campground** – This will include the expansion of three new pull-through RV camping sites in the park’s current campground.
6. **Construct one (1) additional aviary.** – In addition to the two new aviaries recently completed in 2024, park maintenance will finish constructing one more aviary before the end of FY 24/25 budget year. The park will then have three of the planned five aviaries constructed by July 2025.
7. **Install new directional and interpretive signs** – These will be located at various areas throughout the park. These signs will illustrate a variety of cultural and natural themes, in addition to providing visitors with a fresh new wooden signage look consistent throughout the park.

C. Operations and Staffing

1. Ensure that all park law-enforcement vehicles are updated with the most current equipment and have the appropriate life-saving medical equipment.
2. Promote maintenance employees and obtain and fill needed positions.
3. Ensure that all old maintenance vehicles are replaced with new vehicles. Replace current 1999 model with new 2025 F-250.

Mid Term Recommendations (2-5 years)

1. Site and Facilities

- a. **Construct a New Park Visitor Center** – This new facility will be built on the same side of Highway 79 where the park’s main attractions are located such as the new Lodge, day-use area, nature center, cabins, and golf course. A location for this new facility will occupy high ground on the ridge left of Lodge Road overlooking Kentucky Lake which leads visitors to the park Lodge.
- b. **Evaluation of Conference Center** – Due to a multitude of on-going repairs and maintenance issues with the building, the excessive expense it takes to climate control the facility and determining how much costs the state will incur to continue operating and maintaining this building over the next five years, the facility is in a losing situation not being able to produce the revenues needed to keep the building operational. It was estimated that approximately \$1 million dollars is needed to repair a multitude of problems (roofing, leaking, ground water issues, plumbing issues, electrical upgrades, etc.) and purchase new mechanical systems for the building. The needs for this building

in the 1990's have now been replaced after the new park Lodge opened in 2022, where in-house catering, and kitchen and serving staff can more easily accommodate guests in one of the three multi-purpose rooms in the new Lodge. Park operations budget as it currently stands, cannot afford to fund the needed repairs and upgrades, while also being challenged with making the building profitable.

It is recommended that this building be presented to the SBC for demolition in the Summer/Fall of 2023 and request a budget to be allocated so that demolition can proceed by spring or summer, 2024. The demolition will also include the four associated parking lots and curbing. The requested demolition budget should also include funds to re-grade the area which the building currently occupies and gets returned to open park green space.

All associated roads and turn-offs that lead into the parking lot should also be removed, and the property regraded, dressed in topsoil in all areas occupied by the facility and its parking lots, and re-seeded. All non-native trees and shrubbery around the building to be removed and replaced with native trees.

c. **Remove extension road built for Conference Center**

While demolition of the Conference Center is being completed, and with heavy equipment on-site, the extension road that ends at the park main road, should be removed, and the park road returned to its original roadbed location of the historic Hwy. 26 that originally ran through the middle of the park. This will eliminate drivers turning L or R at the park's main 4-Way stop and going nowhere except into a parking lot. With the continuation of the historic road just past the park's nature center, drivers will proceed naturally to the park's main 4-way stop which is centrally located in the middle of the park. Making this change will eliminate an unnecessary L or R turn off the main park road, which is one of two turn-offs just 100 yards apart, and leading to the same location of the current 4-way stop.

By eliminating this road and the adjoining park lots, which together creates an unsightly "sea of asphalt" surface in the middle of the park, this will allow for nature to reclaim the area over time and enhance visitor's experience of natural and open green space while visiting Paris Landing State Park.

d. **Relocate Kayak Shed to sandy beach area near Lodge** – This will offer guests at the Lodge and regular visitors, a better opportunity to locate and rent kayaks. This area also offers a sandy beach, calmer water off the main river channel, and plenty of room for the kayak shed. Electrical service can be hooked up to the building from the small shelter area electrical panel. Plenty of parking in this area for guests is available.

e. **Open Camp Hazelwood to full operations** - Fully restore all camp shelters, restroom facilities, the Barbara Mann House, Jolly Hall dining hall, seven camp cabins, and demo the nurse station at Camp Hazelwood. The Mann House restoration will include a full exterior historic renovation of this 1960 timber-framed and stone building. Interior renovations will include addition of one new office, adding two (2) full bathrooms, and a full-service kitchen for group programming at Camp Hazelwood.

- f. **Construct a new linen and laundry washing facility** - This will be a separate structure built outside the new Lodge (as proposed by Director of Hospitality, Shannon Bowles). This new facility will complement the architectural design of the Lodge and be positioned in a location that does not detract from the scenic views of the Lodge.
- g. **Redesign Park main entrance road** -This will include an aesthetic re-design with ditch clean-out and new erosion-control riprap added. This will also include the installation of two-rail fencing along each side of Lodge Road leading up to the 4-way stop in the center of the park, and up to the parking lot of the Lodge. This will provide visitors, upon entry into the park, with a rustic and updated feel, and complement the restored historic park ranger house (as the first park structure visitors see upon entering the park). This addition will provide more of a park “sense-of-place” feeling as visitors check-in to the Lodge or visit other park areas.
- h. **Renovate Interior of current Visitor Center** – Renovations will include installation of a staff kitchen and break area, an additional bathroom, redesign of front lobby area, and painting throughout. If approved, an expansion of the current building’s footprint to its left side, could also be entertained in the future.

2. Operations and Staffing

- a. **Staffing Needs** - Allocate funding and hire (1) new Park Ranger 1 position, (1) new Building Maintenance Worker position, and (1) Conservation Worker position for park maintenance. One park ranger position will be assigned to live and help manage and operate Camp Hazelwood and assist with operational needs at the main park at Paris Landing.

The Maintenance positions (2) will be utilized to assist with janitorial and general maintenance needs. The second position will be used to help with mowing and general maintenance operations at Camp Hazelwood. Currently, the park has only three workers regularly assigned to these duties and cannot provide the focus needed at Camp Hazelwood.

- b. **Open Camp Hazelwood to regular park hours and operations.** This includes the complete restoration and renovations of all structures, completion of hiking trails, and establishment of group and primitive camp sites.

Long Term Recommendations (5+ years)

1. Site and Facilities

- a. Construct new Maintenance Buildings for main park and golf course.
- b. Construct new marina, boat ramps, and covered slips.
- c. Complete new swim beach area at the current TVA easement location by working with TVA representative to agree with a co-existence fit for both public use and wetland preservation. This area should include a re-designed lake observation point, an elevated fishing pier, permanent seating, and a re-designed parking area for this popular location

available for all park users. The design and upgrading of this area should be included in the re-design of the newly proposed campground.

2. Operations and Staffing

- a. Be fully staffed with all needed position recommendations as illustrated previously.

3. Customer Service / Visitor Experience

- a. Ensure that all new proposed interpretive signage is installed.
- b. Provide visitors with new, updated maps/brochures that include all the above upgrades and redesigns of areas.
- c. Re-utilize current campground for over-flow camping and for additional camping cabin areas.
- d. Offer new and regular ranger-led tours and programs.

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

PARIS LANDING STATE PARK - RESOURCE PROTECTION PURPOSE STATEMENT:

To promote and provide quality and diverse recreational opportunities while maintaining the integrity of the natural resources and cultural heritage of Paris Landing State Park. Park staff will help create and promote a recreational experience that provides educational awareness about the importance of protecting significant cultural and natural resources at Paris Landing State Park and the Kentucky Lake (Tennessee River) region of northwest Tennessee.

The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment
3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

A. Natural Resource Management Goals and Objectives

1. Ecological Systems

Paris Landing State Park contains a variety of species habitat within the land that it manages. These include Oak/Hickory Forest, wetlands, and grassland/meadow. Each of these systems require active management to maintain integrity and health.

- a. One threat to all these ecosystems is encroachment of invasive and non-native species. Locations of high concentration should be identified and eliminated or reduced through proper management techniques.
- b. Forest habitat should be evaluated to find suitable areas to reduce understory density through prescribed burning and/or mechanical removal (Gyrotrack).
- c. Wetland areas should be evaluated, and ways reduce surface runoff into them should be established. Only appropriate herbicides should be used in their vicinity.
- d. Grassland/meadow communities should be rotationally burned every 3 to 4 years to prevent woody encroachment and to stimulate the seed bank.
- e. Undesirable species should be controlled with herbicide or mechanical means such as high mowing.

2. Shoreline Protection

Paris Landing manages approximately 5 ½ miles of shoreline. There are many factors that impact shoreline habitat and sustainability including erosion, refuse, recreational use, and surface runoff. Shoreline on the southeastern border of the park has serious erosion issues due to being exposed to the main body of Kentucky Lake and the significant wave action this brings.

- a. Paris Landing in conjunction with TN State Parks Facilities Management is in the early stages of coordinating with TVA and TWRA to get a shoreline remediation project started.
- b. Litter is a constant issue on the shoreline. It is damaging to wildlife especially migratory waterfowl. The park holds shoreline cleanups regularly and does some education.
- c. Recreational use such as boaters going fast in the secondary channel near the shoreline increases erosion in those areas.
- d. State Parks needs to have a better relationship with TWRA to help mitigate fast-moving boats along the state park shoreline.

3. Native grassland restoration

- a. Restore fallow fields back to healthy native prairie habitat. Fields have been planted with native grasses and forbs.
- b. Burning fields on a 2–3-year rotational cycle to keep woody succession at bay and create disturbance.
- c. Active management of grasslands during the growing season by doing things like high mowing and invasive/nuisance plant herbicide treatments.

4. Trail building and improvements

- a. Complete mountain bike and hiking trails at the Camp Hazlewood satellite area that was started by the county and the state park.
- b. Reroute sections of the Raptor Ridge trail that were built unsustainably.
- c. Add additional trail benches and scenic overlooks to Raptor ridge Trail.

5. Managing Riverdale Property

- a. Demolish old sewer treatment plant on the peninsula.
- b. Plan to facilitate public access and recreation opportunities in the area.

6. Birds of Prey Rehabilitation Program

- a. Upgrade bird rehabilitation facility with new cages, a free-standing flight cage, electric, and supply storage room.
- b. Construct 2 cage aviary behind the nature center.
- c. Work with bird banding professionals to track released birds of prey.
- d. Work with local veterinarians to ensure our standard of care is up to date.

B. Cultural Resource Management Goals and Objectives

1. Organizationally obtain a better understanding of park and area history

- a. Assign Ranger staff to do research into park and area history at the Henry County Archives.
- b. Collect and categorize disparate sources of park history and information from around the park to a central location.
- c. Archive and store park historical information so that it does not get lost when attrition occurs.

2. Managing Camp Hazelwood

- a. Preserve and protect historical structures such as Jolly Hall and Barbara Mann House.
- b. Demolish structures that are failing and serve no useful purpose. This includes dilapidated picnic shelters and bathhouses.
- c. Establish opportunities for public use of Camp Hazlewood such as opening group camp in camping cabins and opening longer multi-use trail.
- d. Develop a partnership to utilize the greenhouse.
- e. Erect interpretive signage that addresses the long history of the Girl Scouts of America and their ties to the natural environment.

3. Interpret Steamboat Landing, Local History and the Civil War at Paris Landing

- a. Rangers will conduct research locally and at the State Library and Archives on the historical significance of the original Paris Landing from the 1820's and 30's and its local history prior to the creation of the state park in 1945.
- b. Rangers will conduct research locally on the stories associated with Paris Landing during the Civil War.
- c. These subjects and other historical research will be used to write and create outdoor wayside and other interpretive panels/signage that addresses the historical significance of Paris Landing.

Resource Inventory and Assessment

The significant natural, cultural, and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management to mitigate.
3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.
4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.
5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.

Significant Park Resources	Quantity	Current Conditions	Notes
Camp Hazelwood Historic Structures	13	Poor	Structures need restoration, both interior and exterior.
Bird Aviary	1	Good	Needs additional cages added on the northwestern end.
Nature Center	1	Fair	Can be expanded with a new addition on the rear of the building to house live birds and reptiles. New exhibits and exhibit cases are needed. Doors, windows, and HVAC systems need upgraded.
Bird Recovery Center	1	Good	The Paris Landing bird recovery facility needs to be completed with signage, paint, and other appropriate upgrades so that it is revered as a professional operation despite it not being opened to the public because of the safety and caregiving needs of the birds in recovery.
Hardwood Forest	600 acres	good	This is 3 forested areas that include: 300 acres of Camp Hazelwood and 300 areas included in the golf course and group camp.
Lakefront / Shoreline	4.5 miles	poor	The shoreline erosion at Paris Landing is extreme on the Kentucky Lake (southeastern corner).
Grasslands	30 acres	good	The fields need overseeding and burned, but overall are in good condition.

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a “Public Use” management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a “General Management” strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

Land Management Strategy	Timeline
North Marina Land Acquisition Property (40 acres)	Short-Term
Acquire lease from TVA on property bordering Little Eagle Creek	Mid-Term

Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

Attached to this plan are the Interpretive Program Templates in fillable PDF forms.

Paris Landing State Park

INTERPRETIVE PURPOSE AND THEMES OF PARK

Purpose

Paris Landing State Park interprets important historical and natural elements that are significant to the Tennessee River (Kentucky Lake) region of northwest Tennessee. Visitors to Paris Landing State Park are provided with opportunities that promote a better understanding of its history, flora and fauna, and wildlife. Opportunities for learning about the various park themes will be afforded to everyone.

a. Primary Interpretive Theme Statement

Paris Landing State Park's ever-evolving ecology and history is distinguished and influenced by its geography and wildlife. Paris Landing State Park interprets these subjects through high quality programming, interpretive facilities with tangible resources for learning, and signage that illustrates educational based themes.

b. Secondary Interpretive Themes

- The topography of Paris Landing allows for diverse and unique ecological communities.
- Paris Landing has a diverse and yet, complicated history.
- Natural resources at Paris Landing State Park are forever evolving.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Within these objectives are the following desired outcomes:

- Building stewards
- Ensuring Equity
- Provide the Highest Value
- Develop Resource Based Programming
- Support Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

Strategy – Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

Action Plan:

1. The human face of Tennessee, as expressed at Paris Landing State Park, is ethnically diverse.
2. Historical programming delivered to visitors at Paris Landing State Park will include whole and complete stories.
3. Connect visitors to Paris Landing State Park through satisfying and quality programs that offer a sense of place and belonging.

Strategy – Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that compliment and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

Action Plan:

1. Ensure high quality programming by using current and modern research methods to produce historical and environmental facts that connect visitors with park resources.
2. Paris Landing State Park visitors will gain an understanding of the natural and cultural themes and program offerings, from both in-person park staff and through off-site multi-media available with cell phone use.
3. The park lodge, marina, and golf course will share interpretive program offerings with visitors through information boards, kiosks, multi-media formats, and printed flyers.

Tennessee State Parks

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

- A. Interpretation of natural, historic, and cultural resources
- B. 3-5 unique experiences for all audiences
- C. Varying intensity from self-guided to immersive experiences
- D. Partnership opportunities for program delivery
- E. Varying costs to the user from “free to fee” based on value of the benefit to the participant.

Action Plan:

1. Park rangers will deliver quality and informational programs for free and for fee-based offerings, about subjects that relate to the history of Henry County and the surrounding region.
2. By developing collaborative partnerships with local schools and businesses, potential funding and recognition of educational programming at Paris Landing will become more exposed in the community and surrounding region.
3. Park visitors will gain unique experiences by attending programs at Paris Landing such as: owl prowls, pontoon boat tours, birds of prey programs, nature hike, history of Paris Landing programs, and Civil War programs.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

- A. Managing recreational use with the stewardship needs of the resource.
- B. Varying intensity from self-guided to guided experiences
- C. Partnership opportunities for program delivery
- D. Varying costs to the user from “free to fee” based on value of the benefit to the participant and impact to the resource.

Action Plan:

1. Paris Landing State Park will establish long-term consistency in Interpretive program recurrence and availability and ensure that diversity and inclusion of all topics is revealed.
2. Programs offered at Paris Landing State Park will supply relevant facts about the natural habitats, diverse human history, and geographical history along the Tennessee River in northwest Tennessee.
3. Visitors will feel safe and confident in Park Rangers’ abilities and knowledge about relevant topics at all Paris Landing programming events.

HELPFUL DEFINITIONS:

- Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
- Personal Interpretation: One person or persons providing interpretation to another person or persons.
- Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service)
- Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Financial Performance Goals

Financial performance goals are a critical performance management tool of the Tennessee State Park System. While the financial performance of parks are managed more intently at the system level, individual parks are expected to recover a portion of their operating costs through the generation of earned revenues where appropriate and to contribute to the system goals. The majority of earned revenues at state parks are generated through facility usage (campsites, cabins, lodge rooms, rentable pavilions, etc.), the delivery of fee-based programs and services, equipment rental and usage, and retail sales. Other forms of revenue generation come from golf courses and restaurants where those amenities are present. That said, not all parks have the same ability to generate earned revenues because the availability of facilities or programs vary widely from one park to the next. The “recovery” of operational costs by earned revenues is referred to as “cost recovery”. Operating costs beyond those supported by earned revenues represents the extent to which state funding support operations at each park.

The table below represents the overall park cost recovery for this specific park for the most recent fiscal year and forecast estimates for the upcoming five years. These estimates are based on projection estimates for known and foreseeable costs and recovery figures.

FINANCIAL PERFORMANCE GOALS						
	Current Cost Recovery (2024)	Target Cost Recovery: FY 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY: 2027	Target Cost Recovery: FY 2028	Target Cost Recovery: FY 2029
Park Overall	62%	63%	65%	67%	69%	71%

