

David Crockett State Park Strategic Management Plan

2023 – 2033



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Park Purpose, History and Description

David Crockett State Park was established in 1957 to preserve the location of the industrial site David Crockett established on Shoal Creek. The park was also to provide outdoor recreational opportunities to visitors and the local community and meet the requirements of Tennessee State Parks enabling legislation. The park today is 1400 acres of varied landscape, with open grassland, hardwood and mixed stand forests, and creek bottom and hollows. The park contains 10 miles of trails including a retracement of the Trail of Tears, 2 campgrounds with 106 sites total, 7 LEED certified cabins, a restaurant, day use shelters, and an abundance of natural and cultural resources. The primary culture resource is the historic site of Crockett's gristmill, powder mill, and distillery shared with the prominence of Lawrenceburg as Crockett's political start.

Goals, Objectives, and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

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 preserve, protect, and share Tennessee's natural and cultural resources.

Action Plan: Connect visitors and most importantly all staff to the resources. Staff are the most important visitors we have, they want to tell the stories of our special places and share those connections with our external stewards. Immerse staff in the park by onboarding, staff meetings with a program or activity (hikes, tours, work meetings-held outside their normal workspace).

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

Action Plan: Conduct a current inventory of natural and cultural resources important to and on the site. Create short term and long-term manageable projects to accomplish the objective and gain external support to maintain the viability of the projects, along with staff education and training about the management projects.

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

Action Plan: Include data with the plans and plan with the data. Utilize current available resources like ArcGIS to store and categorize the resource inventory. Keep information current with updates.

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: *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: Identify our visitors' needs and plan to reach them on the best platform for them. Categorize offered programs with easy to identify keys for visitors to follow.

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

Action Plan: Programs MUST be mission based. Create the standard and stick to it. Develop a list of programs that should be repeated on a regular basis to create the programming backbone. Supplement that list with special and unique programs that still support the mission and more highly develop the interpretive themes.

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

Action Plan: Plan for recreation that compliments the resource and does not take away from it. Develop a standard for guided hikes, creek discoveries, boating adventures to structure the resource based recreational offerings.

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: Create streamlined scheduling and logging methods that are beneficial to field staff. Cross train employees on different needs to ensure adequate response to issues.

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

Action Plan: Evaluate all facilities and opportunities to provide more accessibility. Create action plans to improve accessibility, and timelines to complete.

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

Action Plan: Plan facilities that speak to the mission and primary themes of the park yet are still practical for park use. Establish new facilities in locations that create that welcoming and user-friendly atmosphere.

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: Communicate more efficiently, from the top, down. Empower our people by letting them be part of the conversation and planning process.

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

Action Plan: Create more timely and efficient methods for managing and updating operations. Plan for the future by utilizing more online options, reducing cash operations, streamlining reporting process.

Park Overview

Site Fact Sheet

Park Name	David Crockett State Park
Site Manager	Rachel Lee
Area Manager	Jacob Young
Park acreage	1400
Total number of visitors (FY 2022)	592,942
Total expenses before CO (FY 2022)	1,814,009
Total revenues (FY 2022)	1,174,170
Retail cost recovery % ¹	248%
Park cost recovery %	65%
Average expense per visitor (FY 2022)	3.05
Average revenue per visitor (FY 2022)	1.98
Gross profit or loss	-639,839
Total full-time available positions / filled	17/17
Total part-time available positions / filled	11/11
Primary feeder markets	Huntsville, Florence, Nashville
Primary reasons people visit	Camping, Cabins, Hiking, Creek, Lake, History
Opportunities for improvement	New Museum and interpretive homestead, staff training, accessibility

Key Attractions

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

- Crockett Falls
- Crockett Museum
- Cabins
- Campgrounds
- Trails
- Lake
- Restaurant
- Stillhouse Hollow Falls State Natural Area

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

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 David Crockett 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 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. 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 David Crockett State Park, and provides the assessed condition of each as reviewed in December, 2022.

Site Asset / Amenity	Quantity	Condition
Ranger Residences	3	Fair
Cabins	7	Good
Boat Dock Rental	1	Good
Museum	1	Fair
Restaurant	1	Fair
Amphitheater	1	Fair
Pool Buildings	2	Good
Bathhouses	3	Good
Shelters	12	Good
Restrooms	3	Fair
Office	2	Good
Maintenance	7	Good
Linen Storage	1	Good
Fuel Barn/Storage	1	Good

Trail Inventory and Assessment

Trail Name	Mileage	Condition
Bike Trail	1.78	Fair
Connector-1	0.17	Good
Connector-2	0.28	Fair
Connector-3	0.33	Fair
Connector-4	0.21	Good
Connector-5	0.27	Good
Connector-6	0.25	Good
Crawfish Valley Trail	2.70	Good
Lake Road Trail	0.81	Fair
Shoal Creek Trail	1.45	Fair
Trail of Tears	2.25	Good
Turkey Ridge Trail	1.50	Good
Grand Total	12.0	

The park has approximately 10 miles of trails. Most trail are in fair to good condition. The Shoal Creek and some connector trails need some routes reworked or rerouted to provide a safer more sustained trail. The Crawfish Trail is in great condition but need a bridge crossing at the spillway, this would be a capital project most likely.

Would like to develop a trail system to highlight the cultural resources on the “Reidtown” portion of the park, but would need bridge access across Shoal Creek that could withstand flooding.

Need and public request to provide an unpaved biking trail, and evaluation is taking place to develop a trail on the Crowder Farm section.

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
Office/Museum Center	New Park Visitor Center with Crockett Museum included.
Restrooms facilities	Restrooms at Lake, Shelters (3)
Shelter/Pavilion	Overlook at Lake Lindsey
Homestead	1820s log cabin homestead

Prioritized Facility Needs

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

Facility Need	Priority Assignment
Restaurant Hood replacement- In Process	High
Restaurant renovation for restrooms – In Process	High
Update Murray Circle Restrooms	High
Cabin roofing, and flooring	High
Replacement Windows in 2 houses	Low
Museum HVAC insulated	High
Downstairs in the restaurant remodeled	Moderate
Boat Dock and shoreline reworked	Moderate

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; and**
- 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 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 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 David Crockett State Park have been identified as **core services**:

- Safety and Security – Law Enforcement
- Resource Protection and enforcement
- Day Use Activities and Recreation
- Visitor Support-Restrooms, etc

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 the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

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

- Interpretation
- Play areas
- Trails with added features-equipment, waysides, etc

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 of 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 David Crockett State Park have been identified as **visitor supported services**:

- Museum
- Restaurant
- Boat rental
- Gift Shops
- Overnight facilities

Personnel / Staffing Review

Personnel and staffing at David Crockett State Park represent the largest area of budgetary expense at an average of 59% of the total operating budget each year for the last three complete years, which is less 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

Position / Title	Quantity (FTE)	Compensation Total
Park Manager 2	1	*
Park Ranger 3	1	*
Park Ranger 2	3	*
Administrative Assistant 1	1	42,504
Clerk 3	2	64,416
Conservation Worker 3	2	78,105
Conservation Worker 2	3	102,036
Park Interpretive Specialist	1	47,496
Hospitality Manager 1	1	42,924
Hospitality Asst	1	38,172
Cook 1	2	52,476
Server	1	20,475
TOTAL	18	729,888

**Law enforcement compensation confidential by TN law.*

Part Time Employees

Position / Title	Quantity	Compensation Total
Laborer- Jobshare	5	138,937.50
Laborer	2	55,575
TSP Server Job Share	1	16,575
Cook 1 Jobshare	2	23,692.50
TOTAL	11	234,780

Labor Support

Labor Support	Annual Hours
Volunteers	200
Community Service Workers	75
Engineering and Construction Crews	
Resource Management Crews	
Other: _____	
TOTAL	275

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	729,888
Part Time Employees	234,780
TOTAL Annual Labor Expense	964,668

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Park Ranger	1	FTE	2024	Increase in usage patterns and planned resource management projects
Conservation Worker 2	1	FTE	2025	Increase in usage patterns and planned resource management projects
Seasonal Job Share	3	PT	2027	To interpret the planned homestead once open to the public.
Clerk	1	FTE	2028	Front desk/visitor services staff to man front desk/museum area of new visitor center.
Restaurant Job Share	1	PT	2025	Kitchen and wait staff help
TOTAL	7			

Financial Performance

Revenue per available unit (**Rev Per Unit**) for the last four years in park facilities is detailed in the table below.

Current Rev Per Unit

Fiscal Year	Cabin Rev Per Unit	Campsite Rev Per Unit	Day Use Rev Per Unit	Restaurant Rev Per Unit
2019	88.18	7.88	5.21	11.32
2020	92.47	10.75	2.65	11.54
2021	124.46	13.95	4.59	11.26
2022	120.37	15.09	5.24	13.70

Projected Rev Per Unit - Based on current Rev Per Unit trends at the park and any known developments over the next four years.

Fiscal Year	Cabins Rev Per Unit	Campsite Rev Per Unit	Day Use Rev Per Unit	Restaurant Meals
2023	125.00	17.00	5.00	13.62
2024	127.00	20.00	5.50	14.30
2025	130.00	21.00	6.00	15.01
2026	133.00	23.00	6.50	15.76

Customer Service

Platform / Site	Year	Customer Satisfaction Level
Net Promoter Score, Staff Service	2023	62, 4.42/5
Google	2023	4.7/5
Facebook	2023	4.1

Professional Development and Training

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

- FTO program for rangers
- Onboarding and Park Immersion for Employees
- Master Trail building Class
- CIH Training or a similar program
- Routine management training
- Routine law enforcement training

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)

- 1. Site and Facilities**
 - a. Trail maintenance and establishment
 - b. Cabin flooring and roofing
- 2. Operations and Staffing**
 - a. Job Share staffing for extended operational schedules, evaluating how we use hours and why.
- 3. Customer Service / Visitor Experience**
 - a. Restroom renovations
 - b. More accessible technology for staff

Mid Term Recommendations (2-5 years)

- 1. Site and Facilities**
 - a. New restroom facilities
 - b. Homestead project underway
- 2. Operations and Staffing**
 - a. New ranger position
 - b. Maintenance position to help focus on resource management
- 3. Customer Service / Visitor Experience**
 - a. Homestead programming

Long Term Recommendations (5+ years)

- 1. Site and Facilities**
 - a. New Office/Museum built and opened
 - b. Shelter at lake
- 2. Operations and Staffing**
 - a. Job share positions for homestead
 - b. Reevaluate Interpretive center staffing with opening of new museum
- 3. Customer Service / Visitor Experience**
 - a. Training for office staff with museum experience
 - b. Upgraded gift shop space with new office/museum

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.

David Crockett State Park will manage the cultural and natural resources inside the boundaries of the park to preserve those resources for years to come. Management goals will identify, inventory, and set specific objectives to each resource included. The management techniques and plans will incorporate public use and recreation in conjunction with preserving the resources.

Educational and interpretive outreach will raise awareness for the “why” of the park's specific resource management goals. Creating external stewards to aid in the park's mission of resource management. Reevaluation of the land and resources will be conducted on a regular basis to monitor changes and new needs.

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.

Strategies

- A. Plan and design waysides at the falls to interpret the industrial site of Crockett. Develop a management plan to remedy erosion on the banks while providing access to visitors to immerse themselves in the resource.
- B. Develop strategies and timelines to eradicate exotic plants by identifying zones within the park and ranking them in severity. Outsource assistance with these projects with ag classes at local high school and other volunteer groups.

- C. Work with TWRA, Quail Unlimited and a college contact to restore native prairie to the Crowder Farm. Restoration work would happen alongside a population study for turkey and quail to monitor impact of the transitions and management.
- D. Create a replica 1820s homestead that would be similar to those found at that time in this area. Move the donated log cabin from city property to the park. Plan for other out buildings to be constructed by volunteers and staff or look for these buildings to be purchased. Develop a plan to provide interpreters at the site on a seasonal basis or for events. Provide non-obtrusive waysides and static interpretive panels to provide content when staffing or volunteers are not available.
- E. Plan and develop a trail system that includes the “Reidtown” section of the park and the Crescent Factory location. Plan the trail to protect the resources, and the waysides to paint a picture of what once was. A crossing of Shoal Creek would be needed that can withstand flooding. Complete Oral History Interviews from the local community that remembers utilizing the Reidtown location as children or before it was closed.
- F. Assist State Natural Areas in managing and protecting Stillhouse Hollow Fall State Natural Area. Rangers and other staff will spend scheduled workdays patrolling, maintaining, and managing this site.

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 in order 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
Gristmill Site/Crockett Falls	1	Fair	Erosion to creek bank during flooding events. Timbers from original cribbing occasionally show from bank. Heavily visitor use, prime location for creek play. Needs waysides to interpret site. Erosion control needed leading into site as well from run off.
Lake	35 acres	Good	Some aquatic plant growth that needs eradicating. Periodic species inventories to

			evaluate health of the fish population. Erosion control needed at boat dock area.
Creeks	Middle Fork Shoal	Good	Healthy stream some flooding issues. Erosion at falls and some in campground 1.
	Crowson Creek	Good	Erosion through pasture area. Conversion for livestock to native prairie and establishing strong riparian borders should improve quality.
Forests-mixed stands	800 acres	Good	Some invasive plant issues and diseased trees. Current management tactics involves hazardous trees.
Historic Crescent Factory Site	1	Fair	Not really managed or accessed by the public. If made accessible needs waysides and preventative impact measures in place.
Reidtown	15 acres	Poor	Not really managed except controlled access. Issues with litter and trespassing. Stories and footprint need to be preserved to tell the stories.
Crowder Farm	297 acres	Fair	Farm is in good condition fescue field. Needs converted to warm season prairie. With exotic removal, especially tree of heaven.

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)

Resource	Management Recommendations	Priority
Gristmill Site/Crockett Falls	<p>Public Use: Heavy use and traffic, main creek access area in the park for water recreation. Access is only limited by parking capacity and park hours.</p> <p>General Management: Maintain use area by mowing and trimming. Monitor artifacts surfacing from bank. Developing a plan to manage erosion.</p>	High

Lake	<p>Public Use: Heavy use and traffic. Access by shore, dock and boating. No swimming is allowed. Managed by creel limits and regulations. No gasoline motors and no ramp. No access after hours</p> <p>General Management: Fisheries management survey and stocking periodically. Shoreline maintenance with mowing, spillway maintenance with rock and vegetation control. Aquatic safe herbicide when needed. Continue working with TWRA fisheries program to monitor and manage lake health. Plan for bank stabilization and public access at dock.</p>	High
Creeks	<p>Public Use: Shore access at Campground 1, falls and spillway. Splashing and wading access. Some fishing.</p> <p>General Management: Erosion control at falls is needed. Removal of exotics along banks as needed. Monitor runoff and shore impact where needed.</p>	High
Forests	<p>Public Use: Managed access through marked trails and use areas.</p> <p>General Management: Manage hazardous trees in impact areas. Some areas exotics like kudzu are causing some issues.</p>	Moderate
Crescent Factory Site	<p>Public Use: No public access at this time except with ranger guided program.</p> <p>General Management: Boundary checks and site integrity checks annually.</p>	Moderate
Reidtown	<p>Public Use: No authorized public access, except with park ranger. Security fence on road frontage of property. Illegal access and dumping is an issue.</p> <p>General Management: Boundary checks, litter pick up, security checks and weekly drive bys.</p>	Moderate
Crowder Farm	<p>Public Use: DC Days to access the range. Special events or programs. Otherwise no current access.</p> <p>General Management: Ag lease with cattle and bush hog agreement. Range maintenance for training range. Barn maintenance when needed. Plan for transition to native prairie.</p>	High

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
Conservation Easement or acquisition of Richardson Farm (Viewshed and adjacent.)	Long
Acquisition of the remainder of the Crescent Factory Site.	Short

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.

David Crockett State Park will strive to tell the story of David Crockett as the real man and hero who emerged from his time here in Lawrence County. To connect our visitors to life in the early 1800s, and to the resources that are still as valuable today as then.

We will work with local education system to meet core requirements and outreach to involve the local students and community.

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: Utilizing the Telling Full Stories approach, program topics will be researched and developed to include the whole story. Staff will be trained on the methods and dynamics of telling full stories and how to include this while developing programs.

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: Surveying current park visitors and how we can improve their interactions and incorporating that into our development. Create new programs that address the different types of learning and connecting with audiences virtually, as well as in person to allow them to be exposed to the program and the resources.

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: Utilizing SharePoint as the easy to use database to house this information. Create a checklist in SharePoint that tallies these programs in a category style format so when the desired goal is reached we can log that as a completion. Inventory current programs and classify them where they would fit in, then review outlines and ensure they are entered into SharePoint.

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: Review and classify current offerings into the correct categories and map out new ideas that could be filtered into programs. Include in outlines and program information time and staff requirements for each program at each different level.

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 (2022)	Target Cost Recovery: FY 2023	Target Cost Recovery: FY 2024	Target Cost Recovery: FY: 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY 2027
Park Overall	64.23	58.52	59.0	59.75	60.5	61.25

