

# Cordell Hull Birthplace State Historic Park Strategic Management Plan

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**2023 – 2033**



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## Park Purpose, History and Description

Cordell Hull Birthplace State Park is situated along the Highland Rim and where the Cumberland Plateau descends westward into the Central Basin. The park is the birthplace of Cordell Hull who was the longest serving Secretary of State and the father of the United Nations. His family were tenant farmers while they lived on the property during his infancy and toddler years.

The park has a museum and archive that houses artifacts from his time as Secretary of State and has signed books from Franklin D. Roosevelt and Winston Churchill. The log cabin and his artifacts tell the story of Cordell's life and his influence on American diplomacy. The park also has a cave system that runs underneath the trail. The entrance of Bunkum Cave is one of the largest openings in Tennessee. The cave has both cultural and natural resource significance for the park.

## 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: Full time staff will train seasonal staff about the Park's mission and direct the staff toward mission-based interpretation and education programs.

The staff will work with the Chamber of Commerce, local school systems, the city of Byrdstown, and Pickett County to create partnerships to meet community needs that connect to the park's mission.

Friends of Cordell Hull and park staff will work together to ensure the preservation of Cordell Hull's artifacts and assist in promoting the park's mission statement.

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

Action Plan: Park staff will work with TWRA, Natural Areas, and University research teams to create resource management plans for Bunkum Cave and ensure the conservation of the bat population.

Park staff will work with the state archives and museum to ensure that the artifacts continue to be preserved for future generations.

The park will continue to utilize interns from local universities to manage the artifacts in the archives and museum.

At least one staff member will attend educational training and conferences that focus on historical management or interpretation such as Tennessee Archives Institute.

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

Action Plan: Digitizing the archives so that park visitors and staff have easier access to documents and photographs. This would also reduce the wear and tear on these items.

Create a digital map of the interior of Bunkum Cave. This could assist with the documentation and location of the bat population within the cave and could assist with future resource management decisions.

The park staff can work with the Division of Archaeology and utilize lidar to map out any archaeological structures. This technology will give staff a better understanding of the families that lived here previously and where structures were located.

### 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: The park staff is working to create more living history programs that can assist in telling the story of Cordell Hull and his family. These programs encompass Cordell's life from 1871 until 1955.

The park staff works with local artists to teach folk art classes throughout the year. We work with artists to create a safe and welcoming environment for everyone.

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

Action Plan: All seasonal interpretative staff attend SIR Inservice at the beginning of the summer season.

All full-time staff are certified interpretative guides. Full time staff attend a yearly conference held by the Southeastern Association of Living History Farms and Museums (SEALHFAM) to learn new interpretive techniques and skills that can be brought back to improve the park.

The staff has created lesson plans and program boxes for seasonal interpretive staff that are marked for certain programs. This makes it easier for new staff members so they can use a premade program without creating a new program.

Directing staff to utilize the interpretive programs and education SharePoint app.

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

Action Plan: Create recreation outlines for all recreation programs including safety protocols.

## THE AMENITIES: Well-Maintained Facilities and Amenities

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

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

Action Plan: Create an inventory checklist of the buildings. Staff utilize this checklist once a month to survey the structures throughout the park.

Create a mowing schedule for the park to reduce mowing times and fuel cost.

Work with East Tennessee Maintenance to assist with the repairs to the buildings.

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

Action Plan: Creating interpretative panels that will be placed along the walkway from the museum to the log cabin that tell the story of the family while they lived on the property.

Creating an audio tour of the museum, log cabin, and exhibits in different languages for park visitors.

Creating interpretative panels throughout the Bunkum Cave trail to discuss the natural features of the trail.

Making sure that the museum, office, and log cabin are accessible as per the guidelines in the access 2030 initiative. This can include VR and digital experiences.

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

Action Plan: Create an introductory video for the museum about the life of Cordell Hull and his family.

Building a Kiosk in front of the museum with a map of the park and locations of the buildings and trailhead.

Improve the museum to accommodate a customer service counter for staff to better manage the gift shop and visitor contacts.

## 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: Encourage staff to further their education through technological schools, folk art schools, or college classes.

Encourage staff to participate in leadership classes offered through the state of Tennessee such as green leadership or PMTI.

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

Action Plan: Cross train all staff members to be able to fill in when possible.

Park staff works with the Friends of Cordell Hull to assist with large events and programs to assist with sponsorship and volunteers.

Park staff will apply for grants that can assist with cost of programs and projects.

## Park Overview

### Site Fact Sheet

Park Name	Cordell Hull Birthplace State Historic Park
Site Manager	Monique Johnson
Area Manager	Kim Moore
Park acreage	54
Total number of visitors (FY 2022)	39,069
Total expenses before CO (FY 2022)	\$212,033
Total revenues (FY 2022)	11,852
Retail cost recovery % <sup>1</sup>	363%
Park cost recovery %	5.6%
Average expense per visitor (FY 2022)	\$5.42
Average revenue per visitor (FY 2022)	.30
Gross profit or loss	(\$200,181)
Total full-time available positions / filled	2
Total part-time available positions / filled	2
Primary feeder markets	Indiana, Ohio, Local Community, Pickett, TN and Clinton County, KY
Primary reasons people visit	Bunkum Cave
Opportunities for improvement	Advertisement of the park and park interpretation.

### Key Attractions

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

- Bunkum Cave
- Log Cabin
- Museum
- Living History interpretation

<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 Cordell Hull Birthplace State Historic 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 Cordell Hull Birthplace State Historic Park and provides the assessed condition of each as reviewed in May 2023.

Site Asset / Amenity	Quantity	Condition
Museum	1	Fair
Archives	1	Good
Activity Room/ Park Office	1	Good
Log Cabin	1	Fair
Smoke House	1	Excellent
Maintenance Shop	1	Fair

## Trail Inventory and Assessment

Trail Name	Mileage	Condition
Bunkhum Cave Loop Trail	1.35	Fair
Cabin Path	0.11	Excellent
Overlook 1 Spur	0.02	Excellent
Overlook 2 Spur	0.02	Excellent
<b>Grand Total</b>	<b>1.49</b>	

Bunkum Cave Loop Trail has several side trails that need to frequently be cut off with barricades or trail closure for resource protection. There are several areas that have rolling grade dips that need to be resolved, but currently not a serious issue. There is a small section that needs to be rerouted due to erosion issues. The storybook trail (.5) has a few areas that have erosion issues. The removal of the gravel might solve most of the issues.

## 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
Playground	It would be historically themed to match our mission statement.
Shelter	Historical reproduction to match the rustic look of the park.
Reproduction Farm Buildings	These structures would assist in expanding programming.
Expand Museum Building	Build onto the museum to create office spaces and a gift shop.
Build a museum kiosk	Build a kiosk in front of the museum with interpretative signage and map of the park.
Build an outdoor classroom	The classroom will have a chalkboard kiosk, benches, and a storage area.

## Prioritized Facility Needs

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

Facility Need	Priority Assignment
Maintenance Shop roof replacement	High
Office re-chinked	High
Log cabin re-chinked	High
Bunkum Cave Parking lot paving	High
Replacing Fencing at Trailhead	High

## Operational Assessment

The Operational Assessment includes:

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

## Inventory and Classification of Programs and Services

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

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

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

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

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

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

The following programs and services offered at Cordell Hull Birthplace State Historic Park have been identified as **core services**:

- Maintain Bunkum Cave Trail
- Provide Visitor Safety
- Provide Restrooms and Trash Cans for Visitor Use
- Preservation of Artifacts and Historical Cabin
- Conservation of Bunkum Cave

**CATEGORY 2 – IMPORTANT SERVICES** *[Supported by a balance of revenues and public subsidy]*

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

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

The following programs and services offered at Cordell Hull Birthplace State Historic Park have been identified as **important services**:

- Living History Programs
- Interpretation of Artifacts
- Interpretation of the Log Cabin
- Conservation of the Unique Cave Resource
- Programs on historical and cultural features of the park

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

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at Cordell Hull Birthplace State Historic Park have been identified as **visitor supported services**:

- Haunted Trail
- Spelunking Programs
- Folk Art Classes
- Gift Shop
- Rental of the activities room

**Personnel / Staffing Review**

Personnel and staffing at Cordell Hull Birthplace State Historic Park represent the largest area of budgetary expense at an average of 68% of the total operating budget each year for the last three complete years, which is more 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	*
Park Ranger	1	*
<b>TOTAL</b>	<b>2</b>	<b>\$131,724</b>

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

**Part Time Employees**

Position / Title	Quantity	Compensation Total
Seasonal Interpreter/ recreator	1	\$27,787
Conservation Worker 1	1	\$30,948
<b>TOTAL</b>	<b>2</b>	<b>\$58,735</b>

**Labor Support**

Labor Support	Annual Hours
Volunteers	575
Community Service Workers	15
Engineering and Construction Crews	0
Resource Management Crews	0
<b>Other: _____</b>	<b>0</b>
<b>TOTAL</b>	<b>590</b>

**Total Labor Compensation Expense**

Labor Type	Labor Expense
<b>Full Time Equivalent Employees</b>	<b>\$131,724</b>
<b>Part Time Employees</b>	<b>\$58,735</b>
<b>TOTAL Annual Labor Expense</b>	<b>\$190,459</b>

### Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Museum/ archival Curator	1	FTE	2025	To assist with the preservation of artifacts.
Conservation Worker	1	FTE	2028	To assist with the maintenance on the buildings and groundings keeping.
Administrative Assistance	1	FTE	2028	To assist with gift shop, purchases, and HR.
<b>TOTAL</b>	<b>3</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	Facility Rev Per Unit
2019	\$0.28
2020	\$0.14
2021	\$0.28
2022	\$0.14

**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	Facility Rev Per Unit
2023	\$0.28
2024	\$0.14
2025	\$0.28
2026	\$0.14

### Customer Service

Platform / Site	Year	Customer Satisfaction Level
Trip advisor	2023	4.5 stars
Yelp	2023	5 stars
Google	2023	4.7 stars
Net Promoter Score	2023	90

### Professional Development and Training

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

- Trail Management Class
- Tennessee Archives Institute
- Skills classes through Tennessee Tech University, John C. Campbell folk school or other folk-art schools.
- Park Rangers Institute
- 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. Repair the chinking on the cabin and office
- b. Replace fencing at trailhead

##### 2. Operations and Staffing

- a. Expand the gift shop

##### 3. Customer Service / Visitor Experience

- a. Build a kiosk in front of the museum with park map and information board
- b. Create an outdoor classroom
- c. Customer Service Desk with Cash Register

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

##### 1. Site and Facilities

- a. Build reproduction farm buildings
- b. Build a historically themed playground
- c. Roof Repair at maintenance shop
- d. Parking lot paving

##### 2. Operations and Staffing

- a. Additional full-time staff member - Museum/Archive Curator
- b. Update the activity room so that it is more desirable to rent

##### 3. Customer Service / Visitor Experience

- a. Expanding the staff's skill sets in blacksmithing, woodworking, and fibers through classes
- b. Create interpretative signage throughout the park and museum

## Long Term Recommendations (5+ years)

### 1. Site and Facilities

- a. Expand the museum to include office space for park staff, a gift shop, a meeting space, and a larger exhibit room
- b. Build a shelter

### 2. Operations and Staffing

- a. Addition of Administrative staff
- b. Addition of Conservation worker

### 3. Customer Service / Visitor Experience

- a. Create Audio Guided Tour of the park in multiple languages
- b. Create interactive storymaps of Cordell Hull's life and family.

## 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 the legacy of Cordell Hull by interpreting his life story through the preservation of his artifacts, preservation of historical structures, and natural features utilized by the Hull family. The log cabin and his artifacts tell the story of Cordell's life and his influence on American diplomacy. The park also has a caving system that runs underneath the trail. The entrance of Bunkum Cave is one of the largest openings in Tennessee. The cave has both cultural and natural resource significance for the park.

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. Identify and remove invasive species throughout the park through volunteer and staff assistance.
- B. Purchase land surrounding the park boundary.
- C. Work with interns to assist with the organization and preservation of the artifacts. The interns can identify artifacts that need repair.
- D. Work with universities in proximity to conduct an all-taxa survey/study.
- E. Park staff will work with TWRA, Natural Areas, and University research teams to create resource management plans for Bunkum Cave and ensure the conservation of the bat population.



## 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
Historical Log Cabin	1	Fair	Needs some logs to be repaired or replaced. It needs to be chinked.
Hardwood forest	43.16 acres	Good	There are some invasive plant species on the edge of the forest.
Bunkum Cave	1	Good	We have seen a decrease in bat species.
Wildflower fields	3 acres	Fair	There are invasive species throughout the fields.
Cordell Hull's artifacts		Fair	The archives house a large collection of artifacts from Cordell Hull's life and story.

## 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
Historical Log Cabin	<b>Public Use:</b> Park visitors can explore the first floor of the log cabin that has been furnished to replicate what it would have	High

	<p>looked like when the Hull family lived in the cabin. The top half story is locked so visitors cannot explore it.</p> <p><b>General Management:</b> The park staff works with East Tennessee Maintenance to ensure that the cabin is preserved.</p>	
Hardwood forest	<p><b>Public Use:</b> Managed access with a trail that loops through the forest. The trail is a medium grade 1.5 miles that weaves through an oak and hickory forest.</p> <p><b>General Management:</b> The forest is managed by park staff. There is a section of 8 acres that has a logging road that is utilized as an access point to the southern part of the trail. This section does not have a trail on it and is currently utilized by the staff to get equipment to Bunkum Cave.</p>	High
Bunkum Cave	<p><b>Public Use:</b> Bunkum Cave is open to the public from May 1 - August 31. During this season, park visitors can obtain a free caving permit on the park's website, or they can go on a park staff-led spelunking trip. The cave is closed from September 1 - April 30 for bat management.</p> <p><b>General Management:</b> The park staff manages the cave with the assistance of Natural Areas. TWRA assists with bat inventories and accessing the health of the bats.</p>	High

Wildflower Fields	<p><b>Public Use:</b> Within the wildflower fields is an easy .5-mile storybook trail. The path is graveled and loops through the field.</p> <p><b>General Management:</b> The park staff maintains the trail and wildflowers. The trail has some erosion issues and the staff have been working to solve this issue. There is also an invasion plant issue on one acre of the field which includes Sorghum halepense, Microstegium vimineum, and Rosa polyantha.</p>	High
Artifacts	<p><b>Public Use:</b> The artifacts are used for research. The public has to make an appointment with park staff to utilize the artifacts.</p> <p><b>General Management:</b> The friends of Cordell Hull own the artifacts, but park staff maintains and catalogs the artifacts. The park utilizes interns from universities to assist with the cataloging, storage, and preservation of the artifacts.</p>	High

## Land Management Strategies

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

Land Management Strategy	Timeline
Protect boundary integrity	1-3
Research opportunities to acquire land around the park.	4-6
Purchase a few acres of hardwood forest	7-10

## Supplemental Information

### Database of Threatened Species

Scientific Name	Common Name	Global Rank	State Rank	State Protection
Pseudosinellaorba	Cave Springtail	G3G4	S2	Rare
Pseudotremiawallaceae	Cave Millipede	G1	S1	Rare
Nelsonites walteri	Cave Beetle	G3	S3	Rare
Corynorhinusrafinesquii	Big Eared Bat	G3G4	S3	D

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Neotoma magister	Woodrat	G3G4	S3	D
Stenotremaangellum	Ky. Slitmouth	G4	S3	Rare
Batriasymmodesquisnamus	Beetle	G3	S3	Rare
Kleptochthoniusrex	Pseudoscrapion	G1	S1	Rare

## 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.

To preserve the legacy of Cordell Hull by interpreting his life story through professional museum exhibits, historical interpretation, and living history programs and ensure that this honors his life work. Cordell Hull was one of the most influential politicians from the state of Tennessee who affected both the nation and the international community through his work as a statesman and the longest-running Secretary of State.

### 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: The interpretative displays will represent all voices in the story of Cordell Hull.

**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: The park staff is working with the GIS team to create story maps for different times in Cordell Hull's life. Park visitors would be able to explore his life through maps and moving story panels. The park staff can also tell the stories of individuals that were affected by Cordell and the U.S. government's policies during the holocaust such as the M.S. St. Louis. An introductory video about Cordell Hull would be a great way to introduce people to who he was.

**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: Create lesson plans for a wide variety of programs including free to fee based.

Park staff will utilize the program value assessment to determine whether a program should be free or have a fee.

Create unique living history experiences for park visitors.

**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: Utilize the program value assessment to determine whether a program should be free or have a fee.

Create safety plans for all recreation programs.

### HELPFUL DEFINITIONS:

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

## Financial Performance Goals

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

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

FINANCIAL PERFORMANCE GOALS						
	Current Cost Recovery (2022)	Target Cost Recovery: FY 2023	Target Cost Recovery: FY 2024	Target Cost Recovery: FY: 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY 2027
Park Overall	4.34%	4.02%	4.25%	4.89%	5.00%	5.13%

