

Henry Horton State Park Strategic Management Plan

2023 – 2033



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Park Purpose, History and Description

Henry Horton State Park is located in northern Marshall County about 40-miles south of the Tennessee State Capitol. The park was officially established in 1961 and will be forever held by the people of Tennessee to preserve various segments of the Duck River, which is known as the longest river located entirely within the State of Tennessee and one of the most biologically diverse rivers in the world. The area held the first crossing bridge of the Duck River which was constructed on the property in the 1830's. An area formally known as Fishing Ford was a nineteenth-century crossroads village and the Wilhoite Mill and Dam site, constructed along the Duck River shortly after.

Henry Horton State Park was established on the former estate of the Wilhoite/Horton family. The park's namesake, Henry Hollis Horton served as Tennessee's thirty-sixth Governor. The estate was purchased by the state of Tennessee to create a place of enjoyable resort-style recreation for its visitors. In addition to the golf course, state planners provided the park with a wide range of facilities, including a restaurant, an inn, conference rooms, an Olympic-sized swimming pool, a disc-golf course, ball fields, and well-equipped playgrounds. In total the park boundary encompasses 1520-acres of land and 6-miles of river shoreline.

With the integrity of the parks valuable natural resources at the forefront, the park will preserve and protect, in perpetuity, the unique karst topography, native timber forests, and riparian zone in this part of the central basin and interpret the regions rich river culture from prehistoric to historic times while providing appropriate and compatible outdoor recreational opportunities.

It is the mission of Henry Horton State Park to: provide professional, effective management and stewardship of the park and all its resources, present compelling interpretation of the park's story and resources, provide opportunities for safe enjoyable outdoor and recreational experiences to all park visitors, provide the highest quality hospitality and stay-use services and facilities, provide a safe and inspiring workplace for all park employees and volunteers, manage all park operations to be as efficient and cost effective as possible and to partner with local community leaders to bring a positive economic impact to the area surrounding 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:

- A. To create valuable and meaningful connections for park visitors, through the implementation of high-quality interpretive programming, youth based educational programming, inclusion, accessibility, and community partnerships.
- B. Develop and conduct an ongoing series of high quality, park specific programs designed with the overarching goal of promoting TSP's core values, fostering awareness and appreciation for the

park's unique natural and cultural resources, and educating the public on the responsible and sustainable use of Henry Horton State Park and the Duck River.

- C. Continue to promote awareness of and appreciation for the park's natural and cultural resources while conducting off-site school programs, on-site school field trips, and scheduled free programs for the public at the park throughout the year.
- D. Promote stewardship of the park's natural and cultural resources during the four ranger-led signature hikes and annual volunteer event held at the park each year.
- E. Promote and fully participate in TSP's Junior Ranger Program at the park.
- F. Continue to participate in local and regional fairs, festivals, and other highly visited special events.
- G. Partner with our non-profit support group, *Friends of Henry Horton State Park*, who exist to support the park's mission and vision.

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

Action Plan:

- A. Utilize expert consultants to participate in actionable protection of the current resources and future discoveries while prioritizing integrity and safety.
- B. Develop and implement a process to better identify, prioritize, conduct and document natural and cultural resource management activities at the park.
- C. Assure ranger and maintenance staff are engaged in beneficial resource management activities throughout the year by incorporating this requirement in individual performance plans and monitoring progress in monthly activity reports.
- D. Encourage staff participation in resource management training such as TSP's Go Green, Resource Management, and GIS workshops, as well as web-based and off-site training opportunities provided by other resource management agencies and organizations.
- E. Take immediate, appropriate action when threats to park resources such as vandalism, encroachments, and illegal harvesting, dumping, or camping are encountered.
- F. Fully enforce park rules related to firewood, fires, metal detectors, ATV's, backcountry travel, camping, hunting, fishing, and other regulated activities that have the potential for direct, negative impacts on park resources.
- G. Perform inspections of the park's boundary, cultural features and rare, threatened, or unique species to identify, document and address any issues or problems a minimum of once per year.

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

Action Plan:

- A. With the aid of GIS, survey applications, and the implementation of new technology that give precise GPS locations, capture high quality images, and allow for comments to increase the likelihood of properly identifying and collecting meaningful information.
- B. Utilize the collected data to make decisions about protecting park resources.

- C. Participate in departmental GIS training events and work with GIS staff to develop a database inventory of the park's valuable cultural and natural resources.
- D. Identify and utilize mapping and distribution databases of invasive, rare, threatened, and endangered species to inform and guide natural resource management activity at the park.
- E. Solicit input from other land management agencies, educational institutions and other professional to help inform and guide potential resource management activity at the park.
- F. Implement resource management strategies and practices provided by professionals conducting scientific research at the park.
- G. Explore the use of new tools such as drones to aid in resource management activity.

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:

- A. While creating, promoting, and providing interpretive programs, priority will be made in the following areas: a variety of signage options (height, angle, braille, reachability), availability of ADA equipment (ex; motorized trail wheelchair), descriptive/detailed information that allows the visitor to decide their limitations, and appropriate accessibility (surfaces, parking, paths).
- B. Henry Horton State Park will be utilizing technology that includes augmented and virtual reality access points provides access for the visitor.
- C. Park interpretive staff shall explore, market, and provide a variety of educational and interpretive programs using virtual platforms easily accessible to a broad audience such as Facebook Live, internet-based videos, MS Teams and QR Codes.
- D. Park interpretive staff shall be required to participate in inclusivity, sensitivity, and interpretive training events such as Telling Full Stories: Understanding Bias, Train the Trainer, Volunteer Coordinator Workshop and Respectful Workplace provided by IEP, DOHR and other organizations.
- E. Park interpretive staff shall develop, market, and conduct a series of ongoing interpretive programs specifically designed for visitors with physical, intellectual, or developmental disabilities that provide the best possible experience and exposure to park resources utilizing proven and effective forms of interpretation for those target audiences.
- F. Park interpretive staff will accept invitations and participate in as many off-site special events as possible to engage a wider audience and encourage participants to visit and take advantage of interpretive opportunities at Henry Horton State Park.
- G. Partner with our non-profit support group, *Friends of Henry Horton State Park*, who exist to support the park's mission and vision.

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

Action Plan:

- A. Through the planning, preparation and delivery of high-quality interpretive programs and recreational opportunities, visitors will be able to safely access the resources of the park, a variety of compelling, unique, and special places that include the enjoyment and education related to the Duck River and the park's amenities.
- B. Interpretive staff will research and develop programs that incorporate the elements of effective interpretation and organize program outlines and transcripts in the format established by IPE.
- C. Interpretive staff will engage the public at the park and during interactions in the community to obtain an understanding of the interpretive subjects about which they desire to gain greater understanding and incorporate those subjects in park programs whenever practicable.
- D. Partner with our non-profit support group, *Friends of Henry Horton State Park*, who exist to support the park's mission and vision while delivering "Duck River Education Day", a Youth Education series provided by park rangers and external partners.

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

Action Plan:

- A. Park Interpreters will tell full stories related to the natural history of the park and the Duck River while highlighting the unique biodiversity and rich cultural perspectives.
- B. Expand upon the park's ability to provide opportunities for recreation and outdoor skills supported by the resource of the park such as hiking trails, kayaking, river sports, mountain biking, astronomy, campfire cooking, fire building, flora & fauna identification.
- C. Encourage appropriate use of the park by external groups such as athletic, civic and youth organizations and clubs for races, sports events, recreational activities, and camps.

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:

- A. Utilize deferred maintenance funds and the park modernization efforts, the park will be able to address the exorbitant backlog of facility issues, while meeting the technological advancements of the modern park visitor, exceeding the requirements and basic needs of the visitors.

- B. Maintenance staff shall continue to use HIPPO CMMS as a tool to prioritize, schedule, perform and document all relevant preventative and routine work activities at the park, and will continue to load new locations, vehicles, buildings and building equipment into the system as necessary.
- C. All plans, schematics, blueprints, operational, troubleshooting, repair and safety manuals, warranty, model, replacement part and service provider documents for park vehicles, equipment, buildings, and mechanical, plumbing, and electrical systems will be well-organized and housed in a designated central location for easy access when needed.
- D. The maintenance supervisor will review all purchase orders for work performed on the park by outside contractors. The maintenance supervisor will inspect the work of those contractors to assure they are adhering to written specifications, using appropriate building materials, and performing work that is safe and meets the standard of quality expected by the state of Tennessee.
- E. The park manager will hold monthly meetings with the maintenance supervisor to discuss maintenance priorities, concerns, and material and equipment needed.
- F. The park manager and maintenance supervisor will collaborate to identify priority areas of the park to be mowed and maintained.
- G. Safety and Security Officer should continue to conduct inspections of the playground monthly and work with maintenance staff to promptly correct any problems discovered.
- H. Ranger and maintenance staff will continue to collaborate to perform inspections and removal of hazardous trees in accordance with the park's Hazardous Tree Management Plan.
- I. The park manager will communicate maintenance issues and/or problems identified by visitors and overnight guests through State Park Guest Surveys directly to staff to facilitate quicker response to problems.
- J. Require full-time maintenance staff to attend periodic training courses relevant to their scope of work such as basic plumbing, carpentry, electrical repair, chainsaw safety, first aid, HIPPO or mechanics offered through the TDEC, online courses, and other agencies, organizations, and educational institutions. Incorporate this requirement in individual performance plans and monitor progress in monthly activity report.

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

Action Plan:

- A. Through the Access 2030 initiative, several areas of have been identified to receive upgrades which will accommodate the visitor's needs. Additionally, park upgrades will be identified to better provide access and opportunities for visitors to discover a variety of accessible places on the park.
- B. Park staff will work to facilitate the accessibility upgrades as they are identified and implemented throughout the park.
- C. Maintenance Facilities supervisor will continue to work closely with Middle Tennessee Regional Maintenance Office to upgrade buildings, restrooms, sidewalks, and parking lots that have yet to be upgraded to ADA Standards.

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

Action Plan:

- A. With the addition of a Visitor Center, Park Restaurant, Lodge, and ADA upgrades made to existing facilities, the park is making efforts to build and improve accessibility for everyone.
- B. Park staff will work closely with the Office of Facilities Management and architects to assure the new accessibility upgrades, new park lodge, and other future facilities conform with TSP's Design and Landscaping Guidelines.
- C. Henry Horton State Park will continue to assure basic services such as daily restroom and shelter cleaning, trash removal, and mowing is performed on a continual basis without disruptions.
- D. Park staff will conduct inspections, review visitor comments, and interact with visitors to obtain timely information on buildings or grounds maintenance problems and work to resolve those issues in priority order.
- E. Park staff will continue to identify ways to maintain and provide basic amenities that make for a better park experience such as water/refill fountains, changing stations, charging stations, and any other unforeseen upgrades as needed.

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:

- A. Maintain a safe, fulfilling and inclusive environment for park employees.
- B. Implore staff to meet federal minimum standards, utilizing the TDOHR Learning Pyramid, participating in internal and external trainings, and following pay for performance program will add educational opportunities and motivate staff members.
- C. All supervisors responsible for rating subordinates will be fully trained in the performance planning process and will consistently follow all steps in the process including the development of SMART work outcomes and action steps, drafting honest and constructive interim and final review comments and conducting performance review meetings with subordinates.
- D. Employees struggling with their work responsibilities will be required to complete a Job Performance Improvement Plan and will be provided with ongoing coaching and support.
- E. All employees will be required to participate in Respectful Workplace and Customer Service training courses yearly by incorporating this requirement in individual performance plans.
- F. Every effort will be made to accommodate employee requests for training online, within the department or through outside educational institutions, agencies, or organizations.
- G. The park manager will work with the administrative human resource employee proactively to provide employees with information, access, and resources related to employee benefits,

insurance, retirement, Tennessee State Employees Association, raises, bonuses, and new legislation and policies that directly affect staff.

- H. The park manager will continue to schedule and conduct relevant and meaningful monthly staff meetings (as much as possible) where employees are offered an opportunity to freely discuss work-related issues, concerns, and solutions.
- I. The park manager will continue to maintain an open-door policy for employees to discuss (discretely if necessary) their needs and concerns.
- J. Park staff will be made aware of their co-worker's service anniversaries and birthdays so they may recognize and honor those occasions. Special ceremonies will be held upon any employee's retirement unless the employee wishes otherwise.

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

Action Plan:

- A. The park will continue to fully participate in the Go Green program and adhere to the program's guidelines for reducing material waste and conserving energy.
- B. The park will continue to monitor trends in electricity and water consumption to monitor potential maintenance problems.
- C. The Facilities Maintenance Supervisor and supporting staff will identify ways for the park's facilities to become more energy efficient and find ways be more cost effective and create energy savings. This process will be on-going and evolve as energy changes occur.
- D. Preventative maintenance schedules on park vehicles, equipment, mechanical, electrical, plumbing and HVAC systems will be strictly adhered to and repairs to those systems will be assigned top priority upon discovery.
- E. The park will perform an annual review of all operations to identify strategies for increasing efficiency and revenue while reducing expenditures and waste.
- F. The park will fully support the department's initiative that encourages the use of and builds infrastructure for electric vehicles within the park.
- G. The park will actively seek volunteer assistance from Tennessee Promise Students, interns, and service organizations to provide labor support for park initiatives and projects.
- H. The park will seek alternate funding sources for programs and projects through grants, donations, and in-kind contributions.
- I. I. With support from our regional maintenance team and state park leadership, the park will closely monitor and annually assess the Swimming Pool efficiency to ensure it is being managed properly while protecting the integrity of the park's natural resources (examples: water consumption and chemical runoff) and safe operational practices as provided by the TN Department of Health.

Park Overview

Site Fact Sheet

Park Name	Henry Horton State Park
Site Manager	Shaun Rainone
Area Manager	Jacob Young
Park acreage	1552
Total number of visitors (FY 2022)	699,090
Total expenses before CO (FY 2022)	\$3,055,919.57 + \$1,018,534.46 = \$4,074,454.03
Total revenues (FY 2022)	\$1,836,927.92 + \$1,022,277.80 = \$2,859,205.72
Retail cost recovery % ¹	101%
Park cost recovery %	70.2%
Average expense per visitor (FY 2022)	\$5.82
Average revenue per visitor (FY 2022)	\$4.08
Gross profit or loss	(\$1,215,248.31)
Total full-time available positions / filled	Park: 17/16 Hospitality: 31/29
Total part-time available positions / filled	Park: 14/9 Hospitality: 15/15
Primary feeder markets (counties)	Marshall, Bedford, Williamson, Rutherford, Davidson, Maury
Primary reasons people visit	Camping, Golf, Duck River, Day-Use Facilities/Amenities, Hospitality Services (Lodge, Cabins, Conference Space, restaurant), Trails, Disc Golf, Trap & Skeet
Opportunities for improvement	Campground expansion capital project, upgraded Trap & Skeet field houses, renovate or rebuild swimming pool, upgraded and additional restroom facilities, new cart paths for golf course, paved roads, additional playgrounds, upgraded maintenance facilities, pedestrian bridge across river, roadway pavement, resident upgrades, parking lot and roadway stripping, park signage updates/additions, cameras in remote areas and parking lot, Wi-Fi access points.

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

Key Attractions

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

- Duck River and access points
- Golf Course
- Hospitality Services (Lodge, Cabins, Conference Space, restaurant)
- Day-Use Facilities/Amenities
- Camping
- Day-Use recreational activities (mountain biking, disc golf, trap & skeet range, playgrounds)
- Trails

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 Henry Horton State Park. The findings and observations are not intended to be an exhaustive review of all issues present but provide a basic understanding of the predominant issues that contribute to the site’s current operating conditions. The assessment includes the following:

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

Site and Facility Assessment

Methodology

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

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in ‘excellent’ condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in ‘good’ condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.

Fair	Facilities/amenities are in ‘fair’ condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in ‘poor’ condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at Henry Horton State Park and provides the assessed condition of each as reviewed in May 2023.

Site Asset / Amenity	Quantity	Condition
Park Residences	5	Poor/Fair
Barn	1	Fair
Uniform Trailer	1	Poor
Camp Store	1	Fair
Campground Bath Houses	2	Good
Wetland Shelter	1	Excellent
Wetland Observation Tower	1	Fair
Campground	85 sites	Good
18-hole Golf Course	1	Good
Golf Pro Shop	1	Good
Golf Cart Barn	1	Fair
Golf Maintenance Facilities	1	Poor
Golf Course Restroom	1	Poor
Golf Course Shelters	2	Poor
Visitor Center	1	Excellent
Restaurant	1	Excellent
Old Restaurant	1	Poor
Lodge (Motel and Hotel)	72 rooms	Poor
Swimming Pool	1	Poor
Chicken Shack Bathroom	1	Poor

Block House Bathroom	1	Poor
Blue Cross Healthy Place Playground	1	Good
Day Use Shelters	4	Fair/Poor
Tennis/Basketball Courts	2	Poor
Conference Lodge	1	Fair
Cabins	8	Poor/Fair
Disc Golf Course	1	Good
Maintenance Shop and Sheds	4	Poor
Hiking Trails	6	Fair/Good
Shooting Range – Law Enforcement Only	1	Fair
Trap & Skeet Range	1	Fair/Good
River Access Points	3	Good

Trail Inventory and Assessment

Trail Name	Mileage	Condition
Adeline Wilhoite River Trail	1.43	Fair
Adeline Wilhoite River Trail Loop	1.48	Fair
Blueway Trail	0.85	Good
Hickory Ridge Inner Loop Trail	1.07	Fair
Hickory Ridge Outer Loop Trail	1.61	Fair
Horton Greenway	0.24	Fair
Spring Creek Trail	1.05	Fair
Wetland Trail	1.41	Fair
Wilhoite Mill Trail	0.70	Fair
South Horton Trail System	6.65	Excellent
Grand Total	16.49	

The trails at Henry Horton State Park are heavily used and a popular attraction within the park. Due to the use, there are substantial maintenance needs for them, including but not limited to erosion repair and control, trail re-routes, bridge replacement, and signage replacement.

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
Lodge Facility	New lodge facility on a different location within park. Capital project is approved as of FY2024.
Disc Golf Shelter and Restroom	New restroom and shelter facility needed for the heavily used Disc Golf area.
Park Maintenance Storage Additions	Additional storage structures are needed for the Park Maintenance operations
Proposed RV Campground	Proposed 12 pull-through and 18 tradition back-in RV sites (total of 30 new sites); full hook-up/premium sites
New Playground	In proposed RV campground
New ADA Restroom / Bath House	In proposed RV campground
Shelter Expansion at Group Camp	Four potential group camp sites and four primitive shelters; this also includes a restroom facility
Pedestrian Bridge across Duck River	Pedestrian bridge across Duck River, allowing for pedestrian and bike travel between park day use, hospitality, trail, and camping areas.

Prioritized Facility Needs

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

Facility Need	Priority Assignment
Cabin Renovations	Moderate
Swimming Pool Renovations	High
Golf Course Restroom Renovations	Moderate
Golf Course Maintenance Shop Renovations	Moderate
Park Maintenance Shop Renovations	High
Day Use Shelter Renovations	Moderate
Demolition of Old Restaurant Facility	High
Park Residence Renovations	High
Campground Dump Station Upgrades	Moderate
Demolition of Old Lodge Facility (After opening of new lodge facility)	Moderate
Accessibility Upgrades Throughout	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 Henry Horton State Park have been identified as **core services**:

- Support the mission of Tennessee State Parks which is "to preserve, protect, and share Tennessee's natural and cultural resources while providing safe, quality outdoor experiences."
- Provide for public access to the park, the facilities and the grounds.
- Provide for public safety for visitors and protection of natural and cultural resources.
- Provide for maintenance of grounds, facilities and infrastructure.
- Provide for basic, non-staff supported day-use activities, with informational signage, picnic tables, trash cans and restroom facilities.
- Maintain Park drinking water and wastewater programs to state standards.

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

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

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good.
- Public support may be conditional upon the manner by which 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 Henry Horton State Park have been identified as **important services**:

- Provide a full range of environmental, cultural and recreational programs.
- Offer park-specific information at the Visitor Center and Nature Center.
- Provide educational programs for schools and organized groups.
- Provide boating and canoe access to the river
- Provide support services for picnic shelters, tennis courts and playgrounds.
- Provide hiking, mountain bike, and day use access.

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

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

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

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

- Operate a 72-room inn and conference center.
- Operate a full-service, year-round restaurant.
- Operate banquet and conference facilities for business meetings, wedding, etc.
- Operate and provide retail support services for the gift shop in the inn.
- Provide support services for 7 rental cabins and 65 tent/RV campsites.

- Provide fee-based interpretive and recreational opportunities focused on the park and river resource and the main park interpretive themes.
- Operate the Trap and Skeet Range.
- Hold special events focused on the main themes of the park.
- Operate 18-hole golf course open to the public.

Personnel / Staffing Review

Personnel and staffing at Henry Horton State Park represent the largest area of budgetary expense at an average of 62% of the total operating budget each year for the last three complete years, which is 3% 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 (Park Operations)

Position / Title	Quantity (FTE)	Compensation Total
Park Manager 3	1	*
Park Ranger 3	1	*
Park Ranger 2	3	*
Facilities Supervisor	1	\$59,700
Administrative Assistant 1	3	\$127,512
Clerk 3	1	\$30,204
Stores Clerk	1	\$30,204
Building Maintenance Worker 3	1	\$30,204
Building Maintenance Worker 2	1	\$37,800
Building Maintenance Worker 1	1	\$33,900
Conservation Worker 2	2	\$67,800
Conservation Worker 1	1	\$30,204
TOTAL	17	\$744,024

**Law enforcement compensation confidential by TN law.*

Part Time Employees (Park Operations)

Position / Title	Quantity	Compensation Total
Hospitality Assistant	1	\$33,891
Clerk 2	1	\$27,495
Lifeguard 1	4	\$53,580
Conservation Worker 1	4	\$120,822
Laborer	4	\$109,980
TOTAL	14	\$345,768

Full Time Equivalent Employees (Hospitality)

Position / Title	Quantity (FTE)	Compensation Total
TDEC General Manager	1	\$70,452
Chief of Maintenance	1	\$53,940
Building Maintenance Technician	1	\$33,900
Administrative Assistant 1	1	\$42,404
Sales and Event Coordinator	1	\$33,900
Room Operations Supervisor	2	\$79,176
Lead Night Clerk	1	\$36,900
Night Clerk	1	\$30,498
Lead Front Desk Associate	1	\$30,204
Lead Room Attendant	1	\$30,504
Room Attendant	2	\$56,688
Kitchen Manager	1	\$47,976
Lead Cook	2	\$68,136
Dishwasher	1	\$27,504
Line Cook	1	\$30,204
Restaurant Manager	1	\$47,976
Lead Bartender	1	\$20,475

Lead Server	1	\$20,475
Server	1	\$16,575
Grounds Worker 3	1	\$41,472
Grounds Worker 2	1	\$38,244
Grounds Worker 1	1	\$30,672
Golf Course Manager	1	\$59,856
Hospitality Assistant	1	\$35,592
Greenskeeper	1	\$50,700
Equipment Mechanic	1	\$47,976
Clerk 2	1	\$27,780
Food Service Worker	1	\$22,704
TOTAL	31	\$1,132,883

Part Time Employees (Hospitality)

Position / Title	Quantity	Compensation Total
Front Desk Associate	1	27,788
Room Attendant	1	27,788
Dishwasher	1	27,788
Line Cook	1	30,498
Bartender	1	16,572
Host	1	24,999
Server	3	49,725
Custodial Worker	1	24,999
Food Service Worker	1	23,693
Laborer	2	55,575
Conservation Worker	2	60,996
TOTAL	15	\$370,421

Labor Support

Labor Support	Annual Hours
Volunteers	3,041
Community Service Workers	324
Engineering and Construction Crews	
Resource Management Crews	
Other: Golf Volunteers	3,456
TOTAL	3,780

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	\$1,876,907
Part Time Employees	\$716,189
TOTAL Annual Labor Expense	\$2,593,096

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Clerk 2	1	JS	FY2024	New VC Staffing & exhibit space
Conservation Worker 1	1	FT	FY2025	Trails and Natural Resource Management
Park Ranger	1	FT	FY2025	Additional Land Acquisitions, river access points, and greater need for emergency response due to rising visitation and community growth
Golf Course Clerk 2	2	FT	FY2025	Additional business growth
Hospitality Staff	2	FT	FY2026	New Lodge in Planning phase
Hospitality Staff	2	PT	FY2026	New Lodge in Planning phase
Building Maintenance 2	1	FT	FY2026	General Mechanic & Laborer
TOTAL	10			

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	Cabins Rev Per Unit	Campground Rev Per Unit	Lodge Rev Per Unit	Restaurant / Catering Average Check	Golf Sales per Round
2019	48.36	9.88	39.09	13.80	33.08
2020	56.39	9.67	44.61	26.51	32.2
2021	67.32	12.73	64.98	28.07	36.13
2022	80.15	14.2	44.75	24.51	39.68

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

Fiscal Year	Cabins Rev Per Unit	Campground Rev Per Unit	Lodge Rev Per Unit	Restaurant / Catering Average Check	Golf Sales per Round
2023	90.15	15.5	45.20	25.25	40.07
2024	92.15	16.0	46.10	25.76	40.46
2025	94.15	16.5	47.02	26.27	40.86
2026	96.15	17.0	47.96	26.80	41.26

Customer Service

Platform / Site	Year	Customer Satisfaction Level
TSP Survey/ Golf	2023	NPS: 88/100
TSP Survey/ Campsite	2023	NPS: 81/100
TSP Survey/ Shelter	2023	NPS: 79/100
TSP Survey/ Events	2023	NPS: 95/100
TSP Survey/Cabin	2023	NPS: 41/100
TSP Survey/ Lodge	2023	NPS: 82/100

Professional Development and Training

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

- Swiftwater Rescue training for park rangers and supporting staff
- Internal Lifeguard Instructor for swimming pool operation staff
- TDHR pyramid level 1-2 for all full-time staff and level 3 for supervisors
- Required trainings for TN State Employees
- TOSHA/OSHA/Federal minimum compliance trainings
- Chainsaw safety and Operations – all full-time conservation staff and park rangers
- CPR & AED basic for all staff on Park
- Recreational Swimming Pool Management (maintenance staff and manager of operation)
- Ongoing law enforcement training for Park Rangers
- Food Safety training for all servers and managers
- Routine management 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. Campground front entrance repaved and striped
- b. Day use road sealed and striped
- c. Shelter parking lots repaved and striped
- d. Signage updates – directional, roadway signs, trails, shelters, staff parking, etc.
- e. All facilities should have signs telling the name of the building and amenities inside
- f. Sewage repair at Camp Store
- g. Arrows and striping on campground roads
- h. Storage buildings added
- i. Add changing stations to all restroom facilities including hospitality operations
- j. Develop solution to restaurant hot water heater freezing up during the winter
- k. Paint new stripe around pool and redo depth numbers
- l. Seal RV Loop Drive and stripe with directional arrows
- m. Hazardous tree removal in campground
- n. Remove dead/dying trees
 - i. Cabins 6 & 8
 - ii. Disc Golf
 - iii. Day-Use area
 - iv. Stump removal throughout park
- o. Firewood Storage at Camp Store
- p. Amphitheater in Campground
- q. Cabin siding and window upgrades

2. Operations and Staffing

- a. Additional Job Share position for Visitor Center
- b. Stabilize new restaurant staffing levels

3. Customer Service / Visitor Experience

- a. Repave campground entrance
- b. Facility ADA improvements
- c. Shelter numbers added to facilities
- d. Signs identifying each building
- e. Replace sand in volleyball court
- f. Skeet Range Directional Sign on Highway
- g. Highway informational signs (amenities listed)
- h. Waterwheel interpretive panels
- i. Campground Entry Signage and all areas labeled
- j. Greenway kiosk, groundbreaking and porous-pave RTP grant completed
- k. Mountain bike trail information kiosk

Mid Term Recommendations (2-5 years)

1. Site and Facilities

- a. Repave/resurface Main Park Roads and Parking Areas
 - i. Park Road
 - ii. Campground Entrance
 - iii. Gravel Road in Day Use Area
 - iv. Maintenance Drive
 - v. Warner Road Residence
 - vi. Cabin Drive
 - vii. Chief Ranger Office Road
 - viii. Pool Parking Lot
 - ix. Shelter Parking Lots
 - x. Primitive Campground roads
 - xi. Tent Campground Road
 - xii. Wetland Parking Lot
 - xiii. Wetland to River Access
 - xiv. Batten Property Entry & Road
 - xv. Skeet Range Drive
 - xvi. Golf Course Parking Lot
 - xvii. Golf Course Maintenance Road
 - xviii. Cart Paths
 - xix. Wilhoite Mill Parking Lot
 - xx. Parking Area for emergency
 - xxi. Sealcoat RV loop
- b. Resurface Tennis Courts
- c. Construct and open new Lodge and Conference Center
- d. Covered walkway from restaurant to visitor center

- e. Camp Store expansion
 - f. Blue Cross Healthy Place bathroom infrastructure upgrade
 - g. Campground Expansion (Premium RV sites and Group Camp)
 - h. Tower Sign at Golf Course
 - i. Amphitheater for day use area behind park restaurant
 - j. Convert old park restaurant building into useable space or remove building
 - k. Accessibility upgrades capital project throughout park
- 2. Operations and Staffing**
- a. Increase full time and part time staffing for new Lodge operations
 - b. Additional Con Worker JS position for trails and grounds keeping
 - c. Additional Park Ranger position
- 3. Customer Service / Visitor Experience**
- a. Add sewer sites (Campground expansion)
 - b. Pedestrian Bridge Across River from Wilhoite Area to Day-Use
 - c. Amphitheater in Day-Use behind Park Restaurant
 - d. Leveling campsites that are natural surface
 - e. Add an overlook deck to show river from Wilhoite Mill Area

Long Term Recommendations (5+ years)

- 1. Site and Facilities**
- a. Repair and extend Concrete Boat Ramp
 - b. Build Concrete Boat Ramp at Wetland
 - c. Pave “Batten Bluff” (additional Property River Access) roadway
 - d. Every lightbulb in the park should be LED and/or energy efficient lighting
 - e. Replace Park pump lift station
- 2. Operations and Staffing**
- a. Add additional staff to growing facilities
 - b. Additional full time and part time positions to support park visitation growth
- 3. Customer Service / Visitor Experience**
- a. Additional river access points
 - b. Additional camping, cabins, and recreational opportunities
 - c. Places to access Wifi and admire the park through the use of technology like AR & VR
 - d. Upgrade existing tent and and RV campground
 - e. Identify new ways to enhance the visitor experience in current times

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.

The main goal of Henry Horton State Park is to provide recreational opportunities for the visiting public while also protecting the natural, cultural, and historical resources of the park and the Duck River. In order to protect the resources that impact the park and the Duck River watershed, emphasis is placed on monitoring the activities of park users and correcting behaviors that are detrimental or destructive to park resources and overall health of the river. Through public education, inclusion, stewardship programs, enforcement of park rules and policies, and applying law enforcement action, when necessary, park rangers will be able to fulfil this goal. While providing outlets for stewardship of the park's resources through inclusion, outreach and education, interpretation compliance and support for resources protection can be obtained. The park's overall approach to resource management has many other important elements including administrative oversight, conservation maintenance, resource restoration and egress enhancement, monitoring and public relations, but education and interpretation are vital to this effort.

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. Natural Resource Management Strategies

1. Administrative Oversight

- i. Report resource management activities and issues to Area 3 Regional Parks Manager each month.
- ii. Update Resource Management Plan periodically to best serve the park.
- iii. Update Interpretive Action Plan annually.
- iv. Improve system for identifying, prioritizing, conducting and documenting resource management activities.
- v. Assure ranger and maintenance staff engage in ongoing resource management activities by incorporating this requirement in Individual Performance plans.
- vi. Participate fully in the department's Go Green program.

2. Training

- i. Rangers shall participate in all departmental GIS training events.
- ii. Encourage staff participation in resource management training opportunities provided by the department, other agencies, and organizations.
- iii. Ranger staff shall maintain CIG certification.

3. Natural Resource Restoration, Maintenance and Enhancement

- i. Conduct yearly park boundary inspections to identify and correct problems.
- ii. Replace missing park boundary signs.
- iii. Fence areas if appropriate to address specific encroachments issues.
- iv. Utilize game cameras, increased ranger patrols and other methods for identifying issues as necessary.
- v. Continue to compile inventories of plants, animals, and ecological communities to improve management of natural areas and ecological resources.
- vi. Work with volunteers to update park floral and faunal lists.
- vii. Periodically monitor state listed species.
- viii. Enforce Park rules related to firewood, fires, metal detectors, ATV's, backcountry travel, camping, hunting, fishing, geocaching, and other regulated activities that have potential for direct, negative impacts on park resources.
- ix. Take immediate, appropriate action when threats to park resources such as vandalism, encroachments, and illegal harvesting, dumping, or camping are encountered.
- x. Develop and implement management strategies to control or eradicate invasive pest plants.
- xi. Comply with the guidelines and requirements set forth in the park's Hazardous Tree Management Plan.
- xii. Proactively investigate land acquisition opportunities and proposals from adjoining property owners that might serve to protect or enhance the park's natural resources.

4. Duck River and Spring Creek

- i. Enforce TWRA fishing & boating regulations.
- ii. Address inappropriate activities such as illegal dumping, littering, or over-harvesting aquatic wildlife.

5. Horton State Park Riparian Zone

- i. Repair areas of soil compaction, vegetation loss and erosion.
- ii. Scratch illegally developed trail.
- iii. Provide ongoing maintenance for designated public creek access points.
- iv. Correct inappropriate activities such as littering, damaging, or harvesting vegetation.

6. Hard/softwood Forest:

- i. Remove hazardous trees along trails, park boundary, campground and other heavily visited areas.
- ii. Collaborate with US Forest Service and TN Department of Forestry on tree disease and pest insect studies.
- iii. Remove invasive plants and shrubs growing in pockets within and along margins of park forested areas.
- iv. Enforce firewood and campfire policies.
- v. Address illegal activities such as hunting or harvesting wood or valuable plant species.

7. Native Grass Fields

- i. Maintain a burn plan and conduct controlled burns every 2-3 years.
- ii. Remove invasive exotic plants.

8. Native Wildflower Fields

- i. Monitor for and remove undesirable plant species.
- ii. Prepare for future controlled burns.

B. Interpretation and Education

1. Full-time interpretive staff

- i. Conduct a minimum of four high-quality interpretive programs each month.
- ii. Promote awareness and appreciation for the park's natural and cultural resources during school programs, fieldtrips, signature hikes and volunteer events.
- iii. Participate in local and regional fairs, festivals, and other highly visited special events to promote and encourage responsible use of the park.
- iv. Conduct Junior Ranger camp each summer.
- v. Promote and participate in regional and statewide conservation events.
- vi. Develop and conduct an ongoing series of high, quality, park specific programs designed to promote TSP's core values, foster awareness and appreciation for the park's unique natural and cultural resources and educate the public on the responsible and sustainable use of the park.

2. Promote and fully participate in TSP's Junior Ranger program.

3. Develop additional interpretive displays and signage that promotes appreciation for and stewardship of park resources.

4. Work in conjunction with the Friends of Henry Horton State Park to conduct Duck River Education Day, a youth education program focused on the Duck River and its significance.

C. Cultural Resource Inventory, Research and Monitoring

1. Locate and inventory any unidentified cultural resources on park property.
2. Review historical maps and documents and conduct interviews with long-time residents to locate and identify cultural resources.
3. Obtain GPS locations for all known cultural features and enter locations into park GIS database.
4. Conduct research to collect historical data on cultural resources on park property.
 - i. Obtain available data on cultural resources by researching local historical archives, records and conducting interviews with area residents.
 - ii. Compile data collected on park cultural resources into a reference document for use in the development of future interpretive displays and signage.

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
Wilhoite Historical Site Artifacts	4	Poor	Includes community footprint, flywheel and driveshaft, turbines, bridge piers.
Duck River	2.5+ Miles	Good	2.5 miles of river shoreline within park boundaries.
River Riparian Zones and Watershed	Approximately 200 Acres	Good	Includes river and creek shoreline and drainage into Duck River

Spring Creek	2 Miles	Good	Wet weather creek drainage into Duck River
Wetland	35 Acres	Good	Wetland adjacent to Duck River restored in 2016
Hardwood Forest	900+ Acres	Good	Hardwood/Hickory/Cedar Forest spread in multiple areas throughout park.
Golf Course Audubon	320 Acres	Good	Golf Course Audubon Certification
Cedar Glades	Approximately 40 Acres	Good	Cedar glades in multiple locations throughout park
Native Grasslands	Approximately 50 Acres	Fair	Native planted grasslands. Issues with invasive and broadleaf plant growth.

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
Wilhoite Historical Site Artifacts	<p>Public Use: Publicly viewable from hiking trails during day use opening hours.</p> <p>General Management: Protection from damage by visitation via Park Ranger patrol and visibility. The park needs to continue to explore options to recover and restore mill turbines. Damage to original bridge piers is unable to be controlled within the flow of the river. Efforts should be explored to discover and log Wilhoite Community structure locations</p>	High
Duck River	<p>Public Use: Day use activities such as swimming, kayaking, tubing, and fishing.</p> <p>General Management: Efforts to protect the Duck River include litter removal, minimization of siltation via riparian plantings and minimization of overuse, and public education opportunities.</p>	High
River Riparian Zones and Watershed	<p>Public Use: Various day use recreational activities within the watershed of the Duck River</p>	High

	<p>General Management: Efforts to protect the Duck River include litter removal, minimization of siltation via riparian plantings and minimization of overuse, and public education opportunities.</p>	
Spring Creek	<p>Public Use: Day use hiking trail adjacent to Spring Creek</p> <p>General Management: Litter removal efforts and protection of creek riparian zone via vegetation and erosion management.</p>	Moderate
Wetland	<p>Public Use: Day use hiking trail adjacent to wetland with one shelter and one elevated viewing platform. Day use river access point within wetland area.</p> <p>General Management: Maintenance of the hiking trail and river access to minimize use damage to the wetland area. Control burns every 2-3 years to help manage invasive plant species and overgrowth of tree and woody species.</p>	Moderate
Hard/soft wood Forest	<p>Public Use: Various day use recreational uses including hiking, running, and biking.</p> <p>General Management: Removal and control of invasive plant species. Minimization of damage from effects of Emerald Ash Borer. Control of overuse by focus on hiking trail maintenance and signage.</p>	Moderate
Golf Course Audubon	<p>Public Use: 18-hole public golf course</p> <p>General Management: Management of the rough and forested areas within the golf course to the standards of the Audubon Society.</p>	Moderate
Cedar Glades	<p>Public Use: Various day use recreational uses including hiking and running.</p> <p>General Management: Protection of the cedar glades by maintaining trails in order to keep users within dedicated usage areas.</p>	Moderate
Native Grasslands	<p>Public Use: The grasslands are located adjacent to the day use, golf, and wetland areas. No direct public use occurs.</p> <p>General Management: Control burns every 2-3 years and yearly mowing once a year to control invasive and woody species overgrowth.</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
Acquisition of potential river access points up and down stream of the park to expand recreational opportunities along the Duck River and promote a blue-way recreational experience.	Short Term
Acquisition of available properties to ensure boundary and viewshed integrity.	Mid Term
Acquisition of available properties to maximize Duck River and watershed protection.	Mid Term

Interpretive Programming and Education Plan

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

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

Interpretive Mission Statement:

To provide quality and compelling interpretation of the park's natural and cultural history and resources through Ranger led educational programs, informational waypoints, and multi-media, as well as providing quality outdoor recreational opportunities for each visitor to the park.

Primary Interpretive Theme:

Henry Horton State Park is a place with a rich natural and cultural history holding within its boundaries the uniquely biodiverse Duck River, a remarkable topography and ecology, and remnants of prior land settlements.

Secondary Interpretive Themes:

The deeply woven story of Henry Horton State Park includes Native American history related to the land and the river, early settlement, 18th – 20th century wartime stories, African American slavery, the Wilhoite family, Governor Henry Hollis Horton and the central ideals formed around the creation of the park.

A visit to Henry Horton State Park touches on many facets of its amazing cultural history and natural resources, including the utilization of the Duck River and its bio-diversity, ruminants of agricultural practices, a rich variety of flora and fauna that inhabit the region, examples of unique geology/topography, and the ecologically distinctive secondary growth forest and cedar glades.

Henry Horton State Park offers numerous options for outdoor recreation, including hiking trails, paddle sports, picnicking, swimming, golf, trap and skeet shooting, disc golf, camping, backpacking, recreational sports fields/courts, newly developed mountain biking trails, and adventure style recreation.

Providing outlets for healthy living, childhood development, and cognitive development such as an exercise playground, an ADA accessible Blue Cross Healthy Place, a nature adventure area, ADA paved walking paths, a literacy greenway trail, annual events, healthy food options at the park restaurant, and the opportunity to utilize a community garden are all at the heart of what Henry Horton State Park is doing to improve the surrounding community.

Interpretation, Programming and Education Goals

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

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

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

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

Within these objectives are the following desired outcomes:

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

Strategic Programs and Services

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

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

Action Plan:

- A. Interpretive staff shall utilize the guidelines and strategies obtained in the Telling Full Stories: Understanding Bias workshop when developing and conducting programs with the overarching goal of promoting and facilitating diverse, equitable, inclusive, and just dialogues.
- B. Interpretive staff shall conduct further research and participate in future training opportunities to gain a better understanding of the best interpretive methods and practices for providing equitable and inclusive programs for diverse audiences.
- C. The park will partner with guest presenters and interpreters capable of telling the park’s story from different unique perspectives to promote diverse, equitable, inclusive, and just dialogs.
- D. Park interpretive staff shall develop, market, and conduct a series of ongoing interpretive programs specifically designed for visitors with physical, intellectual, or developmental disabilities that provide the best possible experience and exposure to park resources utilizing proven and effective forms of interpretation for those target audiences.

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

Action Plan:

- A. Create a park Self-Guided Nature Trail that follows along the Spring Creek Trail and create an interpretive display detailing the history, importance, and aquatic life of the Duck River and the surrounding watershed.
- B. Collaborate with IPE to incorporate park interpretation into virtual reality and augmented reality for visitors to be able to experience the park in a different way using a smart device.

- C. Explore the prospect of interpretive programming through audio-based virtual park tours and podcasts.

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:

- A. Program outlines and transcripts will be developed and formatted as specified by IPE, stored digitally, and organized in the categories of natural, cultural, or historical programs.
- B. Interpretive staff will maintain a master list of both free and fee-based programs offered by the park from which audiences can select desired programs that meet their interests or educational objectives.
- C. Interpretive staff will utilize tools and resources provide by IPE to identify suitable fee-based programs and determine appropriate fees for those programs.
- D. Interpretive staff will seek to obtain previously developed program outlines and transcripts from IPE and other parks that can be successfully adapted to Henry Horton State Park.
- E. Interpretive staff will differentiate between audiences consisting of children and those consisting of adults and develop programs tailored to the unique needs, characteristics, and interests of those audiences.

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:

- A. Increase the number of both free and fee-based programs and workshops designed to enhance participant experience and confidence in outdoor skills.
- B. Encourage appropriate use of the park by external groups such as athletic, civic, school and youth organizations and clubs for races, sports events, recreational activities, and camps.
- C. Consider tube rental and/or shuttle system for recreational user base on the Duck River.
- D. Partner with local organizations such as the Duck River Disc Golf Club, Trap & Skeet groups, and future Mountain Bike Club, to conduct specialized outdoor recreation workshops and programs at the park.

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	70.2%	75.2%	70.5%	71.0	72.5	73.5

