Mousetail Landing State Park Strategic Management Plan

2023 – 2033

Tennessee State Parks

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Park Purpose, History and Description

Purpose - To provide professional, management and stewardship of Mousetail Landing and all its resources, while provide compelling interpretation of the parks stories and resources and preserving the park's natural and cultural features for future generations.

Description - Mousetail Landing is a 1,247-acer park located along the east shore of the TN river in Perry County. Visitors can enjoy 12 miles of hiking trails, boating, fishing, camping, and many other outdoor recreational activities.

History - Legend has it that in the early 1800's (approximately 1829) a man name Charles Frederick Gotthart moved into this area. He came from Saxony Germany where he was Master Tanner. He purchased 5,000 acres from a Railroad Tax Auction for $17.61 ½ cents.

Mr. Gotthart started a large tannery on what is now the North end of the park, located along the southern shore of Lick creek. He used tannic acid from oak tree bark to tan hides into leather. During the Civil War era one of Mr. Gotthart's out buildings that was used to store the uncured hides caught fire. Due to the mass exodus of rats fleeing the fire, the landing was given the moniker of "Rat Tail Landing".

Three men, named Mr. Conder, Mr. Smith, and Mr. McDonald, moved into the area, and started a smaller tannery, a general store, and a Post Office along the shore of the Tennessee River just South of Mr. Gotthart's Landing shortly after the fire.

Due to the proximity to Rat Tail Landing and the smaller size of the new landing It was given the name Mousetail Landing. Mousetail Landing became a major shipping point for goods along the Tennessee River and hosted a Post Office, General Store, large warehouse, and several homesteads.

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: Increase the reach of Mousetail Landing State Park to engage more visitors and create more stewards through better understanding and appreciation of the resources.

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

Action Plan: Revitalize and protect the original Mousetail Landing.

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

Action Plan: Utilize software systems such as Hippo and Arcgis to be more efficient and productive with our time.

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: Provide a variety of safe educational and recreational interpretive opportunities. Tell the Full story so all audiences feel welcomed at our site.

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

Action Plan: Utilize the original Mousetail Landing Site for paid educational programming opportunities related to life along the TN River pre channelization. Examples include but are not limited to hide tanning, blacksmithing, living history of Maggie Lee Sayre, living history of any of the original settlers, blacksmithing programs, and peanut and logging programs.

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

Action Plan: Further utilize our biggest resource, The Tennessee River, for paid educational and recreational programming opportunities. Examples include but are not limited to Kayak rental operation, guided canoe floats, fishing lessons, and guided pontoon boat tours.

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: Continue to provide a safe, clean, green space for visitors to enjoy the natural world. Further utilize HIPPO software to increase the efficiency and effectiveness of routine maintenance for facilities, amenities, and equipment.

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

Action Plan: Maintain areas that are currently ADA compliant and improve areas that are currently ADA friendly.

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

Action Plan: Facilities at Mousetail are in great shape, overall. We need to maintain what we have at the level visitors have come to expect from a TN State Park. One facility left to be remodeled, the main bath house.

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: Provide training opportunities for our employees to grow and learn valuable skills, while providing opportunities for advancement throughout their career. Continue to provide a safe, positive work environment that allows our employees to thrive.

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

Action Plan: Provide top quality services to our visitors, while cutting expenses that will not degrade the visitor experience.

Park Overview

Site Fact Sheet

Park Name	Mousetail Landing State Park
Site Manager	Daniel Burgess
Area Manager	Ryan Forbess
Park acreage	1,247
Total number of visitors (FY 2022)	$264,299
Total expenses before CO (FY 2022)	$256,003
Total revenues (FY 2022)	$106,120
Retail cost recovery %[1]	FY22 0.4% YTD March 2023 110.6%
Park cost recovery %	FY22 41.45% YTD March 2023 45.5%
Average expense per visitor (FY 2022)	$1.03
Average revenue per visitor (FY 2022)	$0.40
Gross profit or loss	($149,880)
Total full-time available positions / filled	6/6
Total part-time available positions / filled	½ Job share with two positions currently working
Primary feeder markets	Jackson, Memphis, Nashville, Franklin, Columbia
Primary reasons people visit	Boating, hiking, camping, river access
Opportunities for improvement	Additional Bath House, Expanding Park owned lands, additional full-time positions, fiber internet access, new campground, small cabins, boat slips to rent and house park owned boat, boat rentals. If land acquired, possible spot for future campground, native grass fields for birds, protection for cedar barrens, and increase trail system.

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

Key Attractions

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

- Boat ramp/boating/fishing access
- Campgrounds
- Hiking trails
- Swim beach
- Programming
- Creek at main entrance
- TN River
- Backcountry Camping/AT prep.
- Pavilion/ family reunions

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 Mousetail 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 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 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 Mousetail Landing State Park, and provides the assessed condition of each as reviewed in May, 2023.

Site Asset / Amenity	Quantity	Condition
Park Office/Visitor Center	1	Good
Ranger Residence	1	Good
Maintenance shop	1	Good
Mower shed	1	Good
Storage shed	2	Good
Paint storage building	1	Good
Main Bath House	1	Fair; remodel scheduled
Restrooms	1	Fair; needs remodel
Pavilion	1	Good; needs door replaced
Gazebo Blacksmith	1	Fair
Playgrounds	3	Good; one needs replaced
Electric campsites	25	Excellent
Primitive campsites	21	Good; needs updating
Swim beach	1	Good; constant sand replace
Back country shelters	2	Excellent
Archery Range	1	Good
Fishing pier	1	Fair

Trail Inventory and Assessment

Trail Name	Total
Advanced Mountain Bike Trail	5.14
Campground Water Trail	0.57
Eagle Point Trail	5.87
Ladys Bluff Loop Trail	1.23
Lick Creek Water Trail	1.82
Long Slough Water Trail	2.22
Mountain Bike Trail	2.87
Scenic Trail	2.08
Short Slough Water Trail	1.71
Spring Creek Trail	0.35
Spring Creek Water Trail	1.11
Grand Total	**24.94**

We have three current hiking trails. We have an 8-mile trail, Eagle Point Loop, that is in good condition, it needs a couple small reroutes, remarking and bridge replacement. Our 3-mile trail, Scenic Day Use Trail" is in excellent condition, one small reroute needed to cut down slope of trail. Our ½ mile trail in, spring creek, is in good condition. We have a trail planned to access the original Mousetail Landing.

We currently have mountain bike trail that is closed due to storm damage and poor trail construction when it was established. We are currently working to decommission this trail.

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
Additional Bath House	Bath house needed to help us serve our customers better.
New Campground	This is dependent on a potential land acquisition.
Additional Ranger residence	If land is acquired this would be essential, especially with the hard housing situation we have in Perry County
Fiber Internet access/Wi-Fi	In process now.
New Park office space with a meeting room	Use old office as gift shop and visitors center
Backcountry shelters if land acquisition is approved	Total number of shelters would depend on final terms of land acquisition; likely 2-3 new shelters.

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 <u>must </u>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 Mousetail Landing State park have been identified as **core services**:

- Day use facilities
- Upkeep of grounds
- Public access

Category 2 – Important Services *[Supported by a balance of revenues and public subsidy]*
Important programs, services and facilities are those the agency <u>should</u> 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 Mousetail Landing State Park have been identified as **important services**:

- Overnight accommodations
- Pavilion rentals
- Hiking trails with closing of overnight shelters

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency <u>may</u> 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 Mousetail Landing State Park have been identified as **visitor supported services**:

- Gift shop
- Boat ramp access
- Kayak rentals
- Swim beach operation
- Interpretation
- Overnight shelters on hiking trail

Personnel / Staffing Review

Personnel and staffing at Mousetail Landing State Park represent the largest area of budgetary expense at an average of 70.83% of the total operating budget each year for the last three complete years, which is higher 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 1	1	*
Park Ranger 2/Ranger 1	2	*
Admin Assistant 1	1	$42,924
Facilities Supervisor	1	$60,300
Conservation worker 2	1	$34,236
TOTAL		**$300,241**

Law enforcement compensation confidential by TN law.

Part Time Employees

Position / Title	Quantity	Compensation Total
Job share	1	$27,788
TOTAL		**$27,788**

Labor Support

Labor Support	Annual Hours
Volunteers	**200**
Community Service Workers	
Engineering and Construction Crews	**250**
Resource Management Crews	
Other:_____	
TOTAL	**450**

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	**$300,241**
Part Time Employees	**$27,788**
TOTAL Annual Labor Expense	**$328,029**

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Conservation Worker 1	1	FTE	2024	Maintain the excellence visitors expect
Park Ranger 3	1	FTE	2025	Provide training and proper security. If the land acquisition goes through this position would be essential. We also need this position in order to help train new rangers especially with the turn over we have this park.
Conservation Worker 3	1	FTE	2025	Maintain the excellence visitors expect
Job share	1	PT	2025	Extra help during busy season
Housekeeper	2	FTE	TBD	If Cabins are added will be need for cleaning
Noncommissioned Interpreter	1	FTE	2026	Provide better and more consistent interpretation
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	GroupCamp Rev Per Unit	Campground Rev Per Unit	Day Use Rev Per Unit
2019	2.35	2.47	2.2
2020	3.51	3.15	1.37
2021	5.62	4.55	2.5
2022	6.15	4.32	3.19

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	Groupcamp Rev Per Unit	Campground Rev Per Unit	Day Use Rev Per Unit
2023	6.73	5.5	4.07
2024	7.36	7.01	5.15
2025	8.05	8.94	6.57
2026	8.81	11.39	8.32

Customer Service

Platform / Site	Year	Customer Satisfaction Level
Net Promoter Score	2023	67
Google rating	2023	4.6 stars, 362 reviews
Facebook rating	2023	4.8 stars, 131 reviews

Professional Development and Training

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

- Electrical training for Maintenance
- HVAC training for Maintenance
- 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. None at this time

2. **Operations and Staffing**
   a. None at this time

3. **Customer Service / Visitor Experience**
   a. None at this time

Mid Term Recommendations (2–5 years)

1. **Site and Facilities**
   a. None at this time

2. **Operations and Staffing**
   a. Full Time Conservation Worker 1 - we currently have a two person staff for Maintenance, they are stretched extremely thin. A new conservation series position would allow for better upkeep and maintenance of park grounds and facilities without over working our current employees and causing burnout.
   b. Ranger 3 – we currently have two Ranger 2 positions. A Ranger 3 would allow better scheduling/park coverage, extra security, training officer for new Rangers which is needed on site due to rate of turn over.

   c. Full Time Conservation Worker 3 – we currently have a two person staff for Maintenance, they are stretched extremely thin. A new conservation worker 3 would allow for a supervisor role to be established for the other conservation series employees at the park which would allow us to be more efficient and allow us to keep up with the standards that our visitors expect.

3. Customer Service / Visitor Experience

   a. Fiber Internet and Wi-Fi access.
   b. If land acquisition is successful, it opens the possibility to expand our trail system, established native season grass fields for birding, and possible location for new Campground and additional Ranger residence.
   c. New property would also allow guided visits into the unique habitat of cedar barrens.

Long Term Recommendations (5+ years)

1. Site and Facilities

   a. Additional Bathhouse – currently we have one bathhouse that is scheduled to me remodeled to add a second toilet in the men's and a third in the women's. We still will need additional restrooms to serve our visitors. We currently have 46 campsites if you average 4 people per site, we are trying to service 184 people on most weekends out of one bath house. The wait lines can be up to an hour to shower when we are sold out.
   b. Additional Ranger Residence – we currently have one, housing is one of our biggest issues in getting and retaining Rangers a park house would eliminate this and allow for better overall security of the Park. Ideally this would be for a third Ranger position, Ranger 3, to be added to Mousetail.
   c. Additional or new main campground – currently you must climb a steep hill to access our main campground the goal here is to remove the requirement to pull the steep hill and have a campground that is not susceptible to flooding.
   d. Cabins – camping type cabins where the visitor supplies linens and little maintenance is required for upkeep and cleaning. These could be located where our current Main campground is, if a new one is established.

2. Operations and Staffing

   a. None at this time

3. Customer Service / Visitor Experience

   a. Boat slip/house – used for housing Park-owned pontoon boat that would be used for work on the water, boundary patrol and marking, and guided tours. Could also be used as a rentable facility to local boat owners, and potentially a rental operation for renting park owned Pontoon boats.

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 in order 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.

To preserve, protect and improve Mousetail Landing's natural and cultural features for future generations. The original landing can be brought to life through informational kiosk and ghost buildings so the story can be fully told to facilitate stewardship among our visitors. Identify natural and cultural resources not currently being protected.

The park is currently in the process of acquiring approximately 600 acres on the northeast park boundary. This property houses two large cedar barrens and 2 small ones, our goal is to preserve the barrens as naturally as possible for future generations. This property opens opportunities for future habitat restoration projects. The goal is having all open areas planted in native season grasses to increase use by migratory birds, this also would make Mousetail Landing a birding mecca considering the proximity to the TN river, and national wildlife refuge.

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. Breathe life into the original Mousetail landing to bring forth full stories of the landing and the people that made it home.
> B. Plant native flowers to help pollinators
> C. Habitat restoration to improve opportunities for wildlife and allow safe noninvasive viewing for visitors.

D. Identify other natural and cultural resources not actively protected or listed in this plan.

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
Original Mousetail Landing	1	Fair	The foundation stones that are left are in good shape, we need to clean the area and it is a constant battle with trash from the river flooding.
TN river	1	Good	Overall good shape, we have some erosion issues that will need to be addressed so we do not lose a picnic and group camp area due to bank wash.
Cedar Barrens	1/5	Good	We currently have one on park property, if land acquisition goes through, we will have 5. They are in good shape but will require some management to keep them from being damaged by visitors.
Upland hardwood forest	1000 acres	good	Overall, in good shape. Could use a cleanup of logs and trees from storm damage.
Homesteads	Unknown	Good	Overall, in good shape you can find foundation stones and artifacts at several sites. Goal would be to revive one home site to further tell the stories of the people that made this area home.

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
Original Mousetail Landing	**Public Use:** Access managed through trail system, guided, and self-guided hikes to landing **General Management:** Clean area of constant trash issues and highlight the foundations left, in order to tell the full story of Mousetail Landing and how people sustained life along the TN River prior to channelization.	High
TN River	**Public Use:** Open to all, we serve as an access point to the river. **General Management:** Manage our day use and overnight facilities by installed riprap rock to stabilize riverbank and stop erosion and bank loss.	High
Cedar Barrens	**Public Use:** Use is limited by trails that go around the barrens and guided hikes into the area. **General Management:** keep the Barrens as natural as possible by limiting access through well planned trail routes.	High
Upland Hardwood Forest	**Public Use:** Access managed by trail system and back country campsites; Decommissioning of mountain biking trails due to lack of use **General Management:** Manage the forest with a goal to improve overall forest health and control invasive species.	Moderate
Homesteads	**Public Use:** Access managed by trail system; the trails avoid most homestead areas. **General Management:** Revitalize one homestead to use as an example of what it would have looked like during the operational period of the original landing. Preserve the others.	Moderate

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
Volner tract acquisition	Short term

Supplemental Information

Volner tract is an approximately 620 acers property that houses the 13th largest cedar barren in our area. The main goal of this acquisition is protection of those barrens. This acquisition will also provide border buffer and keep the property from being sold to developers. It also gives more watershed protection, and excellent viewshed towards the TN river. This property would also be owned by the state of TN and remove requirements for TVA permits for future park development.

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. Goal: To provide a variety of safe quality educational and recreational Interpretive Programming Opportunities

Park Theme: The story of industry at Mousetail Landing inspires connections with past and present ways of life along the Tennessee River utilizing Natural Resources.

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: Tell the full Story of making a life along the TN River during the operational period of Mousetail Landing, through living history programs, informational kiosk, and guided historical hikes to the landing.

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: Use social media to connect with more people and get them to the park to tell them the stories. Create content such as live and recorded videos to engage the audience that cannot physically come the park.

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: Have Rangers and SIR develop a living document to include programs offered at MLSP, and how they preformed when offered.

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: Work with volunteer groups and other state agencies to create.

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 proving 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.

FINANICAL 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	41.45%	17.3%	16.2%	16.5%	16.8%	17.1%