

Johnsonville State Historic Park Strategic Management Plan

2023 – 2033



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Park Purpose, History and Description

Johnsonville State Historic Park is a Day-Use, Historical Park in New Johnsonville, Tennessee along the eastern bank of the Tennessee River (Kentucky Lake) within Humphreys County. Initial land acquisition occurred in 1969 when the State of Tennessee acquired 200 acres at the Old Johnsonville town site near Denver, Tennessee. Tennessee State Parks established Johnsonville State Historic Area in 1971 as a satellite to Nathan Bedford Forrest State Park. Johnsonville State Historic Park exists to commemorate: The Johnsonville Supply Depot (1864-1865), The Battle of Johnsonville (November 4-5, 1864), and The Town of Johnsonville (1864-1944). To inspire engagement with our park's natural and cultural resources we preserve, protect, and share the stories of Johnsonville, TN, and the Link Farm State Archeological Area to provide safe, quality, outdoor experiences. Johnsonville State Historic Park is listed on the National Register of Historic Places.

The Link Farm State Archeological Area is a satellite area of Johnsonville State Historic Park. This site represents a Mississippian period mound complex established at the confluence of the Duck and Buffalo Rivers in Humphreys County perhaps as early as AD1100. This mound complex consists of at least two large platform mounds, three conical mounds, and one loaf-shaped mound that encloses a central plaza measuring about 250 meters north-south and 150 meters east-west. Several small irregular-shape mounds surround this central complex. The Duck River Cache was initially discovered in December 1894 along a ridge south of mound complex. In March 1895, two stone statues (named Adam and Eve by the finders) were discovered several feet beneath the Duck River Cache deposit. The initial land acquisition for this site was made in 1974 with additional acreage purchased in 2009. Link Farm State Archeological Area is listed on the National Register of Historic Places.

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:

- Inspire stewardship of our natural and cultural resources through community action.
- Pursue partnerships with organizations such as Humphreys County Tourism, Humphreys County Schools, and Humphreys County Arts Council to achieve aligned goals.
- Support the efforts of the Friends of Johnsonville State Historic Park as they help to preserve, protect, and share the natural and cultural resources
- Serve as an economic driver within Humphreys County, TN.

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

Action Plan:

- Emphasize the natural and cultural resources of the park over recreational use.

- Host workshops and volunteer events promoting stewardship of natural and cultural resources.
- Pursue partnership opportunities organizations such as with National Park Service, Middle Tennessee State University, and Tennessee Historical Commission to identify and follow best practices regarding cultural resource management.
- Report resource management achievements through Tennessee State Parks database.

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

Action Plan:

- Make use of GIS resources, ground penetrating radar and developing technologies to catalogue cultural and natural resources to make better data driven decisions regarding resource management.
- Pursue partnership opportunities with Tennessee Valley Authority and Middle Tennessee State University to access data relevant to 1939 Johnsonville.

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:

- Strive to shatter visitor expectations.
- Create meaningful connections between park visitors, the community and the park through Telling Full Stories representing diverse, equitable, inclusive, and just dialogues.
- Connect Park visitors to our park stories through technology to help them to experience our park stories and inspire them to become stewards of our stories.
- Gift shop operations serve as a thematic extension inviting visitors to take the next step to becoming more involved stewards.

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

Action Plan:

- Present thematic programming that preserves, protects and shares the stories of Johnsonville, TN and the Link Farm State Archeological Area.
- Park amenities including restrooms, picnic shelters, play areas and museum gift shop shall serve as an extension of the interpretive program conveying a sense of place in support of the interpretive program. Museum gift shop offerings shall support park interpretive themes.
- Provide opportunities for programming-based park users to experience the resource based recreational offerings of the park.

- Pursue partnership opportunities with organizations such as the National Association for Interpretation, Tennessee Association of Museums, and National Park Service to achieve aligned goals.
- Acquire and display the historically accurate complement of artillery found at Johnsonville in November 1864 to include 6-10lbs Parrott, 4-Napoleon, and 2-20lbs Parrott static display pieces.
- Report interpretive programming achievements through Tennessee State Parks database.

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

Action Plan:

- Maintain the hiking trail system to meet or exceed Tennessee State Parks trail standards for contour, width, and blazing.
- Provide opportunities for recreation-based park users engaged in birding, fishing, picnicking, kayaking, hiking, etc. to experience the cultural stories of the park.
- Develop opportunities for all to access the Tennessee River and engage with it in a way that is meaningful to them.
- Pursue partnership opportunities with organizations such as the American Canoe Association, Tennessee Trails Association, and Tennessee Scenic Rivers Association to achieve aligned goals.

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:

- Work with Park Manager’s regional maintenance team developing specifications on projects, requesting assistance and guidance on maintenance needs, attending pre-bid meetings, and being engaged with capital, deferred and 327.15 projects.
- Conduct trail inspections and repairs including bridges, steps and overlook platforms, coordinating efforts with the Tennessee State Parks Trails and Vistas Coordinator.
- Follow Go Green With Us Maintenance Guidelines to follow environmentally sound, best practices in the areas of Grounds Maintenance and Landscaping, Electrical, HVAC, Janitorial, Vehicles, Equipment, Building Maintenance, Plumbing, and Lighting.
- Utilize maintenance reporting software system to develop seasonal maintenance schedules, document equipment maintenance, manage work orders and document work completed.

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

Action Plan:

- In support of the Access 2030 initiative, we are committed to providing universal access experiences that are welcoming and inviting to everyone. A park should be for all users to permit them opportunity to experience the natural and cultural resources to encourage stewardship of those resources through action.
- Improve physical access. Johnsonville State Historic Park currently has no Americans with Disabilities Act (ADA) compliant parking spots within the park, 5 ADA picnic tables and 1 ADA portable chemical toilet. The Visitor Center has 2 ADA parking spots on hard surface. Link Farm State Archeological Area has no ADA compliant amenities.
- Develop trails focused “Soft Adventures” that hardly require any skills or experience incorporating universal access principles allowing greater accessibility to park natural and cultural resources.
- Expand the role of augmented experiences for persons who are not physically able to access locations such as the Upper Redoubt of Fort Johnson or gravesites at the top of the hill of the African Methodist Cemetery.
- Offer Park visitors opportunity to participate in those experiences in the language familiar to them.

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

Action Plan:

- Follow the Tennessee State Parks Design Guideline to improve the visitor experience through standardized design principles that also allow each park to express its own unique story. These design solutions strive to create experiences that are welcoming and connect all visitors, regardless of background or need, to the natural and cultural resources of Tennessee.
- Create quality first impressions welcoming and orienting the visitor to where they are and where they want to go with the least amount of effort.

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:

- Engage in a variety of professional growth opportunities with emphasis upon leadership and employee engagement which will benefit overall park operations. These opportunities shall include, and are not limited to, conducting research, professional trainings and courses that result in professional certifications, attending and/or presenting at conferences, and maintaining professional certifications.
- Provide opportunities for career pathways for employees through Individual Performance Plans emphasizing training and experiences to promote employee and operational success.

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

Action Plan:

- While the intrinsic worth of our natural and cultural resources is beyond monetary consideration, we have a responsibility to the taxpayers of Tennessee to be fiscally responsible as we preserve, protect, and share the stories of Johnsonville State Historic Park and the Link Farm State Archeological Area.
- Proactively manage the park budget reconciling accounts monthly to accurately track revenues, expenditures and identify variances within reports.
- Use program value assessments and special use permit impacts to determine appropriate pricing structures.
- Leverage support from partnerships, external funding sources, and volunteers to provide the best possible product and the lowest possible cost.

Park Overview

Site Fact Sheet

Park Name	Johnsonville State Historic Park
Site Manager	Bob Holliday
Area Manager	Ryan Forbess
Park acreage	2655
Total number of visitors (FY 2022)	32,772
Total expenses before CO (FY 2022)	\$424,214
Total revenues (FY 2022)	\$17,950
Retail cost recovery % ¹	122%
Park cost recovery %	4%
Average expense per visitor (FY 2022)	\$12.94
Average revenue per visitor (FY 2022)	\$.55
Gross profit or loss	(\$406,264) or (\$12.39)/visitor
Total full-time available positions / filled	4/4
Total part-time available positions / filled	1/1
Primary feeder markets	Tennessee, Arkansas, Kentucky, Alabama, Missouri
Primary reasons people visit	History, Public Programming, Spa for the Spirit, Hiking, Picnicking & Tennessee River Access
Opportunities for improvement	Prioritizing cultural resource management

Key Attractions

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

- Nashville & Northwestern Railroad Terminus/Railroad Trail
- Cemeteries - African Methodist/Crockett/Johnsonville/Reagan/Link/Rogers
- Visitor Center
- Soldier Huts Living History Area
- Tennessee River Access
- Hiking Trails
- Link Farm State Archeological Area

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

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Johnsonville 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 Johnsonville State Historic Park, and provides the assessed condition of each as reviewed in May/2023.

Site Asset / Amenity	Quantity	Condition
Visitor Center	1	Good
Park Residence/Ranger Station	1	Good
Maintenance Shop	1	Good
Storage Buildings	4	Good
Reproduction Soldier Huts	4	Fair

Trail Inventory and Assessment

Trail Name	Mileage	Conditions
Cemetery Trail	0.35	Easy, natural surface, one-way
Gunpowder Trail	0.65	Moderate, natural surface, one-way
Buttercup Trail	2.05	Moderate, natural surface, one-way
Railroad Trail	0.70	Easy, natural surface, one-way
Steamboat Trail	3.27	Moderate, water trail, one-way
Grand Total	7.02	

Johnsonville State Historic Park has 4 hiking trails that provide a stacked loop hiking trails experience. Established river access points at Trace Creek and the Tennessee River provide direct connection to the water for launching canoes and kayaks on the Steamboat Trail.

Since 2017, trail system sections that do not meet recognized trail building standards have been rerouted and sections that do not follow these same standards for contour have been closed. Trails currently meet or exceed Tennessee State Parks trail building standards for contour, width, and blazing and are reviewed annually with the Tennessee State Parks Trails and Vista Administrator to identify potential areas for improvement. Benches are placed at trailheads, trail intersections and trail control points. Trail maps emphasize historical features relevant to park and are posted at trailheads and trail intersections.

Plans are in place and permit approval received from the Tennessee Historical Commission and Tennessee Division of Archeology to repair a section of the Gunpowder Trail within the Johnsonville Historic District and to create a universal access trailhead for the Cemetery Trail. Pending successful review and receipt of a TVA26A permit, plans are in development to expand the hiking trails system with a 2.38-mile trail through Meredith Hollow and a reroute of the Buttercup Trail near Stave Creek. Plans are also in development to enhance interpretive experiences at trail control points that accent Civil War era earthworks, Town era building foundations, and scenic views with historical context.

Future trail projects include universal access trailheads and universal access trail experiences at the African Methodist Cemetery, Upper Redoubt Earthworks, a Storybook Trail at the Visitor Center, and a paved loop path in park. Desired future condition for primary trailheads to have an L shaped kiosk, vault toilet, water hydrant, Bearsaver trash/recycling container, recycled plastic bench or picnic table, pet waste bag station, and cigarette butt recycling container.

Due to its sensitive archeological nature, Link Farm State Archeological Area has no hiking trails that are open for public use.

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
CXT Arapahoe Restroom	Family style restroom facility to be placed in Park
Thematic Play Area	Inclusive, multisensory, thematic approach to healthy history
Picnic Shelters	To be located at Park and Visitor Center
Museum Exhibit	Revise museum exhibits to tell full stories of Johnsonville
Paving	Paving TDEC roadways and parking areas
Accessible Experiences	Accessible Trails, Trailheads, and Signage
Vault Toilets	To be placed at 4 park trailheads and Link Farm SAA
Meredith Creek Bridge	Bridge to replace failing road culverts at Meredith Creek

Prioritized Facility Needs

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

Facility Need	Priority Assignment
Tree Removal - Park	High
Tree Removal – Visitor Center	High
Tree Removal – Link Farm	High
CXT Arapahoe Restroom - Park	High
City Sewer Connection – Visitor Center	High
HVAC Replacement – Visitor Center	High
Paving - Park Entrance to Lakefront	High
Paving - Redoubt Ridge	High
Paving - Restroom Road Loop	High
Paving - Park Residence Driveway	High
Paving - Maintenance Complex Road	High
Paving - Parking Lots	High
Paving - Meredith Creek Bridge	High
Paving - Link Farm Entrance	High
Paving - Evacuation Route	High
Museum Exhibit – Visitor Center	High
L Style Trail Kiosks - Park	High
Security Fencing – Link Farm	High
Security Cameras – Visitor Center	High
Security Cameras - Park	High
Security Cameras - Link Farm	High
Paint Interior – Visitor Center	High

Picnic Shelter - Park	High
Picnic Shelter – Visitor Center	High
Skid Steer with Tracks	High
Culvert Replacement - Park	Medium
Cement Drain Replacement - Park	Medium
Replace Septic Tank – Park Residence	Medium
Replace Septic Tank – Maintenance Complex	Medium
Replace Septic Tank – Link Farm	Medium
Replace Water Lines - Park	Medium
Lakefront Water Hydrant	Medium
French Drain - Maintenance Complex Entrance	Medium
Stone Façade – Visitor Center	Medium
Replace Soldier Hut Siding - Park	Medium
Restroom Tile Replacement – Visitor Center	Medium
Rubber Roof Replacement – Visitor Center	Medium
Vault Toilets – 3 Park Trailheads	Medium
Vault Toilet – Link Farm	Medium
Thematic Play Area - Park	Medium
Storybook ADA Trail	Medium
Meredith Hollow Trail	Medium
Earthworks ADA Trail	Medium
Cemetery ADA Trail	Medium
Paved Loop ADA Trail	Medium
Stave Creek Trail Reroute	Medium
Flood Wall	Medium
Reinforce Railroad Bed	Medium
40 FT X 40 FT Awning – Maintenance Complex	Medium
HVAC Replacement – Park Residence	Medium
HVAC Replacement – Maintenance Complex	Medium

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 Johnsonville State Historic Park have been identified as **core services**:

- **Historical Integrity**

The reason that Johnsonville State Historic Park exists is because of its cultural context and resources pertaining to the American Civil War. The 1989 Strategic Management Plan states that, “the park was established to preserve the historic significance of the Civil War earthworks and surrounding lands. The main features (of these lands) were the redoubts, rifle pits and the old town of Johnsonville”.

The intrinsic worth of these cultural resources is beyond monetary consideration. We so value these things that we intend to preserve and protect them, even in the face of whatever may be the fashion of the moment, so that all may enjoy them forever. Unfortunately, since 1966 there has been interest in developing the recreational offerings of Johnsonville State Historic Park. This philosophy emphasized the recreational use of the park at the expense of the park’s cultural resources for which the site was established as a Tennessee State Park. These efforts neglected preservation and protection of cultural resources to such an extent that extensive effort is required today to restore these resources to a desirable condition. In some cases, this action caused permanent damage such as in the early days of park development when planners cut roads and trails through original sections of Civil War earthworks and railroad bed. Additions of restrooms, museums, playgrounds, concrete picnic tables, basketball courts and pavilions atop and adjacent to Civil War earthworks and within historically sensitive areas negatively impacted the cultural fabric of the park. These efforts

culminated in the 1990s with proposed plans to turn Johnsonville into a State Resort Park complete with campgrounds, cabins, marina, and golf course. These plans were deemed not feasible and ultimately not pursued.

Since 2011 there has been renewed emphasis on returning the cultural resources of the park to their historic condition and preserving historic viewsheds. Nonetheless, staff regularly receive inquiries regarding the development of campgrounds, cabins, wedding venues, a marina, a restaurant, boat ramps, mountain bike trails, dog parks, disc golf courses, splashpads and traditional playgrounds within the park. While these amenities have the opportunity to increase visitation, park use and revenue, they are primarily recreational in nature and don't thematically support the stories of Johnsonville. These examples of recreational focused opportunities also compete with staff time and conflict with the use of operational resources to preserve, protect, and share the stories of Johnsonville and the Link Farm State Archeological Area. Additional challenges to the pursuit of these types of improvements include disturbance of culturally sensitive areas, impact on historic and scenic viewsheds, impact upon the boundaries of the Johnsonville Historic District, flooding, return on investment for the infrastructure required to maintain the improvements, TVA26A permit authority and neighboring industrial sites which at times have unintentionally released chlorine gas clouds requiring the immediate evacuation of the park.

Only amenities that thematically support park operations as identified within this Strategic Management Plan shall be considered for approval and inclusion at Johnsonville State Historic Park or the Link Farm State Archeological Area.

- **Safety, Security & Risk Management**

We are committed to providing parks and programs that are safe and to provide safe, quality, outdoor experiences. There shall be emphasis placed on a quality safety & security program that includes commissioned law enforcement Park Rangers, Risk Management Program, adequate first aid and emergency response equipment, regular safety inspections, OSHA/TOSHA compliance, policy implementation and compliance, preventative maintenance program, and proactive action to address potential safety and security risks before they become threats to the public or the natural and cultural resources of the park.

- **Stewardship of the Stories of Johnsonville**

We serve as stewards of the stories of Johnsonville for the benefit of current and future generations. This role is pursued with emphasis upon continuing research focused upon the years 1864 – 1944 including oral history interviews and maintenance of a repository for records and material culture. Serving as stewards of the stories of Johnsonville we emphasize the provenance of artifacts through education and enforcement. These actions are taken to address relic hunting and to guide well-meaning park visitors who believe that by collecting artifacts and bringing them to the park office that they are “helping” the park.

- **Thematic Interpretation**

Our natural and cultural resources provide context and continuity to our lives and help to make us whole. Freeman Tilden's 5th Interpretive Principle states, “Interpretation should aim to present a whole rather than a part and must address itself to the whole man rather than any phase”. In support of these concepts of addressing the whole person, interpretive programming efforts shall

support the stated interpretive themes of the Johnsonville State Historic Park and the Link Farm State Archeological Area telling full stories of these sites through multi-vocality.

- **Thematic Park Amenities**

Park amenities such as restrooms, vault toilets, picnic shelters and even thematic play areas have potential to help preserve, protect, and share our natural and cultural resources so long as they are located on previously disturbed soil or are in areas identified by the Tennessee Valley Authority and Tennessee Division of Archeology to be without natural or cultural significance. Beyond meeting basic physiological and sociological human needs these amenities must thematically support the stories of the site in scope and structure. A good example of this process is that the Johnsonville State Historic Park Visitor Center is built to mimic an early 20th century train station.

Johnsonville State Historic Park currently has 3 portable chemical toilets and 12 uncovered picnic tables to offer as amenities for our park visitors. Only 1 of the portable chemical toilets is ADA accessible and 5 of the picnic tables are ADA accessible. The portable toilets impact the historic viewsheds of the park. Our visitors consider facilities such as play areas, restrooms, and picnic pavilions to be basic, universally accepted amenities that should characterize Tennessee State Parks. Our peers such as Nathan Bedford Forrest State Park and even municipal parks in Waverly, New Johnsonville, and McEwen offer these facilities, so we consider their installation to be a vital component of increasing and maintaining visitation. Per the Maslow Hierarchy of Needs, human beings have basic safety and physiological needs that must be met before they are open to engaging in an interpretive educational experience. To preserve and protect our natural and cultural resources, these resources must be shared to continue that preservation and protection for perpetuity. The addition of basic visitor amenities supports this goal.

However, why should these basic amenities be basic? Author and motivational speaker Dan Heath says, "Great experiences hinge on peak moments". What if those moments included a park's basic amenities? What if we provided basic amenities in such an innovative and thematic way that made them WOW moments? Imagine ADA parking and board/batten vault toilet at the Old Railway Trailhead. Imagine an area of the park without historical significance, away from viewsheds with 4 ADA, family style restroom stalls with low-flow flush toilets and baby changing trays. Nearby here is a picnic shelter that looks like an old sawmill and a small inclusive play area with an ADA railroad turntable and pathway that looks like railroad track leading to a Civil War train play piece and a swing set whose frame mimics a Poplar tree in amongst some rocks that are cast concrete climbers. Beyond basic, but WOW....

Efforts to date regarding installation of thematic amenities:

- **Park Restroom** – A 4 stall, family style, CXT Arapahoe restroom <http://www.cxtinc.com/buildings-arapahoe.html> is planned for installation within the park. The exterior will be a board and batten style mimicking the 1864 style of structures found at Johnsonville. Project and site location approved by State Building Commission and Tennessee Division of Archeology with secured funding from Tennessee State Parks. Project requires TVA 26A permit approval which is under review.

- **Vault Toilets** – Vault toilets are desired to replace portable chemical toilets at trailhead locations separate from the park restroom project and at Link Farm State Archeological Area. Exterior also to be of board and batten style like the CXT Cascadian <http://www.cxtinc.com/buildings-cascadian.html>. Project and site locations have received TVA 26A permit approval and permit is on file. Approval pending from Tennessee Division of Archeology. Approval from State Building Commission required. No funding secured.
- **Picnic Shelter 1** – A picnic shelter is planned for installation adjacent to the CXT restroom. Design will follow State Building Commission guidelines. Project and site location approved by State Building Commission and Tennessee Division of Archeology with secured funding from Tennessee State Parks. Project and site location have received TVA 26A permit approval and permit is on file.
- **Picnic Shelter 2** – A picnic shelter is desired for installation adjacent to the Visitor Center. Design will follow State Building Commission guidelines. Project design approved by State Building Commission. Project location approved by Tennessee Division of Archeology. State Building Commission approval required. Project site exempt from TVA 26A permit review.
- **Outdoor Educational Area** – A thematic play area is desired for installation adjacent to the CXT restroom/picnic shelter 1 site. Design will thematically support the stories of Johnsonville. A comparable project is the Landscape Structures Turkey Thicket Recreation Area. Project and site location have received TVA 26A permit approval and permit is on file. Approval from State Building Commission and Tennessee Division of Archeology required. Grant funding sought in 2018.

Landscape Structures – Turkey Thicket Recreation Center

Nestled among several residential communities in Washington, D.C., this custom little town features a unique main street area, complete with a well-stocked farmer's market. A PlayBooster® playstructure entertains kids ages 5 to 12 along with a signature train heading through a mountain tunnel. Kids can climb the mountainsides, scamper across the bridge, then climb over, across and into the train itself. A community-themed playstructure for kids ages 2 to 5 includes rooftops that echo those in the actual neighborhood. Various climbing elements were incorporated along the "outskirts of town" to create an additional energetic circuit of free-form play. <https://www.playlsi.com/en/commercial-playground-equipment/playgrounds/turkey-thicket-recreation-center/>

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 Johnsonville State Historic Park have been identified as **important services**:

- **Interpretive Experiences**

Present interpretive programming through personal nonpersonal experiences that include, and is not limited to public presentations, living history demonstrations, guided tours, educational programs, Junior Ranger programs, museum displays, temporary exhibits, wayside exhibits, telling full stories through multi-vocality and augmented reality experiences. These interpretive experiences shall be presented for free based upon their intrinsic value or for a fee as value added experiences.

- **Environmental Action**

Support the Tennessee State Parks Go Green With Us sustainability initiative to raise public awareness and offer opportunities to preserve, protect and share our natural and cultural resources through action. Examples of these efforts include resource based interpretive programming, community partnerships, and hosting volunteer workdays. The goal of these efforts is to sustainably pursue a professionally managed environment for the plants and animals that call our park – Home.

- **Community Engagement**

Serve the customers' needs while they are in the park or engaging with the park through internal/external customer service, community outreach, partnerships, marketing, social media, gift shop operations, and any other efforts that promote community engagement.

- **Quality First Impressions**

Convey a positive first impression for arriving visitors. This standard shall include inviting and well-maintained visitor contact stations, wayfinding signage, trailheads, and other points of entry with adequate lighting and well-kept grounds that are free of litter.

- **Quality Trail Experiences**

Provide quality trail experiences with well-maintained trailheads, adequate blazing, and trail tread that meets or exceeds standards set by the Tennessee State Parks Trails and Vistas Administrator.

- **Archeological Resource Access**

Strengthen the quality and access to Tennessee's archeological resources in partnership with the Tennessee Division of Archeology.

- **Volunteer Services**

Invest in the development of future stewards to carry our work forward. Volunteers such as the Johnsonville Garrison, XXIII Corps, Break Away Groups, Friends of Johnsonville State Historic Park,

and individual volunteers help to preserve, protect, and share the natural and cultural resources of Johnsonville State Historic Park and the Link Farm State Archeological Area. These volunteers best support the park when led by park staff which requires staff time for planning, volunteer training, coordination of volunteer projects, and reporting of volunteer events.

- **Retail to Retell**

Retail operations will help to retell the stories of our park and provide quality remembrances for park visitors to retell to others that they enjoyed a quality experience at our park. The museum gift shop shall serve as an extension of the interpretive program. High quality, thematic items will be prioritized for sale in the gift shop which relate to and support programming efforts.

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 Johnsonville State Historic Park have been identified as **visitor supported services**:

- **Battle of Johnsonville Anniversary Event**

Annually the park hosts a two-day anniversary event to commemorate the November 1864 Battle of Johnsonville. This event includes a school day and day for the public to attend and engage with living history presenters who provide multi-vocality by telling the story of the Battle of Johnsonville from different perspectives. The operational capacity to host this scale of event as presented since 2014 is only possible with funding secured from grants and sponsorships.

- **Partnerships**

Maintain productive partnerships with community organizations and professional associations through attendance at meetings and participation in community or regional events. Maintaining these relationships with community and professional partners supports core, important or visitor supported services

- **Fundraising**

Leverage the park's operational budget through donations, sponsorships, and grants. Return on investment for staff time required shall be a factor when pursuing fundraising efforts. Fundraising efforts have potential to support core, important, or visitor supported services; however, they

shall be considered non-essential. Per policy, pre-approval by Parks Leadership is required before pursuing grant opportunities such as the Recreational Trails Program, and the Land and Water Conservation Fund.

Personnel / Staffing Review

Personnel and staffing at Johnsonville State Historic Park represent the largest area of budgetary expense at an average of 58% of the total operating budget each year for the last three complete years, which is LESS than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Compensation Total
Park Manager 1	1	*
Park Ranger 2	1	*
Administrative Assistant 1	1	\$42,924
Building Maint. Worker 2	1	\$38,184
TOTAL	4	\$202,152

**Law enforcement compensation confidential by TN law.*

Part Time Employees

Position / Title	Quantity	Compensation Total
Job Share Laborer	1	\$27,787
TOTAL	1	\$27,787

Labor Support

Labor Support	Annual Hours
Volunteers	486
Community Service Workers	
Engineering and Construction Crews	
Resource Management Crews	
Other: _____	
TOTAL	486

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	\$202,152
Part Time Employees	\$27,787
TOTAL Annual Labor Expense	\$229,939

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Maintenance Journeyman	1	FTE	2025	Employee Safety/Operations Efficiency
Interpretive Specialist	1	FTE	2027	Park Programming/Telling Full Stories
Park Ranger 2	1	FTE	2030	Link Farm State Archeological Area
TOTAL	3			

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	Day Use Facilities Rev Per Unit
2019	0.08
2020	0.03
2021	0.05
2022	0.05

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	Day Use Facilities Rev Per Unit
2023	0.07
2024	0.08
2025	0.09
2026	0.10

Customer Service

Tennessee State Parks Guest Surveys

Date	Review	Reviewer	Comments
June 8, 2023	5/5	Shoko Moore	Great job organizing this event. Kids had great time and enjoyed the program so much.
June 8, 2023	5/5	Brandi Forester	My son had the best time at Junior Ranger Camp. He wish he could go every week. Thanks to the amazing rangers and staff.
June 8, 2023	5/5	Sara Huff	My son love the junior ranger program! Ranger Noah was wonderful with the children! He is extremely knowledgeable and you can tell he loves his job!! We are so grateful for the State Parks!!
June 8, 2023	5/5	Sarah Scott	My daughter loved the camp! She had so much fun and told me about her new adventures every day!
Apr 22, 2023	5/5	Jeff Carr	All the staff were very professional and welcoming
Mar 18, 2023	5/5	Bill Stankiewicz	Noah was a great guide. He was knowledgeable on the site and inhabitants. A reconstruction of part of the village would just make the tour fantastic!
Jan 01, 2023	5/5	Laurie Coleman	Ranger was very informative and knew a lot about the area
Nov 28, 2022	5/5	Liz Limon	I had the best time touring the Johnsonville sites by kayak. I learned a lot and have several subjects for further reading. Daulton's presentation was outstanding on many levels. A good paddle, history lessons, wildlife, comradery. Time well spent.
Nov 19, 2022	5/5	Houston Barnett	This was an excellent tour! Ranger Noah and Ranger Dalton both are very knowledgeable and professional on the subjects covered. I am looking forward to more tours like this in the future!
Nov 04, 2022	5/5	Randy Norris	Had a really good time at the battle anniversary event. I will definitely be checking for other events in the future.
Oct 24, 2022	5/5	I. Rivera	Thank you for the Lantern Tour. You guys were excellent. The youth as well as the parents enjoyed the walk and the stories. This was my first time at the park, and I had a great time. I will talk to the kids and the parents during our next meeting about doing the service project, and about other activities that you offer. I will let you know.
Aug 27, 2022	5/5	Noah T	Ranger Noah and SIR Daulton were great!

Johnsonville State Historic Park Strategic Management Plan

Jul 16, 2022	5/5	Heather Steel	Noah and Dalton ran an amazing kayak tour. They had so much knowledge, had all the supplies we needed, and didn't rush us out, even though it started to get dark. We learned about some of the other events held at the park and will definitely come back and recommend this park to others. Thank you!
Jun 16, 2022	5/5	Sandy Browning	The Jr Ranger program was so much fun for my little one. This is his 4th experience. The Rangers were helpful and knowledgeable, but we were closer to Ranger Noah. Looking forward to next Summer's program.

Nov 06, 2021	5/5	Brandy Davis	Noah was great! He was very pleasant to be around as well as knowledgeable, open to questions and patient with the group. We very much enjoyed our tour and visit and will very likely find ourselves here very often in the future. We look forward to learning as much as we're able to about its history and spending time in this beautiful park. Thanks for your time and getting us started on a new journey Noah! You are very appreciated! -The Davis Family
Oct 15, 2021	5/5	Kathie McClanahan	The rangers did a great job of storytelling! The music was fantastic as well. It was all entertaining and educational.
Oct 09, 2021	5/5	Dean Graber	I was so fortunate to attend the Watercolor painting workshop at Johnsonville Historic Park last Saturday, Oct. 9. Mr. Tim Pafford is a wonderful instructor! Thanks to his teaching skills and encouragement, we walked away with a painting. Park manager Joan Williams and Ranger Noah Sinz were great hosts. Tennessee State Parks are always hospitable, but Joan and Noah give an especially warm welcome. I look forward to going back when I can for more activities and exploring!
Jul 10, 2021	5/5	Kathie McClanahan	Great tour! Ranger Noah did a great job and learned new history about the park. Peanut factory, very interesting. I have already shared some of my new facts with friends.
Jul 10, 2021	5/5	Tassall Lloyd	This sunset float was amazing! Noah was incredibly knowledgeable, and you could tell he loves being a ranger. I truly enjoyed speaking with him and he inspired me to purchase my own kayak! I've visited many state parks this year and

			Johnsonville State Historic Park surprised me. I'll definitely visit Johnsonville State Park in the future and hope to run into Noah. Thanks so much for the program, the float and the conversation.
Nov 07, 2020	5/5	Theresa Jones	I brought my 5-year-old grandson to the November 7 walking tour. The moment we walked into the visitor center we were greeted by Ranger Joan. She was our guide that day. She was helpful and friendly all day. She gave our group a history of the park and town and answered everybody questions to the best of her ability. Ranger Joan is a great asset. Thank you for programs such as these!

Review Push – Online Review Management for Businesses and Brands

Date	Platform	Review	Reviewer	Comments
5.21.23	Google	5/5	Christine Jennett	None
4.21.23	Google	5/5	Cathy Coleman	None
4.16.23	Google	5/5	Eldridge Key	None
4.12.23	Trip Advisor	5/5	Cheneweth	Gives you a great overview of the Battle at Johnsonville. This is the park that has everything on this battle. The neighboring park Nathan Bedford has more local history and life. Be sure to see the film in the visitors center it's excellent.
3.31.23	Google	5/5	Bobby Sadler	Loved it. A lot of history.
3.13.23	Google	5/5	Lars Hermanns	Toller Park, wenn man sich für die amerikanische Geschichte und speziell für den Sezessionskrieg und Nathan Bedford Forest interessiert. Übrigens: Diese weißen Tütchen auf dem einen Foto sind keine Joints! Man sollte es besser tunlichst vermeiden, sie sich in den Mund zu stecken und anzuzünden.
2.11.23	Google	5/5	Carl Neathammer	Great place to visit.
1.2.23	Google	5/5	Steve Wittorp	Very informative. History brought to life.
12.19.22	Yelp	5/5	Joyce C.	Great place for Visitors and Locals alike to visit and learn about the History of New Johnsonville, TN. We Love living here.
12.7.22	Google	5/5	Buzz Smith	What a great park! Very nice staff. Great selection of books at the gift shop. Museum was well done and interesting.
11.16.22	Google	5/5	Ciji Fortner	I grew up in this park, it is one of my all-time favorite places to be. There's something about it that is just calming and relaxing. Great place to fish, hike, or take your kids.
11.8.22	Google	5/5	Mike Beckman	Great hiking trails...

9.12.22	Google	5/5	Connie Smith	Beautiful area here.
9.8.22	Google	5/5	Crystal LeFan	None
8.25.22	Google	2/5	Loral Rogers	We had a map with very little to see... I know there's more to New Johnsonville than what was on the map... Sad that it didn't show more
8.17.22	Google	5/5	Queen S	None
7.17.22	Google	5/5	Kathleen Reed	Lantern hike is wonderful!!
7.9.22	Google	4/5	April	Really pretty areas
6.8.22	Google	5/5	Christy Leigh	None
6.5.22	Google	5/5	Juanita Tardif	Laid back fun family friendly
5.24.22	Google	5/5	Jo Ann Hollis	Will be back we love it

Platform / Site	Year	Customer Satisfaction Level
Facebook	2023	4.9
Google	2023	4.7
Trip Advisor	2023	4.5
All Trails	2023	4.3
Yelp	2023	4

Professional Development and Training

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

- National Association for Interpretation – National & Regional Interpretative Workshops
- National Association for Interpretation – Certified Interpretive Guide
- Tennessee State Library & Archives – Tennessee Archives Institute
- National Park Service – Historic Weapons Certification Course
- Keep Tennessee Beautiful – Tennessee Litter Law
- Basic Chainsaw Operations and Maintenance
- Emergency Medical Responder
- State Park Leadership School
- S-130 Firefighter Training
- Trail Master Certification
- Fair Labor Standards Act
- Swift Water Rescue
- 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. Improved Wayfinding within the Park
- b. Expand the boundary of the Johnsonville Historic District to include the Upper & Lower Redoubts of Fort Johnson, all earthworks, the supply depot remains, railroad bed & turn table, and blockhouse site

2. Operations and Staffing

- a. Grow membership of Friends of Johnsonville State Historic Park
- b. Grow community partnership opportunities to support park operations

3. Customer Service / Visitor Experience

- a. Obtain TVA GIS Map Layers for the 1939 Land Acquisition Map
- b. Place physical markers at all known building locations of Town Era Johnsonville based on the 1936 United States Geological Service Map

Mid Term Recommendations (2-5 years)

1. Site and Facilities

- a. Receive TVA26A permit approval for and complete projects to create a picnic area in the park including placement of a CXT Arapahoe Multiuser Restroom and a picnic shelter at the former site of a parking lot that was initially identified as "Picnic Area No. 1" in the Nathan Bedford Forrest State Park Master Plan of 1966 and the Strategic Management Plan of 1989.
- b. Connect the Visitor Center to the public sewer system of the City of New Johnsonville.

2. Operations and Staffing

- a. Expand full time staff by 1 - Maintenance and 1 - Interpretive Specialist positions.
- b. Operational budget will include at least \$50,000 in recurring funding dedicated to the removal of potentially hazardous trees at Johnsonville State Historic Park and Link Farm State Archeological Area.

3. Customer Service / Visitor Experience

- a. Establish Universal Access Trailheads at Crockett Cemetery, African Methodist Cemetery and Lakefront area of the park.
- b. Tell Full Stories through the museum exhibit and park wayside exhibits including and not limited to the role of women in Johnsonville, Native American Removal Routes, Freedmen's Bureau and create an immersive opportunity within the exhibit portraying the 1st Kansas Artillery within the Lower Redoubt of Fort Johnson during the Battle of Johnsonville.

Long Term Recommendations (5+ years)

1. Site and Facilities

- a. Pave all park roads, parking areas and eliminate dead end roads through established loop features.
 - b. Install a outdoor educational area in the park adjacent to the CXT Restroom and Picnic Shelter.
- 2. Operations and Staffing**
- a. Expand full time staff by 1 - Park Ranger 2 position.
 - b. Grow operational capacity to provide consistently offered visitor experiences at Link Farm State Archeological Area.
- 3. Customer Service / Visitor Experience**
- a. Recreate the 1864 appearance of the Upper & Lower Redoubts of Fort Johnson.
 - b. Identify each location of a 1939 Johnsonville Structure with a marker stating the name of the last known owner, a photograph of the structure (if available), a technological link to experience the site in a non-traditional way and the story of the site shared within its context of the Town of Johnsonville.

Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

The 2023 resource management plan supersedes the resource management plans of 2021, 2016, 1989, and 1966. The natural and cultural resource management goals identified within the 2023 plan provide guidance for action over a 10-year period to preserve, protect and share the natural and cultural resources of Johnsonville State Historic Park and the Link Farm State Archeological Area.

Johnsonville State Historic Park is under the management authority of the Tennessee Department of Environment and Conservation. 830 acres of the park is owned by the State of Tennessee. The remaining acreage of the park is owned by the Tennessee Valley Authority. This acreage within the mapped boundary of the park is managed by Tennessee State Parks through a recreational use agreement and is subject to 26A Permit Authority. There are no private in-holdings within the park boundary. Link Farm State Archeological Area is also under the management authority of the Tennessee Department of Environment and Conservation. All acreage of the archeological area is owned by the State of Tennessee. The archeological area is managed in partnership with the Tennessee Division of Archeology. Management efforts of natural and cultural resources actions support the Tennessee State Parks Go Green With Us sustainability initiative. This comprehensive set of guidelines was developed and released in 2017 to steer parks on the path of sustainability in all park operations.

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. Promote stewardship of natural and cultural resources through action hosting volunteer opportunities in support of resource management goals.
- B. Expand the boundary of the Johnsonville Historic District to include the Upper & Lower Redoubts of Fort Johnson, all earthworks, the supply depot remains, railroad bed & turn table, and blockhouse site.
- C. Identify and blaze the boundaries of the Johnsonville and Link Farm Historic Districts as identified within their nominations for the National Register of Historic Places.
- D. Restore the Crockett, Winfrey, Ragan, African-Methodist, Link and Rogers cemeteries. This will include ground penetrating radar surveys of the cemeteries, the public identification of unmarked gravesites and the restoration of all existing stone grave markers. In support of National Park Service cemetery management guidelines D2 Biological Solution shall be the only cleaner approved for use on headstones.
- E. Conduct research on the history of Johnsonville with emphasis upon the years 1863-1944 This will include the identification of historic names of streets, family homesteads and businesses. Create research files on Johnsonville structures and their former owners as well as persons buried in Johnsonville cemeteries. Conduct oral history interviews and host opportunities for the public to share remembrances of Johnsonville. Create and display a historically accurate map of the town of Johnsonville based upon the Tennessee Valley Authority 1939 Land Acquisition Map.
- F. Manually (by cutting vegetation at ground level) and through the selective use of herbicides remove all non-native/non-desirable plants and hazard trees from the Upper and Lower Redoubts of Fort Johnson, Civil War Earthworks, the five mounds of the Link Farm State Archeological Area: Crockett, Winfrey, Ragan, African-Methodist, Link and Rogers cemeteries, and from Johnsonville Town Era foundation sites.
- G. Remove trees in boundary, trail, activity, transportation, parking or developed zones that are of poor architecture, damaged, or dead that could pose a threat to park visitors and the preservation of cultural resources.
- H. The Upper and Lower Redoubts of Fort Johnson and all Civil War Earthworks shall meet or exceed the criteria of Good Condition based upon the National Park Service Sustainable Military Earthwork Management Guide.
- I. Improve native grass stands on the Upper and Lower Redoubts of Fort Johnson, Civil War era earthworks, railroad bed, railroad turntable and the five mounds of the Link Farm State Archeological Area. Preferred method for seeding will be hydroseeding with native grass seed.
- J. Restore the Nashville and Northwestern Military Railroad bed and railroad turntable within park boundaries. Repair all erosion damage from flooding and reinforce railroad base against damage from future flooding (Strategy identified in 1989 Strategic Management Plan).
- K. Restore the Upper and Lower Redoubts of Fort Johnson to their Civil War appearance repairing any soil breeches that may facilitate erosion, mounting reproduction cannons at embrasures, and redefining the original opening with historically accurate entrance gates.
- L. Reconstruct cutaway and missing sections of original rifle pits. This will include identification of proper soil and mapping the identification of newly restored sections to the earthworks.
- M. With support from GIS mapping incorporating the Tennessee Valley Authority 1939 Land Acquisition Maps, identify foundation sites of Johnsonville structures, public utility sites, or

- roads. This will include public identification of structure sites and preservation of foundation remains.
- N. Partner with the National Park Service Submerged Resources Center to pursue underwater surveys of the Johnsonville Supply Depot wharf, transport vessels, and gunboat wrecks in the Tennessee River.
 - O. Address the Link family structures at Link Farm State Archeological Area. Conduct a survey documenting the location, dimensions, and structure of the Link Farmhouse. Restore the tobacco weigh shed to its 20th century condition.
 - P. Replace 2 miles of perimeter fencing with chain link fence at Link Farm State Archeological Area.
 - Q. With support from GIS mapping incorporating the Tennessee Valley Authority 1939 Land Acquisition Maps identify and seal all open wells and cisterns.
 - R. Conduct annual inventories of park artifact and art collections.
 - S. Provide opportunities for public education with emphasis to not disturb artifacts from their discovered locations.
 - T. Conduct annual boundary patrols to maintain TDEC boundary and no hunting/no trespassing markers (Strategy identified in 1989 Strategic Management Plan).
 - U. Actively seek to encourage relationships with community and regional contacts that will develop into partnerships to support park operations and the goals of the partnering operations.
 - V. Develop and construct a true to scale section of a reproduction Civil War earthwork.
 - W. Remove the Johnsonville Monument due to its failing structural condition and share the context of the memorial as part of a new interpretive exhibit. The monument has been inspected by a third-party restoration company specializing in historic preservation who determined that stabilization nor restoration are not viable options for the monument.
 - X. Remove the Stump Monument from the Nashville & Northwestern Railroad terminus and relocate it to the Tennessee River Folklife Museum.
 - Y. Restore the 1939 water tower base adjacent the Johnsonville Depot platform.
 - Z. Annually obtain at least Silver level recognition through the Tennessee State Parks Go Green With Us sustainability initiative.
 - AA. In compliance with policy, pursue the use of prescribed fire to improve native grass stands and maintain open lands areas.
 - BB. Target Chinese Privet, Tree of Heaven, Jacob's Staff, Japanese Honeysuckle, Shiso, Lespedeza and Johnson Grass as priority invasive/non-native plants for removal.
 - CC. Monitor and maintain existing stands of cultivated plants species such as Daffodil, Yucca, and Canna Lilly that are culturally significant because of their connection to the town era history of Johnsonville.
 - DD. Develop native plant/wildflower areas for the benefit of native pollinator and migratory species while reducing the acreage that requires mowing.
 - EE. Educate Park visitors on native plants and how invasive species impact Tennessee ecosystems. This will be accomplished through personal and nonpersonal interpretation.
 - FF. Raise public awareness and offer opportunities for positive action on the impacts of litter and pollution through interpretive programming efforts, partnerships with environmentally focused organizations and hosting volunteer workdays to collect litter.

- GG. Improve recycling and waste reduction efforts collecting materials not commonly recycled, identifying operational efforts for waste reduction, and working with community leaders to improve public recycling opportunities.
- HH. Maintain and improve the historic and scenic viewsheds along the Tennessee River, The Upper & Lower Redoubts of Fort Johnson, Trace Creek, and the Link Farm State Archeological Area.
- II. Support actions to engage in Dark Sky viewing opportunities.
- JJ. Support reviews for sensitive, threatened, or endangered plant or animal species. Based upon data provided by the Tennessee Division of Natural Areas there have been no known sensitive, threatened, or endangered plant or animal species observed within the boundaries of Johnsonville State Historic Park since 2016. There have been documented observations of Western Pygmy Rattlesnake and Little Blue Heron on properties adjacent to the park boundary. There are no known sensitive, threatened, or endangered plant or animal species observed within the boundaries of Link Farm State Archeological Area.

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
Civil War Earthworks	1 mile	Poor	Trees on earthworks greater than 12" dbh. Minimal understory plants exist, invasive exotic species are present, and areas of exposed bare soil exist. Animal and human damage is evident.
Civil War Redoubts	2	Fair	Covered by a mix of grasses, herbaceous plants, and woody plants, where grasses and herbaceous plants do not dominate because they are competing with other less desirable species, such as trees, shrubs, or invasive exotic species.

Cemeteries	6	Fair	Cemeteries are clear of brush and plant overgrowth. Trees greater than 12" dbh within fall radius of graves. Less than 50% of all graves have identifying markers.
Railroad Bed (1864-1944)	1	Fair	Severely damaged by flooding in 2010. Repairs underway as funding permits. Trees greater than 12" dbh along railroad bed banks.
Railroad Turntable (1864)	1	Fair	Trees greater than 12" dbh grow along the tread path of the turntable. Turntable partially consumed by railroad bed improvements of 1915.
Water Tower Base (1939)	1	Fair	Masonry is failing and falling out permitting structural stone to dislodge.
Road (1864)	1	Poor	Significant erosion due to slope. Tennessee Historical Commission authorized repairs in 2021.
Town Era Building Sites	200	Fair	Often covered by trees, non-native plants obscuring site footprints.
Town Era Foundations	25	Fair	Often covered by trees, non-native plants obscuring site footprints.
Artifact Collection	2000 Pieces	Good	Collection is kept in acid free boxes within the climate-controlled Visitor Center.
Art Collection	50 Pieces	Good	Collection is kept in acid wrapping within the climate-controlled Visitor Center.
Kentucky Lake Shoreline	10 miles	Fair	Subject to erosion and litter deposits especially during flooding events.
Duck River Shoreline	3 miles	Fair	Subject to erosion and litter deposits especially during flooding events.
Mississippian Mounds	5	Good	Sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3" x 3"). Animal burrows, or holes and invasive species are controlled.
Link Family Building Sites	10	Poor	Tobacco weigh shed and homeplace require significant restoration. Remaining building sites are covered in trees and overgrown with non-native plants.

Historic & Scenic Viewsheds	4	Fair	Unmanaged vegetation growth impacts viewsheds.
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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
Civil War Earthworks	<p>Public Use: Managed access with infrastructure and regulation – Identified as a contributing structure to the Johnsonville Historic District. Viewable by the public via park roads and the Gunpowder Trail.</p> <p>General Management: Remove all trees and less desirable competing plants. Establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled.</p>	Moderate
Civil War Redoubts	<p>Public Use: Managed access with infrastructure and regulation – Identified as a contributing structure to the Johnsonville Historic District. Accessible to the public via the Gunpowder Trail.</p> <p>General Management: Remove all trees and less desirable competing plants. Establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled.</p>	High

<p>Cemeteries</p>	<p>Public Use: Managed access with infrastructure and regulation – Accessible to the public.</p> <p>General Management: Remove all trees and less desirable competing plants. Establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled. Conduct ground penetrating radar surveys of the cemeteries, the public identification of unmarked gravesites and the restoration of all existing stone grave markers. In support of National Park Service cemetery management guidelines D2 Biological Solution shall be the only cleaner approved for use on headstones.</p>	<p>High</p>
<p>Railroad Bed (1864-1944)</p>	<p>Public Use: Managed access with infrastructure and regulation – Identified as a contributing structure to the Johnsonville Historic District. Incorporated into the trail system as the Railroad Trail.</p> <p>General Management: Remove trees and less desirable competing plants to establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled. Under the authority of received TVA 26A permit, place rock to repair flood damage.</p>	<p>High</p>
<p>Railroad Turntable (1864)</p>	<p>Public Use: Managed access with infrastructure and regulation – Identified as a contributing structure to the Johnsonville Historic District. Accessible to the public via the Railroad Trail.</p> <p>General Management: Remove trees and less desirable competing plants to establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled. Partner with Tennessee Division of Archeology, Tennessee Historical Commission and Middle Tennessee State University Center for Historical Preservation to determine best practices for stabilization and restoration of the structure.</p>	<p>Moderate</p>

<p>Water Tower Base (1939)</p>	<p>Public Use: Managed access with infrastructure and regulation – Accessible to the public via the Railroad Trail.</p> <p>General Management: Partner with Atlas Preservation to stabilize the structure. Partner with Tennessee Division of Archeology, Tennessee Historical Commission and Middle Tennessee State University Center for Historical Preservation to determine best practices for restoration of the structure.</p>	<p>Moderate</p>
<p>Road (1864)</p>	<p>Public Use: Managed access with infrastructure and regulation – Identified as a contributing structure to the Johnsonville Historic District. Accessible to the public via the Gunpowder Trail.</p> <p>General Management: With support from the Tennessee State Parks Trails and Vistas Coordinator and with the approval of the Tennessee Historical Commission, debarm the outslope and establish rolling grade dips to control erosion.</p>	<p>High</p>
<p>Town Era Building Sites</p>	<p>Public Use: Managed access with infrastructure and regulation – Accessible to the public.</p> <p>General Management: Remove all trees and less desirable competing plants. Establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled. Place visible markers at all sites based on the 1936 United States Geological Service Map and the 1939 TVA Land Acquisition Map.</p>	<p>High</p>
<p>Town Era Foundations</p>	<p>Public Use: Managed access with infrastructure and regulation – Accessible to the public.</p> <p>General Management: Remove all trees and less desirable competing plants. Establish sustainable, grass- dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled. Place visible markers at all sites based on the 1936 United States Geological Service Map and the 1939 TVA Land Acquisition Map.</p>	<p>High</p>

Artifact Collection	<p>Public Use: Limited or no public access - Selected artifacts viewable by the public at the Visitor Center.</p> <p>General Management: Maintain acid free, climate-controlled conditions. Establish humidity monitoring. Catalogue all artifacts and conduct annual inventory. Rotate artifacts on public display.</p>	Moderate
Art Collection	<p>Public Use: Limited or no public access - Selected Selected art viewable by the public at the Visitor Center.</p> <p>General Management: Maintain acid free, climate-controlled conditions. Establish humidity monitoring. Catalogue all artifacts and conduct annual inventory. Rotate art on public display.</p>	Moderate
Kentucky Lake Shoreline	<p>Public Use: Managed access with infrastructure and regulation – Accessible to the public.</p> <p>General Management: Remove hazard trees and conduct regular shoreline cleanups to remove trash. Mitigate erosion as authorized per TVA 26A permits or TVA 26A Appendix A.</p>	High
Duck River Shoreline	<p>Public Use: Limited or no public access – Not publicly accessible through state owned lands.</p> <p>General Management: Remove hazard trees and conduct regular shoreline cleanups to remove trash. Mitigate erosion as authorized per TVA 26A permits or TVA 26A Appendix A.</p>	High
Mississippian Mounds	<p>Public Use: Limited or no public access – Access limited due to sensitive archeological status of Link Farm State Archeological Area.</p> <p>General Management: Maintain sustainable, grass-dominated cover. The cover is comprised of continuous healthy predominately native – where desirable grasses and herbaceous plants with minimal bare spots (areas of exposed soil are less than 3” x 3”). Animal burrows, or holes and invasive species are controlled.</p>	Moderate

<p>Link Family Building Sites</p>	<p>Public Use: Limited or no public access – Access limited due to sensitive archeological status of Link Farm State Archeological Area.</p> <p>General Management: Partner with Tennessee Division of Archeology, Tennessee Historical Commission and Middle Tennessee State University Center for Historical Preservation to determine best practices for stabilization or restoration of the structures. Link Farmhouse may be subject to demolition due to its destabilized condition and safety/security concerns.</p>	<p>High</p>
<p>Historic & Scenic Viewsheds</p>	<p>Public Use: Managed access with infrastructure and regulation – Accessible to the public.</p> <p>General Management: Manage vegetation through removal of trees and other vegetation to maintain viewsheds.</p>	<p>Moderate</p>

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
<p>Should Pebble Isle Marina cease operations, the goals of this strategic management plan DO NOT support taking on marina, campground, restaurant, or boat ramp operations previously managed by Pebble Isle Marina.</p> <p>A related land acquisition project in partnership with Tennessee Valley Authority would be to transfer lands to the State of Tennessee to provide a well-defined park boundary along Nell Beard Road and Old Johnsonville Road.</p>	<p>Long Term</p>
<p>The Link Farm State Archeological Area would benefit from land acquisition/land divestiture projects to provide a defined boundary for the state archeological area.</p>	<p>Long Term</p>
<p>Should opportunity arise, it would be of benefit to acquire all lands within the existing park boundary that are currently owned by the Tennessee Valley Authority. Tennessee Valley Authority would only retain the right to flood the property without notice.</p>	<p>Long Term</p>

Supplemental Information

Any additional information pertinent to the resource management strategies of the park can be featured here.

Tennessee Valley Authority
Section 26a Regulations

<https://www.tva.com/environment/shoreline-construction-permits/section-26a-regulations>

Tennessee Valley Authority
Reservoir Land Management Plans

<https://www.tva.com/environment/environmental-stewardship/land-management/reservoir-land-management-plans>

National Park Service
National Register of Historic Places

<https://www.nps.gov/subjects/nationalregister/index.htm>

National Park Service
Sustainable Military Earthwork Management Guide

[05 Currents: Sustainable Military Earthworks Management \(nps.gov\)](#)

National Park Service
Submerged Resources Center

<https://www.nps.gov/orgs/1635/index.htm>

USDA Forest Service
Prescribed Fire

<https://www.fs.usda.gov/managing-land/prescribed-fire>

Tennessee Department of Environment and Conservation
Tennessee State Parks Rules and Regulations

[RULES \(tnsosfiles.com\)](#)

Tennessee Department of Environment and Conservation
Tennessee State Parks Policies

<https://tnstateparks.com/about/policies>

Tennessee Department of Environment and Conservation
Pathways to Trail Building

<https://www.tn.gov/content/dam/tn/environment/recreation-services/documents/pathways.pdf>

Tennessee Department of Environment and Conservation
Go Green With Us

<https://tnstateparks.com/about/go-green-with-us>

Tennessee Department of Environment and Conservation

Tennessee State Parks Hazardous Tree Management Plan
Johnsonville State Historic Park 2019

Tennessee Department of Environment and Conservation
Policy Directive 142 Hazardous Tree Policy

Tennessee Department of Environment and Conservation
Tennessee State Parks Design Guideline
Creating Places for Adventures and Experiences

Tennessee Department of Environment and Conservation
Laws regarding the Tennessee Division of Archeology and archeology in Tennessee
[Archaeology Laws \(tn.gov\)](#)

Tennessee Historical Commission
Tennessee Historic Cemetery Preservation Program
<https://www.tn.gov/historicalcommission/state-programs/tennessee-historic-cemetery-preservation-program.html>

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.

Program library templates

Interpretive Purpose:

Johnsonville State Historic Park preserves, protects, and shares the stories of Johnsonville, TN, and the Link Farm State Archeological Area.

Interpretive Primary Theme:

The Tennessee River brought life and death to Johnsonville and flows through our stewardship of this story today.

Interpretive Subthemes:

Rivers, Railroads and Raiders supply our Civil War stories.

Reconstruction and TVA bookend our Town Era stories.

Once human habitat now serves as a scenic home for our plants and wildlife.

Three rivers reflect our stories of Mississippian culture and the Trail of Tears.

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:

Incorporate principles of multi-vocality into park interpretive programming, personal interpretation, and non-personal interpretation telling the same story through different perspectives.

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:

Develop and implement augmented reality experiences throughout the park to establish a sense of place sharing the stories of Johnsonville (1864 – 1944).

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:

Ranger led/self-guided Museum Tours
Civil War Soldier Life
Battle of Johnsonville Anniversary Event
Link Farm State Archeological Area Guided Tour
Age-appropriate Junior Ranger experiences for ages 5 and up

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:

Ranger led/self-guided Cemetery Tours

Ranger led/self-guided paddle trips exploring the stories of Johnsonville and Link Farm State Archeological Area by water

Ranger led/self-guided hikes exploring the stories of Johnsonville and Link Farm State Archeological Area

Go Green With Us experiences incorporating the stories of Johnsonville and the Link Farm State Archeological Area

Dark Sky appreciation experiences incorporating the stories of Johnsonville and the Link Farm State Archeological Area

More general concepts to be developed within the addendum.

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	4.1%	7.6%	5.8%	6%	6.2%	6.4%

