

# Old Stone Fort State Archaeological Park Strategic Management Plan

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## 2023 – 2033

Updated 2024



## Table of Contents

<b>Park Purpose, History and Description</b> .....	<b>3</b>
<b>Goals, Objectives and Action Plans</b> .....	<b>3</b>
THE RESOURCES: Exemplary Natural and Cultural Stewardship .....	3
THE VISITOR: Welcoming and Inviting to All.....	4
THE AMENITIES: Well-Maintained Facilities and Amenities .....	5
THE OPERATIONS: Operational Excellence .....	6
<b>Park Overview</b> .....	<b>7</b>
Site Fact Sheet.....	7
Key Attractions.....	7
<b>Site and Operations Assessment</b> .....	<b>8</b>
Site and Facility Assessment .....	8
Operational Assessment .....	12
Summary of Key Recommendations.....	17
<b>Resource Management Plan</b> .....	<b>18</b>
Resource Management Objectives .....	18
Resource Inventory and Assessment .....	19
Management Strategies.....	22
Land Management Strategies .....	24
Supplemental Information.....	24
<b>Interpretive Programming and Education Plan</b> .....	<b>26</b>
Interpretation, Programming and Education Goals.....	27
Strategic Programs and Services.....	28
<b>Financial Performance Goals</b> .....	<b>30</b>

## Park Purpose, History and Description

Old Stone Fort State Archaeological Park is dedicated to the preservation, protection, and study of the ancient ceremonial mound site known as the Old Stone Fort. Such is the reasoning for the establishment of the park on April 23, 1966, currently encompassing 782 acres in Coffee County adjacent to the City of Manchester. Much historic activity took place in and around the area of the pre-historic enclosure, as well. These features are a secondary focus for preservation and interpretation.

The mound site consists of mounds and earthen walls combined with cliffs and rivers to form an enclosure 1.4 miles around. The 42-acre hilltop enclosure mound site situated between the Duck and Little Duck Rivers is believed to have served as a central ceremonial gathering place for approximately 500 years before it was abandoned. By the time European settlers arrived, it was unclear what the area had been used for, which resulted in it being misnamed as a fort. The site is listed on the National Register of Historic Places.

In 1966, the State of Tennessee purchased 400 acres of the John Chumbley estate as the core of what is now Old Stone Fort State Archaeological Park. Today, visitors to the park enjoy camping, hiking, and fishing. The main hiking trail follows the mound walls of the enclosure and threads through dramatic scenery where you can see the original entrance of the enclosure which was designed to face the exact spot on the horizon where the sun rises during the summer solstice. Visitors can learn about the Old Stone Fort and its surroundings on this hike with twelve interpretive panels all the while enjoying the area's graceful waterfalls. Other park amenities include a museum, an additional 8.15 miles of trail, a 50-site campground, a picnic area with grills and 30 tables, and one rentable shelter.

Short Springs State Natural Area (SSSNA) outside of Tullahoma is a satellite of OSFSAP 10 miles away and will be discussed more later in this plan.

## 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:

- Encourage and assist Friends of Old Stone Fort and Friends of Short Springs in increasing their membership and accomplishments.
- Hold quarterly volunteer opportunities on the park and assist with any volunteer activities organized by the Friends of Short Springs
- Develop lists of potential volunteers and any special skills
- Add second TSP Maintenance Tech and Job Share TSP Maintenance Worker positions.
- Develop and install waysides around interior of enclosure to educate about birds and prairies.

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

Action Plan:

- TDOT will move the truss portion of the existing campground bridge to the end of the remains of the original US Hwy. 41/TN State Route 2 on the Garrison Road Trail and create a new river overlook and new trail destination. Interpretive waysides will be developed covering the history of the structure.
- Identify all cross over points on the mounds and determine best methods of controlling each one
- Add additional interpretive signage encouraging concern and preservation of the mounds
- Partner with Southeastern Grasslands Initiative and/or other agencies to restore the natural prairie inside the ancient enclosure
- Conduct a prescribed burn of the enclosure field every two to four years
- Remove exotic invasive species when feasible whether by daily staff activity or use of outside resources.
- Clear underbrush, trees of 18" diameter and less, and dead trees of any size from atop the ancient mounds
- Ranger staff as well as maintenance staff when appropriate will attend monthly virtual TSP resource management workshops
- Inspect park and natural area boundaries annually and address any encroachment issues
- Maintain vistas from museum deck and adjacent overlook

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

Action Plan:

- Work with TSP GIS personnel to develop map of all culturally significant sites on the park
- Survey and mark with carsonite markers unmarked sections of park boundary
- Improve artifact accessioning and organization
- Develop content and install smart table and/or topographic map in museum
- Add trail counters at Chumbley Woods, Powerline, and Short Springs Trailheads

## 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:

- Seek opportunities within the Access 2030 Plan to incorporate programming for those with accessibility needs and restrictions.
- Develop audio tour of the Old Stone Fort site to match the existing Enclosure Trail wayside panels for onsite and online access

- Add QR codes to trail waysides for audio access
- Explore feasibility of offering all-terrain wheelchair access
- Explore feasibility of installing accessible kayak launch at boat ramp

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

Action Plan:

- Programming should focus mainly on the primary theme of the Old Stone Fort and Woodland Period Native American culture
- Secondary programming can involve learning about the natural environment and historic activity on the park
- Develop a group of site-specific program outlines that can be used by any front-line staff member

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

Action Plan:

- The natural environment at Old Stone Fort SAP is very special and can be used for education and recreation.
- Outdoor recreational programming can be used to engage the public as well.

## 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:

- TDOT will build a new bridge to access the campground via the park entrance to improve visitor experience as well as visitor and staff safety
- Continue monthly trail inspections and correct issues as they arise
- Fix maintenance issues as they appear or are reported
- Use HIPPO system to log and monitor maintenance issues

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

Action Plan:

- Create accessibility to new overlook being developed with truss bridge structure
- Create audio tour of the Old Stone Fort
- A smart table in the museum will allow those who can’t go on the trail to experience the park
- Install adult changing table in proposed new campground check-in building

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

Action Plan:

- Work with TSP Interpretive Programs and Education division and professional designer to create modern exhibits in museum
- Continue efforts to maintain reputation for clean facilities
- Train all new maintenance personnel on facility cleanliness and it being the top priority
- Diligently seek funding to complete badly needed campground improvements to include lengthening and widening campsites, adding sewer to majority of sites, replacing restroom building with a second shower house, and a new check-in building/camp store
- Install electric vehicle chargers
- Explore feasibility of installing interpretive waysides at Short Springs SNA

### 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:

- Add a Park Interpretive Ranger position, another TSP Maintenance Lead, and an additional job share TSP Maintenance Worker position to help serve the increased visitation and program requests as well as Short Springs oversight
- Complete mandatory trainings as a group
- Allow staff to take additional trainings to increase their skill set when desired and feasible
- Hold staff meals regularly to de-brief and enjoy time together
- A Park Ranger, admin, and maintenance personnel will conduct onboarding sessions with new hires to improve operational proficiency and individual competency and confidence
- Obtain additional maintenance truck to improve operational efficiency

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

Action Plan:

- Continue efforts to stay within budget while also properly serving our visitors
- Seek additional position(s) and budget increase to properly manage Short Springs SNA
- Continue efforts to increase park self-sufficiency
- Explore feasibility of taking on a camp host in the off-season
- Coordinate with Friends of Old Stone Fort to build a canoe shed at the boat ramp

## Park Overview

### Site Fact Sheet

Park Name	Old Stone Fort State Archaeological Park
Site Manager	Keith Wimberley
Area Manager	Jacob Young
Park acreage	782 (plus Short Springs SNA 420 acres)
Total number of visitors (FY 2024)	291,806 (Short Springs not included)
Total expenses before CO (FY 2024)	\$992,379
Total revenues (FY 2024)	\$342,362
Retail cost recovery % <sup>1</sup>	8.84%
Park cost recovery %	34.5%
Average expense per visitor (FY 2024)	\$3.40
Average revenue per visitor (FY 2024)	\$1.17
Gross profit or loss	-\$650,017
Total full-time available positions / filled	9 / 9
Total part-time available positions / filled	1 / 1
Primary feeder markets	Manchester, Coffee County, Rutherford and Davidson Counties, Interstate 24
Primary reasons people visit	Natural features, cultural features, and campground
Opportunities for improvement	Campground upgrade including new camp store; new museum/visitor center/gift shop

### Key Attractions

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

- Hiking Trails
- Campground
- Old Stone Fort mounds
- Rivers and waterfalls
- Museum
- Historic paper mill

<sup>1</sup> 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 Old Stone Fort State Archaeological 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 Old Stone Fort State Archaeological Park and provides the assessed condition of each as reviewed in September 2024.

Site Asset / Amenity	Quantity	Condition
Campsites	50	Poor
Campground Restrooms	1	Fair
Camper Check-in Station	1	Good
Dump Station	1	Good
Shower House	1	Excellent
Picnic Area Restrooms	1	Poor
Picnic Shelter	1	Good
Picnic Tables	30	Fair
Museum/Park Office	1	Fair
Manager Residence	1	Good
Ranger Residence	1	Good
Sidewalks	3	Poor
Maintenance Building	1	Good
Maintenance Shed	1	Good
Kiosks	3	Good

## Old Stone Fort Trail Inventory and Assessment

Trail Name	Total	Condition
Backbone Trail	1.25	Fair
Chumbley Woods Trail	1.65	Good
Eagle Trail	1.15	Excellent
Enclosure Trail	1.40	Fair
Forks of the River Trail	0.30	Good
Garrison Road Trail	0.80	Good
Moat Trail	0.45	Excellent
Nature Trail	0.85	Excellent
Powerline Trail	1.70	Excellent
<b>Grand Total</b>	<b>9.55</b>	

### Short Springs Trail Inventory and Assessment

Trail Name	Total	Condition
Adams Falls Trail	1.1	Good
Busby Falls Trail	0.9	Good
Connector Trail	0.1	Good
Laurel Bluff Trail	1.4	Good
Machine Falls Loop Trail	1.1	Fair
Trailhead Loop Trail	0.6	Excellent
Wildflower Loop Trail	0.1	Fair
<b>Grand Total</b>	<b>5.3</b>	

The trail system at Old Stone Fort State Archaeological Park is in fair condition overall. There are a few issues we are addressing currently and others to be addressed in the future. We are working on a reroute of a steep section of the Enclosure Trail adjacent to the mounds near Little Falls that is washing out. The plan is to extend the trail out before the descent and add a section of stone steps to tie back into the main trail near Interpretive Panel #4. We are also working on a reroute of the Moat Trail where it comes up to meet that below wall section of the Enclosure Trail.

Future repairs include a treacherous area of the Backbone Trail along the Little Duck River just up from the Forks of the River Trail junction and adding foot bridges in various locations.

New trail ideas are adding a two-prong trail as an extension of the City of Manchester Greenway that terminates at Service Area Road. One would go down to and along the Little Duck River and back up to the other end of Service Area Road to the main parking lot. The second prong would be closer toward Service Area Road and serve as a storybook trail beginning at the main parking lot. One other additional trail could be built along the Duck River in our recreation easement at Old Stone Fort Golf Course. A new dual use mountain bike and hiking trail has been added across Powers Bridge Road from the Chumbley Woods Trailhead.

### 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
Picnic shelter in group event field	This would be beneficial for various events and create an additional revenue source
Additional Trails	Upper Little Duck River Trail, storybook trail, trail at golf course
Additional Parking	As visitation continues to increase, more parking or limited access will be needed in the museum parking lot and at SSSNA
Foot Bridge at first crossing of Machine Falls Branch on Machine Falls Loop Trail at SSSNA	Current crossing is by stepping on rocks placed for crossing

### Prioritized Facility Needs

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

Facility Need	Priority Assignment
Campground improvements - Lengthen and widen campsites; widen roads; replace campsite furnishings; replace restroom building with new shower house to match existing; replace check-in station; expand dump station; add as many sewer sites as feasible	HIGH
Repair and replace exterior stone, replace door glass, clean and/or replace windows on museum; paint or stain adjacent overlook and add gutter	HIGH
Complete museum exhibit update	HIGH
Additional parking at museum	HIGH
Additional parking at SSSNA	HIGH
Replace deck at Manager residence	HIGH
Replace sidewalks parkwide	Medium
Renovate kitchen at Ranger residence	Medium
Improve descent section of Machine Falls Loop Trail at SSSNA	Medium
Picnic Area restrooms replacement	Low
Museum and Exhibits/Park Office replacement	Low
Additional Trails	Low

## 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 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 Old Stone Fort State Archaeological Park and Short Springs State Natural Area have been identified as **core services**:

- Provide public access to the park grounds, facilities, and natural area
- Provide public safety for visitors and protection of the natural and cultural resources
- Provide maintenance of park grounds, facilities, and infrastructure
- Provide outdoor experiences

### **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.
- These 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 Old Stone Fort State Archaeological Park and Short Springs State Natural Area have been identified as **important services**:

- Provide an inviting and peaceful picnicking location.
- Offer a wide range of cultural, nature based, and recreational programming.
- Conduct on and off-site educational programs for schools and other organized groups.
- Provide park-specific information through on-site public contact, informational kiosks, and printed materials.

**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 provide 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 Old Stone Fort State Archaeological Park and Short Springs State Natural Area have been identified as **visitor supported services**:

- Host volunteer opportunities allowing stakeholders to have the chance to contribute to the betterment of the parks
- Host special events such as the Knap-in and Archaeoskills Event, Spring Nature Day, and Atlatl Days giving visitors a more in-depth learning experience
- Provide a quality camping facility and experience

### Personnel / Staffing Review

Personnel and staffing at Old Stone Fort State Archaeological Park represent the largest area of budgetary expense at an average of 64.9% 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 1	1	*
Park Ranger 2	3	*
Admin Assistant 1	1	\$48,324
Clerk 3	1	\$33,180
TSP Maintenance Supervisor	1	\$48,324
TSP Maintenance Lead	1	\$38,496
TSP Maintenance Technician	1	\$34,404
<b>TOTAL</b>		<b>\$441,132</b>

*\*Law enforcement compensation confidential by TN law.*

#### Part Time Employees

Position / Title	Quantity	Compensation Total
TSP Maint. Worker (Job Share)	1	\$28,084
<b>TOTAL</b>		<b>\$28,084</b>

#### Labor Support

Labor Support	Annual Hours
Volunteers	50
Community Service Workers	250
Engineering and Construction Crews	100
Resource Management Crews	180
Other: _____	
<b>TOTAL</b>	<b>580</b>

#### Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	\$441,132
Part Time Employees	\$28,084
<b>TOTAL Annual Labor Expense</b>	<b>\$469,216</b>

### Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
TSP Maintenance Lead	1	FTE	2025	Increased visitation and added responsibility for State Natural Area
TSP Maintenance Worker (Job Share)	1	PT	2025	Increased visitation and added responsibility for State Natural Area
<b>TOTAL</b>	<b>2</b>			

### 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	Campground Rev Per Unit	Day Use Facilities Rev Per Unit
2021	10.46	2.40
2022	13.90	2.08
2023	14.19	1.89
2024	14.35	1.52

**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	Campground Rev Per Unit	Day Use Facilities Rev Per Unit
2025	14.50	1.50
2026	15.00	1.70
2027	15.50	2.00
2028	16.00	2.30

## Customer Service

Old Stone Fort State Archaeological Park:

Platform / Site	Year	Customer Satisfaction Level
Google	2024	4.8
Trip Advisor	2024	4.5
Yelp	2024	4.6
AllTrails	2024	4.5
NET PROMOTER SCORE	2024	90

Short Springs State Natural Area:

Platform / Site	Year	Customer Satisfaction Level
Google	2024	4.8
Trip Advisor	2024	4.5
Yelp	2024	4.3
AllTrails	2024	4.7

## Professional Development and Training

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

- Certified Interpretive Host
- Narcotics Identification
- Chainsaw Use and Safety
- 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. Replace bridge for direct campground access and construct new truss overlook upriver
- b. Add additional directional signage in campground and at trailheads
- c. Build campsite pad side extensions in the event major campground renovation is not funded
- d. Complete aforementioned trail reroutes

#### 2. Operations and Staffing

- a. Acquire second TSP Maintenance Lead and job share TSP Maintenance Worker positions

#### 3. Customer Service / Visitor Experience

- a. Build new Passport Stamp stations
- b. Install kiosk outside museum
- c. Additional parking at Short Springs

### Mid Term Recommendations (2–5 years)

#### 1. Site and Facilities

- a. Add interpretive signage at new overlook
- b. Complete museum exhibits update
- c. Build aforementioned new trails
- d. Complete additional campground improvements
- e. Replace sidewalks park wide
- f. Add additional tent pads on various campsites
- g. Replace picnic area restrooms

#### 2. Operations and Staffing

- a. Hire Park Interpretive Ranger to assist with increased programming requests

#### 3. Customer Service / Visitor Experience

- a. Additional parking at Old Stone Fort
- b. Expand camp store with new check-in station
- c. Develop programming for Short Springs

### Long Term Recommendations (5+ years)

#### 1. Site and Facilities

- a. Build new museum/park office
- b. Acquire any available adjacent properties with cultural or natural significance

#### 2. Operations and Staffing

- a. Expand gift shop with new park office

#### 3. Customer Service / Visitor Experience

- a. Build picnic shelter in group event field

## 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.

The area encompassed by Old Stone Fort State Archaeological Park's boundary is extremely significant, both culturally and naturally. The signature resource of OSFSAP is the Old Stone Fort, which is a 2000-year-old Native American mound site that is approximately 42 acres in size. It has been recognized as "Perhaps the most spectacularly sited...Woodland sacred place" and is considered the largest, most complex hilltop enclosure mound site outside of Ohio where the majority of such structures are congregated. (Seeman, 2004) The cultural significance of the site directly led to it being placed on the National Register of Historic Places in 1973. This designation is currently being reapplied to include the entirety of the mound complex and the surrounding historical features.

The most notable natural feature of OSFSAP is the Duck River. An article in the February 2010 issue of National Geographic Magazine highlighted the Duck River as one of the five most biodiverse rivers in the entire world. The two branches of the Duck River once known as the Barren Fork and Bark Camp Fork come together just beyond the pre-historic enclosure forming one of the state's most scenic waterways stretching over 280 miles to the Tennessee River in Humphreys County.

It should be noted that this introduction has only highlighted the two most significant resources of the park with the rest to be discussed in the resource inventory and assessment section of this management plan.

Short Springs State Natural Area is an area of approximately 420 acres on the Eastern Highland Rim in Coffee Co. The natural area consists of 203.45 acres owned by the State, 158.25 acres in a conservation easement held by the state and owned by the City of Tullahoma, and the remainder of 58 +/- acres owned by TVA. This area possesses a combination of scenic views and geological formations, contains significant animal and plant life, and lies within the city limits of Tullahoma. Short Springs was designated as a state natural area in 1994.

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. TDOT will move the truss portion of the existing campground bridge to the end of the remains of the original US Hwy. 41/TN State Route 2 on the Garrison Road Trail and create a new river overlook.
- B. Continue association with the Tennessee Division of Archaeology in their seeking National Register of Historic Places designation for the entire Old Stone Fort complex to include historical features in addition to the pre-historic site already recognized
- C. Manage the park in conjunction with the Tennessee Division of Archaeology Old Stone Fort State Archaeological Park Master Plan
- D. Continue partnership with Southeast Grasslands Initiative to reestablish native wildflowers and prairie grasses inside the pre-historic enclosure.
- E. Conduct prescribed burn of enclosure field every two to four years
- F. Remove exotic invasive species when feasible whether by daily staff activity or use of outside resources.
- G. Work with Friends of Old Stone Fort to finish arboretum along the Garrison Road and Nature Trails
- H. Develop plan for oversight of Short Springs State Natural Area
- I. Maintain minimum of Gold Certification in TSP Go Green with Us program.
- J. Work with TSP GIS Specialists to develop a map of cultural features of the park.
- K. Develop signage to encourage respect for and protection of the mounds.
- L. Partner with the Duck River Agency and other stakeholders in the protection of the Duck River
- M. Conduct annual boundary inspections of both parks to maintain TDEC boundary markers and other protective signage.
- N. Work with Friends of Old Stone Fort group to expand their influence and effectiveness.
- O. Improve preservation of park artifacts and documents through an update accessioning system and determine items to be transferred for better preservation.
- P. Improve and maintain native plant areas and work to educate the public on importance of native plants.
- Q. Inspect campground, roadsides, trails, and resident yards each Spring for hazardous trees and coordinate removal.
- R. The visitor should feel increased appreciation for American Indian cultural heritage.

## 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:

## Old Stone Fort State Archaeological Park Strategic Management Plan

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resources are generally in good condition and stable; threats to the integrity of the resource require regular management to mitigate.
3. **Fair** – resources are 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 require immediate management prioritization.

Significant Park Resources	Quantity	Current Conditions	Notes
The Middle Woodland ceremonial enclosure known as Old Stone Fort and the associated mounds	4,995 feet	Fair	The mounds are still very well intact but trees growing on them and visitors tramping over them are two concerns.
Prairie Remnant	42 acres	Good	Although in good condition overall, efforts are being made to maintain the natural prairie inside the enclosure.
Rivers and Riparian corridors	Duck River: 2.7 miles Little Duck River: 1.95 miles	Good	The Duck River is the most bio-diverse river in North America and was de-posted through the park in 2017. The Little Duck remains posted but appears in good health as well.
Remains of 19 <sup>th</sup> Century Mills and Civil War activity	3	Fair	The remains of nineteenth century mills which utilized the site and adjacent rivers in the production of textile, paper, and other assorted products. A good portion of the entire state park property was utilized to varying degrees and for varying times throughout the Civil War with attributable artifacts being found across the site. These include a bivouac site and a Confederate powder mill.
Early historic transportation routes	6	Good	There are no less than six early roads or routes within the park boundaries used at various

			times from before the building of the Old Stone Fort to the early twentieth century.
Caves and Rock Shelters	3	Good	The double entrance Bone Cave with prehistoric and historic significance is located adjacent to the lower golf course parking lot. This is the supposed site where the bird effigy pipe was found and was once a Civil Defense shelter during the Cold War. The two rock shelters each hold archaeological significance as well. Copperas Cave shows signs of aboriginal activity and Saltpeter was the source of its namesake for the Confederate gun powder mill.
Cemetery	1	Excellent	Located along Powers Bridge Road on the backside of OSFSAP property, Hickerson-Wooton Cemetery is an historically significant cemetery in relation to the mills and former park ownership. Fannie Hickerson, the last owner of the Stone Fort Paper Mill, and her grandson John Chumbley, whose heirs the State purchased the main park property from soon after his death, are buried in this family cemetery. The wall around it was recently replaced to match the original and the headstones have been cleaned.
Campground Truss Bridge	1	Critical	The bridge has been closed to vehicle traffic by TDOT and cannot be brought up to current standards for modern RVs. The truss structure will be moved upriver as an overlook and the bridge will be replaced.
Upland hardwood forest in physiographic transition zone	700 acres	Good	Old Stone Fort SAP is located in a transition zone between the Highland Rim and Central Basin creating the deep gorges and waterfalls. The forests are healthy second growth with an abundance of wildflowers. Invasive species are mostly under control with concentrated efforts made in recent years to eradicate them.
Short Springs SNA	420 acres	Good	SSSNA provides excellent contrast between the Highland Rim and Central Basin geology and vegetation.

## 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
The Middle Woodland ceremonial enclosure known as Old Stone Fort and the associated mounds	<b>Public Use:</b> Public access with heavy traffic <b>General Management:</b> Protection of the ancient mounds is of the utmost priority. Visitors often walk over the mounds to access water features. Plans need to be developed to reduce or eliminate this. Underbrush and small trees should be removed as well.	High
Prairie Remnant	<b>Public Use:</b> Public access <b>General Management:</b> Protection of this true prairie remnant is of utmost importance as well. The site is flourishing with many native grasses and flowers. Rare plants from Arnold Air Force Base are being introduced here to help promulgate them.	High
Rivers and Riparian corridors	<b>Public Use:</b> Public access with heavy traffic <b>General Management:</b> Many visitors come to OSFSAP just for the waterfalls. Efforts should be made to increase visitor appreciation for the cultural uniqueness and importance of the site as a whole. Invasive hydrilla overtakes the dammed section of the Duck River in the growing season. The park would like to work with other agencies to explore eradication.	High
Remains of 19 <sup>th</sup> Century Mills and Civil War activity	<b>Public Use:</b> Public access <b>General Management:</b> The historical significance of the site should not be ignored either. Programs are being developed to increase awareness of the use of the site millennia after the Native American presence.	Moderate
Early historic transportation routes	<b>Public Use:</b> Public access limited to trails. <b>General Management:</b> The historical significance of the site should not be ignored either. Programs are being developed to increase awareness of the use of the site millennia after the Native American presence.	Moderate

Caves and Rock Shelters	<p><b>Public Use:</b> Managed access with infrastructure and regulation. Public access is extremely limited.</p> <p><b>General Management:</b> These sites are difficult to access and are generally left alone. Periodic checks are made to help protect these pre-historic and historically significant areas.</p>	Moderate
Cemetery	<p><b>Public Use:</b> Managed access with infrastructure and regulation</p> <p><b>General Management:</b> This important cemetery has had a good deal of attention recently. Park staff has led the cleaning and repair of many of the tombstones and the wall around the cemetery has been recently replaced.</p>	High
Campground Truss Bridge	<p><b>Public Use:</b> Managed access with infrastructure and regulation</p> <p><b>General Management:</b> This bridge is condemned for vehicle use and needs replaced for the best operational access to the campground. The truss structure will be transformed into an overlook upriver on the Garrison Road Trail and interpretive waysides will be developed.</p>	High
Upland hardwood forest in physiographic transition zone	<p><b>Public Use:</b> Managed access limited to trails only with infrastructure and regulation</p> <p><b>General Management:</b> The upland hardwood forests are managed for improvement of overall forest health mainly through ongoing invasive species management.</p>	High
Short Springs SNA	<p><b>Public Use:</b> Public access with heavy traffic limited to trails only.</p> <p><b>General Management:</b> OSFSAP took over direct management of this area July 1, 2023. Rangers and other staff maintain the area for downed trees, trail maintenance, search and rescue, law enforcement, etc.</p>	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
Take advantage of opportunities to purchase properties that contain evidence of pre-historic activity and other historic or natural resources related to the park.	Long Term
Boundary integrity and potential historical sites.	Short Term
Seek property easements to improve access to other portions of the park.	Short Term
Short Springs SNA boundary and viewshed integrity	Long Term

## Supplemental Information

The magnificent natural setting of OSFSAP was assuredly reasoning for the Native Americans choosing this location. As noted, Old Stone Fort State Archaeological Park encompasses approximately 780 acres in Coffee County, TN along what is now U. S. Highway 41 (historically known as the Nickajack Trace, a major trade route for Native Americans). Geographically the park is located on the eastern escarpment of the Highland Rim physiographic region of Tennessee and the Interior Low Plateaus province of the country. This area is characterized by a level to moderately steep topography that is approximately 1,050 feet above mean sea level. This portion of the Highland Rim is known as the “Barrens”, characterized by under development and poor-quality soils. Since the drainage of the barrens is not well developed, the area of Old Stone Fort provides an important topographical feature. The Barrens’ only pronounced stream dissection is near this site where the Duck River and its tributaries flow through deep gorges (Faulkner, 1968).

The underlying geology stratigraphically profiles as a Mississippian aged formation of light-gray Monteagle limestone with areas of out cropping blue-gray Fort Payne chert overlaying black Chattanooga shale. The different soil types are predominantly alluvial deposits. This geology, as with a lot of Middle and East Tennessee, is ideal for karst topography.

There is one true cave and two rock shelters located on the park grounds. All have cultural significance. There is evidence of aborigine activity in Copperas Cave. The Confederacy mined salt peter from Salt Peter Cave. There were newspaper reports of bones of giants being found in the double-entry Bone Cave and some think that is where the signature Old Stone Fort steatite bird pipe was found.

Soils of the park belong to the Armour-Huntington-Lindsay soil association, which is the predominate soil along the Duck River drainage (Love, 1959). The forest type of Old Stone Fort State Archaeological Park is a mixed hardwood forest. The tree types comprising the largest portion of the park are oak-hickory-poplar. Other major species include elm, cedar, pine, maple, gum, and beech.

As for rare plants, the American chestnut (*Castanea dentata*) in the park picnic area has unfortunately died but other snags have been found with the albeit slim hopes of finding living spores. There are two



known lady slippers in the park with one located inside the middle campground loop and the other just inside the woods near the junction of the spur trail from the picnic area and the end of the main parking lot. The butternut or white walnut (*Juglans cinerea*), spreading false foxglove (*Aureolaria patula*) and broadleaf Barbara's buttons (*Marshallia trinervia*) have also been confirmed on the park.

The Duck River which starts in Coffee County and flows through the park is widely considered North America's richest river in variety of freshwater fauna. The river teems with an almost unsurpassed variety of freshwater animal life. According to the U.S. Geological Survey, the Duck River is one of three hot spots for fish and mussel diversity in the entire world, containing more species of fish than are found in all the rivers of Europe combined and more fish varieties per mile than any other river in North America. Overall, the Duck supports a remarkable diversity of freshwater animals in its waters, including 151 species of fish, 60 mussel species, and 22 species of aquatic snails. In addition, the river harbors a variety of larger mammals, reptiles, and birds, including river otters, beavers, mink, hawks, osprey, and herons (The Nature Conservancy).

The main cultural resource located within the park's boundaries and the main reason for establishing the park is a Native American-built hilltop enclosure mound site (40CF1). The site dates to approximately 1,500 to 2,000 years ago during an archaeological period referred to as the Middle Woodland. 40CF1 is located on a 42-acre plateau situated between the Duck and Little Duck Rivers. There are approximately 4995 feet (1522.5 meters) of low wall-like mounds constructed of layers of shale, limestone, and chert capped with earth. Carbon dating revealed the site took 400 or 500 years to complete. The apparent last section to be completed is referred to as the entrance complex which consists of two parallel mounds with one making a 90-degree inward turn, a deep ditch, and two conical mounds. These two parallel mounds orient to within three tenths of a degree of the summer solstice sunrise. Although several maps have been produced as early as 1819 and excavations have taken place as early as 1928, the most intense excavation was completed in 1966 by the University of Tennessee led by Dr. Charles Faulkner. His work, *The Old Stone Fort: Exploring an Archaeological Mystery*, was printed in 1968. The only other book written solely about the Old Stone Fort was *The Mystery of Old Stone Fort* by Basil McMahan in 1965. Ward Weems had a featured article in the Fall 1995 Tennessee Anthropologist entitled "The Old Stone Fort Site – A History of the Early Descriptions and Maps and Their Relevance to Modern Research". Two studies and resulting theses have been completed in the 2000s by Stephen Yerka 2006 to 2010 and Hobart Akin in 2016.

A large amount of historic activity took place around the prehistoric enclosure as well. The Old Stone Fort saw several mills and a mill town located on site throughout the 19<sup>th</sup> century with Samuel Murray's rope factory on the Little Duck River thought to be the earliest in 1823. Although the factory burned in 1847, it was followed by W.S. Whitman's nearby paper mill on the Duck River in 1852.

In 1861, Whitman built a powder factory adjacent to his paper mill to supply the Confederacy during the Civil War. A Tennessee Civil Wars Trail marker has been installed in the museum parking lot and additional wayside panels have been added by the park in the vicinity of the powder mill location to interpret this historical feature of the park. The Manchester Powder Mill, constructed at the confluence of the Duck and Little Duck Rivers in 1861, was one of the first and largest efforts by the Confederate government to establish industry across its western half and solely designed to support the coming war with the Union it had recently seceded from. It was destroyed by Union troops the following year (Waggener, 2014). In 1879, the Stone Fort Paper Company built a large mill near Big Falls on the Duck River. The mill supplied paper made from old clothes to newspapers throughout the Southeast including the Nashville Banner, Chattanooga Times, Atlanta Constitution, and Memphis Commercial Appeal until the early 20th century.

A large section of this mill is still visible today. Other cultural sites set aside within park boundaries are the aforementioned Civil War campsite (40CF231), a small mound (40CF280) near the Little Duck upriver from the Old Stone Fort and several historic roadbeds.

Short Springs is a 420-acre natural area located in Coffee County approximately three and a half miles northeast of Tullahoma and 10 miles from OSFSAP. The natural area provides excellent contrast between the Highland Rim and Central Basin geology and vegetation. When descending along the Machine Falls trail, a visitor can observe exposed black Chattanooga shale at mid-slope, which is a formation that delineates the Central Basin from the Highland Rim. Thickets of mountain laurel grow on the upper slopes under a dry oak-hickory forest canopy that is characteristic of Highland Rim vegetation. The lower slopes and riparian areas along Bobo Creek support towering sycamore, buckeye, magnolia, beech, and tulip poplar trees with a rich shrub layer and herbaceous cover.

Short Springs is recognized as one of the very best spring wildflower locations in the state. In the spring, moist slopes are covered in trout lilies, Virginia bluebells, jack-in-the-pulpit, larkspur, and Dutchman's breeches. Large-flowered trillium (*Trillium grandiflorum*), southern red trillium (*Trillium sulcatum*), and barren strawberry (*Waldsteinia fragarioides*) are uncommon plants for Middle Tennessee that occur here. The natural area also supports two state-listed endangered plant species, Indian olive (*Nestronia umbellula*) and broad-leaved bunchflower (*Melanthium latifolium*).

This biological diversity is related to the rich forest slopes and ravines, low cascades, springs, and waterfalls that support it. Scenic features like Machine Falls drops more than 60 feet and is nearly equal in length across. The Upper and Lower Busby Falls on Bobo Creek are two prominent cascading waterfalls that can be seen from overlooks on the Busby Falls Trail. Machine Falls was possibly named for the nearby Busby Mill in operation from 1824-1850 and millstones can still be seen along Bobo Creek. The steep escarpment with its numerous wet weather seeps is particularly impressive during the moist winter and spring months. Water is a significant feature at Short Springs as it once was the water supply for Tullahoma before the construction of Normandy Dam. The Normandy Reservoir extends to the natural area sometimes inundating the Wildflower Loop Trail.

## 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 be changed to accommodate those modifications.

The overarching interpretive mission of Old Stone Fort State Archaeological Park is to interpret, operate, protect, and preserve one of the most significant archaeological sites in the Tennessee State Park system as well as the United States as determined by its National Register of Historic Places designation. By effectively presenting the site and its broader significance, the caretakers of the Old Stone Fort will enable its continued position of importance culturally and historically. Furthermore, in so doing it will carry out its role in the diversity of the Tennessee State Park system and lead others to protect such sites.

Through the primary and secondary themes of the site, the visitor will be exposed to a diverse and important period of prehistory and history which has ramifications on a state and national level. Successfully interpreting the story of the Old Stone Fort, in conjunction with the natural resources also found at the site, will ensure future generations' appreciation and support for Old Stone Fort State Archaeological Park.

### Primary Interpretive Theme

The pre-historic Woodland Period Native American hilltop mound site at Old Stone Fort State Archaeological Park was built as a sacred ceremonial complex and stands as a testament of perseverance and spirituality. Built from 2,000 to 1,500 years ago in a spectacular setting between the Duck and Little Duck Rivers and flanked by waterfalls, the site provokes an enormous sense of place. Pre-history overall as well as archaeology and its applications are a part of the primary theme.

### Secondary Interpretive Themes

Secondary themes of nature, the historic period activity in and around the Old Stone Fort area, and resource based recreational programming also play a role in the interpretive mission of Old Stone Fort State Archaeological Park.

Most programs at Short Springs State Natural Area will consist of secondary themes-

## 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:

- Develop relationships and partner with indigenous groups to program and tell the stories of their ancestors
- Increase programming related to the historic activities at the park

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

Action Plan:

- Conduct virtual programming on Facebook at least once per quarter
- Create and add program videos to the park website
- Add QR codes on interpretive waysides on the Enclosure Trail for audio

**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:

- Unique experiences will include the summer solstice viewing, canoeing the Duck River, and Junior Ranger Camp
- Work with the public library to increase children’s programming to appreciate nature
- Build storybook trail at Old Stone Fort SAP

**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:

- Incorporate River cleanup with canoe floats
- Normandy Lake cleanups at Short Springs.

#### 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 is 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 (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	34.5%	33%	34%	35%	36%	37%

