

Roan Mountain State Park Strategic Management Plan

2023 – 2033

Revised September 15, 2024



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Park Purpose, History and Description

Mission: Roan Mountain State Park purpose is to preserve and protect the unique natural resources and the rich cultural heritage of the Roan Highlands for this and future generations through careful resource management while creating possibilities for visitors to connect intellectually and emotionally to those resources by providing well-planned interpretive programs, quality outdoor recreational opportunities, well-maintained facilities, and park safety.

History/Description: Roan Mountain State Park was established in 1959 and is comprised of 2,156 acres in the Upper Unaka range of the Southern Appalachian Mountains, in Carter County, upper Northeast Tennessee. The park is located at the base of the 6,285' Roan Mountain massif, 8 miles north of Carver's Gap and the Roan Highlands. The park coordinates are Latitude, 36°10'00.1"N, Longitude, 82°05'55.6"W. The nearest town is Roan Mountain, Tennessee, approximately 2 miles from the northern entrance to the park. The small city of Elizabethton, TN is approximately 20 miles to the north-northwest, while the nearest large city is Johnson City, TN, approximately 30 miles to the northwest.

Roan Mountain State Park encompasses land that varies in elevation and composition. The valleys start at elevations of 2,700' around the Visitor Center to ridges maxing at 3,700' atop the Miller Farmstead and Strawberry Mountain. The vegetation that ranges from valley to ridge includes various hardwood forests. The park property rests in the foothills and shadow of 6,285' Roan Mountain which drains its rain and groundwater into the Doe River Valley that runs through the lower elevations of the park. The park's rugged terrain is known for unique species of flora and fauna as well as many significant cultural/historical sites such as the Miller Farmstead and Peg Leg Mine. The Miller Farmstead allows guests to engage with the history and culture of the region, reflecting the lifestyle of early-to-mid 20th century Appalachian subsistence farmers. Complete in 1908, the farmhouse was added to the National Registry of Historic Places in 2014. Remains of the Peg Leg Mine operation include spoil heaps, a mine entrance that has been blasted closed for safety, and test blast sites. These remains may be seen by hikers along the Peg Leg Mine Loop trail. Guests can enjoy these resources while staying in one of our park's 30 cabins or 110 campsites.

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:

- Implement a Friends Group for the park called Roan Mountain State Park Conservancy
- Increase interpretive and educational programming to engage and support Carter County children and schools, and all Tennessee Title I schools.
- Engage local leaders twice a year.

- Engage volunteer's efforts and recognize them through social media post throughout the year. Implement an end of the year annual Volunteer Appreciation Dinner
- Conduct Leave No Trace awareness workshops and instructor training on a regular basis.
- Include additional park staff in Go Green with Us initiative training and program execution.
- Host annual events to provide supportive educational and networking opportunities to landowners, businesses, and other professionals and individuals who are committed to implementing sustainable land management practices on lands under their own stewardship.

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

Action Plan:

- Utilize employee job plans to address resource stewardship including education and training on the park's resources
- Resource management plans that address preservation, active protection, and restoration of degraded habitats or historic structures within Roan Mountain State Park
- Provide recreational opportunities throughout the year that provide a greater appreciation of resource preservation
- Review and implement changes to rules, to encourage visitors to consider compliance as stewardship.
- Encourage park staff to attend Go Green with Us and Leave No Trace training and implement learnings in daily work duties.

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

Action Plan:

- Implement touchscreens and other A/V technologies within the visitor center museum to provide interactive and adaptive experiences for guests.
- Use of the iNaturalist app to obtain species data
- Create a digital database of museum holdings to ensure that artifacts are properly documented, stored, and available for future evaluation.
- Expand species inventories using volunteer support; use species inventories to guide the selection process for native plantings and interpretive materials
- Utilize GIS technology to assist with boundary maintenance, invasive species documentation and removal, and habitat improvement projects, including native plants restoration projects and pollinator fields management.

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:

- Create quality Miller Farmstead Tours and Peg Leg Mine programs that “Tell Full Stories” and connect people to the history of Roan Mountain State Park
- Create quality programs on the Doe River and the importance of protecting the river’s threatened species the Hellbender Salamander
- Utilize technology to offer virtual tours and school programs.
- Utilize QR codes to provide interpretive media, species lists, maps, and program schedules.
- Develop accessible digital media to interpret the park’s natural and cultural resources.
- Develop a plan to improve access to and provide interpretive experiences to diverse audiences.
- Installation of a Paved Greenway for bikers and hikers to recreate in a safe location that is accessible to all people.
- Create and utilize Essential Eligibility Criteria for park programs
- Seek out relationships with organizations that support marginalized communities and individuals, and offer off or on-site interpretive programs
- Actively coach and train park staff in the use of inclusive language and in principles of diversity, equity, and inclusion; hold staff accountable for inappropriate comments and communication methods.
- Research the histories of marginalized communities relevant to the park’s interpretive mission, and ensure these findings are represented within interpretive displays and programming

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

Action Plan:

- Develop and maintain a portfolio of programs across all experiences natural, historic, and cultural resource based, self-guided, partnership opportunities, and varying costs to the user from “free to fee”
- Continuously evaluate program offerings for variety and relevancy to the current park mission and themes.
- Seasonal Interpreters will offer programs that are directly connected to park mission and key interpretive themes.
- Offer interpretive tours of the Miller Farmstead daily between Memorial Day and Labor Day.
- Develop a volunteer program to assist with seasonal tour operations and Living History programs, allowing staff to focus on more varied supplemental programming

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

Action Plan:

- Develop and provide resource-based and recreation opportunities

- Ensure outdoor recreation opportunities are a direct representation of the park’s natural, scenic, and cultural assets
- Offer fishing, cycling, and camping programs to encourage responsible enjoyment of the park’s primary recreational resources.
- Offer bi-annual Leave No Trace instructor workshops to the public and Tennessee State Parks staff
- Conduct Leave No Trace awareness workshops and include Leave No Trace messaging within recreation programs to encourage appreciation and stewardship

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:

- Complete deferred maintenance projects in order of priority
- Establish preventive maintenance plans
- Be engaged with development of future projects

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

Action Plan:

- Trail assessments
- Develop and share adequate information and materials about accessibility features.
- Continually evaluate park for ADA compliance and other accessibility opportunities within Access 2030 initiative.

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

Action Plan:

- Provide organized, effective, and welcoming information signage; inventory and replace when needed
- Provide EV infrastructure at the Park Office
- Ensure new facility design and replacement is not anachronistic to the design intent of the respective park or specific facility

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

Action Plan:

- Provide a safe and welcoming work experience
- Create more diverse workforce
- Provide training and professional development
- Provide opportunities for career pathways for employees
- Develop optimal staffing plans

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

Action Plan:

- Budgetary compliance
- Improve/address environmental challenges
- Public support and engagement
- Partnerships

Park Overview

Site Fact Sheet

Park Name	Roan Mountain State Park
Site Manager	Monica Johnson
Area Manager	Veronica Greear
Park acreage	2,156
Total number of visitors (FY 2024)	1,665,827
Total expenses before (FY 2024)	\$2,638,094
Total revenues (FY 2024)	\$1,612,206
Retail cost recovery % ¹	148%
Park cost recovery %	61%
Average expense per visitor (FY 2024)	\$1.58
Average revenue per visitor (FY 2024)	\$0.97
Gross profit or loss (FY 2024)	(\$1,025,888)
Total full-time available positions / filled	25/24
Total part-time available positions / filled	5/2
Primary feeder markets	Tennessee, North Carolina, South Carolina, Virginia, and Kentucky
Primary reasons people visit	Rhododendron Gardens located within the National Forest Service. Organized groups that utilize the park include the Roan Mountain Citizens’ Club, the Friends of Roan Mountain, Carter County Chamber of Commerce, Roan Mountain Youth Club, Cub Scout and Boy Scout troops, the Elks Lodge, Cloudland Community group, and local churches. Recreation users who utilize the park include hikers, cross-country skiers, mountain bikers, and anglers. Residents and park visitors utilize the park for picnicking, family reunions, weddings, special events, dog walking, playgrounds, basketball, tennis, pickleball, volleyball.
Opportunities for improvement	Two New Dump Stations, Cabin Upgrades, Backcountry campsites, Picnic area conversion project with bathhouse, Old Restaurant building conversion project, Museum Renovation Project, Farmstead Maintenance Upgrades, New Wastewater treatment plant, New Camp Store, Playground Upgrades, Full Hookups lower campground, scooter park installation, Paved Greenway, Expand Interpretive Offerings, New Visitor Center, New Picnic Shelter for Rec Area, Remodel all bathhouses in campground, resurface tennis courts, address drainage issue at Farmstead, obtain Dark Sky lighting Certification, All-Terrain Wheelchair

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.

- Rhododendron Gardens located within the National Forest Service
- Hiking
- Fishing
- Fall Colors
- Camping
- Cabins
- Festivals
- Weddings
- Miller Farmstead
- Flora and Fauna
- Picnicking
- Tennis/Pickleball
- Basketball
- Volleyball
- Playgrounds
- Appalachian National Scenic Trail
- Overmountain Victory Trail
- Hampton Creek Cove State Natural Area

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 Roan Mountain 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 Roan Mountain State Park and provides the assessed condition of each as reviewed in May 2023.

Site Asset / Amenity	Quantity	Condition
Park Office	1	Excellent, needs heat pump, windows, new carpet, inside painted, outside painted
Conference Center	1	Excellent, needs heat pump, windows, new divider wall, outside painted
Amphitheater	1	Fair, walkway needs paved
Camp Store	1	Good, flooring needs replaced (<i>flood damage</i>), needs new roof
Storage Shed 3	1	Fair, needs new roof
Maintenance Shop	1	Excellent
Housekeeping Facility	1	Excellent
Bathhouses	6	Fair, all need remodel on insides
CXT HC Bathhouse	1	Fair, leaks sometimes
CXT Restroom	1	Good
Restroom Hwy 143	1	Good, outside needs painted
Visitor Center & Museum	1	Good, needs painted, new roof, rewiring of the building Bridge repairs needed (<i>flood damage</i>)
Mill House	1	Good, needs painted, new roof
Old Restaurant building	1	Fair, renovate to rent as a meeting space, new roof, siding, and paint to match cabins, windows, bathroom, kitchen, porch, painting inside
Cabins	30	Good, 1-20 ceilings need painted, light fixtures and fans updated, replace pathway lights 21-30
Miller Farmstead House	1	Fair
Miller Farmstead Barn	1	Fair
Miller Farmstead Chicken Coop	1	Fair
Miller Farmstead Root Cellar	1	Poor
Miller Farmstead Outhouse	1	Good, move to be in an accurate location for 1900s outhouse
Miller Farmstead Corn Crib	1	Good
Miller Farmstead Hog Pen	1	Good
Miller Farmstead Spring House	1	Poor
Miller Farmstead Smokehouse	1	Fair
Miller Farmstead Cow Barn	1	Poor
Picnic Shelters	3	Good, will need support posts replaced in near future, #3 new roof #2 road needs repair
Picnic Shelter in Picnic Area	1	Good, needs new roof
Wastewater Treatment Plant	1	Good/Fair
Wells	7	Good, one at pool area doesn't work properly
Water Tank Above Ground	7	Fair
Water Tank Underground	1	Fair

Ranger House #1 514	1	Good/Fair, remodel the add on section, new windows throughout, remodel bathrooms, new roof, new flooring <i>Flood damage repair</i>
Ranger House #2 971	1	Excellent
Ranger House #3 1051	1	Good, new roof, siding, paint, windows, remodel bathrooms, paint ceilings, deck needs replaced
Playgrounds	5	Good/Fair, 3 due to be replaced
Tennis Court	1	Good, needs sealed or resurfaced, fence needs painted
Basketball Court	1	Good, needs sealed or resurfaced
Volleyball Court	1	Good
Swimming Pool	1	Poor – Demo in process 9-5-24
Swimming Pool Restrooms	2	Poor
Aviary	1	Good, needs power and water supply at building, additional mew added
River Bridges	4	Repair and/or replace due to <i>flood damage</i>

Trail Inventory and Assessment

Trail Name	Mileage	Condition
Blue 2 Trail	1.10	<p>Description/Concerns – This loop trail is primarily used by visitors and cabin guests for hiking and occasionally for bicycles. Although it is designated as a dual use trail, the trail is not very bicycle friendly and needs improvement to meet that designation due to trail width, erosion and fall line issues. There are no trail intersections.</p> <p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Address trail width/tread, erosion and fall line issues. Install boardwalks and switchbacks where needed.</p>
Chestnut Ridge Trail	1.78	<p>Description/Concerns – This trail is primarily used by visitors to access the scenic view at Strawberry Bald and for hiking combined with Forest Road Trail. The majority is built along the fall line which has caused erosion and unsafe conditions due to the steep terrain. Trail width/tread and corridor issues. There are also private property boundary issues that need to be addressed as well. This trail is our most remote trail in relation to emergency access and extraction difficulty.</p> <p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Address trail width/tread, erosion and fall line issues. Improve blazing and trail corridor clearance. Reroute trail sections to address private property boundary and fall line issues. Install switchbacks where needed and replace failing water bars with a more permanent erosion solution. Close social trails to</p>



		reduce trail flow confusion. Improve emergency access to include access to Farmstead Road and Hwy 143 near Forest Road intersection. This trail project is the most challenging in our system and will require the most time and resources to complete.
Forest Road Trail	2.98	<p>Description/Concerns – This trail is primarily used by campers/visitors and cabin guests for hiking and to access other areas in the park trail system. Sections of the trail have recently been enlarged to allow emergency vehicle access. This is the longest trail within our trail system. This trail has intersections with Ravens Rock, Turkey Trot, Moonshiner’s Run, Chestnut Ridge, and cabin access trails. There are several issues throughout the trail that need to be addressed including portions of the trail being built along the fall line and in boggy areas that have caused the trail to deteriorate from erosion. Signage needs to be updated and or replaced at several trail intersections to improve trail flow and navigation.</p> <p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Replace/update signage as needed. Improve emergency access including possible emergency access points at Tom Birchfield Road and Highway 143 between Cates Hole and the Visitors Center. Install/replace bog bridges in wet areas. Combine cribbing, switchbacks and reroutes in eroded areas to address trail issues. Widen trail as needed including sections that need a full bench cut and backfill. This trail would be a good candidate for dual-use bicycle/ hiking in the future.</p>
Bearwallow Trail	2.21	<p>Description/Concerns – This loop trail is primarily used by campers and visitors for woodland hiking and for river access. It connects to the Riverside Trail.</p> <p>Short Term Plan - Maintain blazing and trail clearance.</p> <p>Long Term Plan - Permanently close off social trails and old trail sections that are no longer used as the primary path. GPS and update the reroute on park trail maps.</p>
Moonshiners Run	1.86	<p>Description/Concerns — This trail is primarily used by visitors and cabin guests for hiking and to access other areas in the park trail system. It intersects with the Forest Road and Turkey Trot Trails and is frequently combined with Turkey Trot for a short-day hike loop. It has been used as a dual-use bicycle trail in the past and is still advertised as such. The trail tread needs widening in some areas as well as boardwalks in wet and eroded portions. The bridge at Cates Hole is aging and in need of repair. There have also been issues in the past related to the trail length/flow due to a discontinued trail extension.</p>

		<p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Consider whether to use the trail as single or dual use and make appropriate improvements to the trail and signage. Repair bridge/stairway at Cates Hole. Use boardwalks as needed and widen trail on narrow portions.</p>
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Peg Leg Mine Loop Trail	1.01	<p>Description/Concerns – This loop trail is primarily used by visitors for short day hiking after visiting the visitor center and to access the historic Peg Leg Mine. Fall line issues on the steep terrain have caused erosion and there is a couple of wet areas that would benefit from bog bridges. One trail intersection that provides access to the Rosebay Ridge backcountry access trail.</p> <p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Address trail width/tread, erosion, and fall line issues. Use reroutes where needed to address fall line erosion issues. Place an interpretive sign near the mine entrance for educational purposes. Install bog bridges in wetland areas. Extend Peg Leg Mine Loop Southend to connect to Rosebay Ridge. This would eliminate the issues on this trail that we continue to have.</p>
Raven Rock Overlook Trail	0.77	<p>Description/Concerns – This trail is primarily used by campers and visitors to access the scenic view at Raven Rock. Although this trail is relatively short in length, the majority is built along the fall line which has caused erosion and unsafe conditions due to the steep terrain. There are also private property boundary issues that need to be addressed as well.</p> <p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Reroute trail sections address property boundary and fall line issues. Install switchbacks to replace failing water bars. Improve signage to help visitors locate the actual Raven Rock viewpoint. Consider railing or natural safety barriers in steep areas.</p>
Riverside Trail	0.52	<p>Description/Concerns –This trail is primarily used by campers and visitors for river access. It connects to the Fred Behrend Trail and is in good condition.</p> <p>Short Term Plan-Maintain blazing and trail clearance.</p> <p>Long Term Plan- Utilize Riverside trail in the LWCF Grant to install Flexi-pave greenway to connect the campground, playgrounds, cabins, Shelter 2, and Farmstead Road access.</p>
Tom Gray Trail All-Terrain Wheelchair Access	0.38	<p>Description/Concerns – This loop trail is primarily used by campers and visitors for river access but also functioned as an interpretive trail in the past. There are no other trail connections. Trail benches have suffered from erosion and bog areas have caused trail creep on some sections. Consider closing upper loop or installing bridges in rough section.</p> <p>Short Term Plan- Maintain blazing and trail clearance. Reinforce benches that are being damaged by erosion. Address wet areas with new bridge for All-Terrain Wheelchair Access. Implement All-Terrain Access via online reservations.</p>

		Long Term Plan- Evaluate whether to repair or remove/relocate existing benches. Evaluate whether to restore interpretive trail status for educational purposes. Install bridge in rough section upper side of the loop.
Turkey Trot Trail	0.27	<p>Description/Concerns – This trail is primarily used by visitors and cabin guests for hiking and to access other areas in the park trail system. It intersects with the Forest Road and Moonshiners Run Trails and is frequently combined with Moonshiners Run for a short-day hike loop. The main trail issues are the fall line and trail tread width. The signage at the intersection of Moonshiners Run/ Forest Road Trails needs to be updated as well.</p> <p>Short Term Plan- Maintain blazing and trail clearance.</p> <p>Long Term Plan- Install switchbacks and widen trail with full bench cut and backfill where needed. Update signage at trail intersections.</p>
Rosebay Ridge (backcountry access)	0.79	<p>Description/Concerns – This trail is primarily used by visitors hiking and to access the backcountry campsites. It intersects with the Peg Leg Mine Loop Trail and can be combined to extend a short-day hike. The main trail was freshly built as of Sept 13, 2024, by an AmeriCorps team. The signage is all new. Main trail is .79 miles. Mileage including all campsites 1.2 miles.</p> <p>Short Term Plan- Maintain blazing and trail clearance. Maintain backcountry sites.</p> <p>Long Term Plan- Address trail width/tread, erosion, and fall line issues when present. Maintain backcountry sites.</p>
Grand Total	13.67	

- o Multiple trails damaged during 2024 flooding from Hurricane Helene – Extensive clean up, restoration, and re-routing required.



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
Two New Dump Stations	Install as you exit the campground
Paved Greenway	Year-round Recreational Opportunity for bikers and hikers (pool replacement project)
Large Picnic Shelter for Rec Area	Large Picnic Shelter with fireplace
New Wastewater Treatment Plant	Convert WWTP to field lines (ETRO Project)
New Camp Store and Laundry Facility	New Camp Store and Laundry Facility
Wheels Garden	Kid-safe area for wheeled sports users
Cub Cadet Steep All-Terrain Mower	Cub Cadet Steep All-Terrain Mower for safer mowing conditions on steep terrain
Install fiber optics	Park wide
Disc Golf Course	New Recreational Opportunity – Possible location Blue 2 Trail – 9-hole course
New Visitor Center & Interpretive Museum	New VC and Museum to replace existing VC and Museum
Miller Farmstead outbuildings	Rebuild to be functional and historically accurate
Primitive Campground with bathhouse	Convert old picnic area to a primitive tent/hammock campground
Backcountry Campsites	Install backcountry campsites on the Sugar Hollow property
Dual Use Hiking/mountain biking trails	Redevelop dual use hiking/mountain biking trails <ul style="list-style-type: none"> • Blue 2 Trail • Moonshiner’s Trail • Chestnut Ridge Area • Forest Road
Addition to Fleet - Van	Addition van for housekeeping to have full-time
New Electrical and Water Control Building	New Electrical and Water Control Building in Rec. Area that supplies the campground and rec area
Water Tank for Old Cabin Area	The one we have needs replaced

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 Roan Mountain 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.
- Maintain facilities developed through the LWCF program to required standards.
- Maintain Park drinking water and wastewater programs to state standards.
- Provide for basic, non-staff supported day-use activities with informational signage, trash cans and restroom facilities.



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 Roan Mountain State Park have been identified as **important services**:

- Provide a full range of environmental, cultural, and recreational programs.
- Offer park-specific information at the Park Office, Camp Store, Visitor Center, and Museum.
- Provide educational programs for park visitors, schools, and organized groups.
- Provide for basic, non-staff supported day-use activities (such as hiking and picnicking) with trails and picnic tables.

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 Roan Mountain State Park have been identified as **visitor supported services**:

- Operate and provide retail support services for the gift shop.
- Operate meeting rooms with capacity of 120 people.
- Provide support services for 30 rental cabins and 106 tent/RV campsites.
- Provide support services for picnic shelters and conference room.

Personnel / Staffing Review

Personnel and staffing at Roan Mountain 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 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
ADMIN ASSISTANT 1	1	\$51,000
CLERK 2	1	\$31,212
CLERK 3	1	\$34,320
CLERK 3	1	\$35,820
CLERK 3	1	\$41,724
TSP MAINTENANCE TECH	4	\$34,404
TSP MAINTENANCE LEAD	2	\$38,364
TSP MAINTENANCE LEAD	1	\$39,768
TSP MAINTENANCE SUPERVISOR	1	\$50,448
CUSTODIAL LEAD	1	\$30,660
CUSTODIAL LEAD	1	\$33,948
CUSTODIAL LEAD	1	\$34,320
CUSTODIAL LEAD	1	\$35,592
CUSTODIAL SUPERVISOR	1	\$36,756
FACILITIES SUPERVISOR	1	\$70,128
PARK MANAGER 2	1	*
PARK RANGER 2	3	*
PARK RANGER 3	1	*
INTERPRETIVE RANGER 2	1	\$48,204
TOTAL	25	\$978,660

**Law enforcement compensation confidential by TN law.*

Part-Time Employees

Position / Title	Quantity	Compensation Total
TSP OPERATIONS WORKER	2	\$56,979.00
TSP CUSTODIAL WORKER	1	\$28,489.50
TSP MAINTENANCE WORKER	2	\$56,979.00
TOTAL	5	\$142,447.50

Labor Support FY23/24

Labor Support	Annual Hours
Volunteers	2,036
Community Service Workers	100
Engineering and Construction Crews	
Resource Management Crews	1095
Other: _____	
TOTAL	3,231

Total Labor Compensation Expense FY23/24

Labor Type	Labor Expense
Full-Time Equivalent Employees	\$978,960.00
Part-Time Employees	\$142,447.50
Annual Labor Expense TOTAL	\$1,121,407.50

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
TSP Custodial Worker	1	PT	FY2025	Will allow us to better maintain cabin and laundry facilities
TSP Maintenance Lead	1	FTE	FY2025	Will allow us to better maintain the park facilities
TOTAL	2			

Financial Performance

Revenue per available unit (**Rev Per Unit**) for the last four years in park facilities is detailed in the table below. Day-use Rev Per Unit statistics are those provided and can be validated in future years.

Current Rev Per Unit

Fiscal Year	Cabins Rev Per Unit	Campground Rev Per Unit	Day-Use Facilities Rev Per Unit
2019	\$58.02	\$11.92	\$25.24
2020	\$67.03	\$10.59	\$15.19
2021	\$86.33	\$14.02	\$19.27
2022	\$87.07	\$13.74	\$28.43
2023	\$75.63	\$13.56	\$7.01
2024	\$75.55	\$13.85	\$7.22

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	Day-Use Facilities Rev Per Unit
2025	\$77.81	\$13.98	\$7.36
2026	\$80.15	\$14.12	\$7.51
2027	\$82.55	\$14.26	\$7.66
2028	\$85.03	\$14.41	\$7.81

Customer Service

Platform / Site	Year	Customer Satisfaction Level
NPS Itinio Camping Reservations	23	4.8/5
NPS Itinio Cabin Reservations	23	4.7/5
NPS Itinio Day-Use Reservations	23	5/5
Yelp	23	4.8/5
TripAdvisor	23	4.5/5
Google	23	4.8/5
Facebook	23	4.8/5



Professional Development and Training

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

- Respectful Workplace
- Title VI
- Great Customer Service
- Birds of Prey Training for Volunteers
- Invasive Species Education and Removal for Volunteers
- Park History Education Training for Staff
- Understanding Bias Training for all front-line staff
- Routine management training
- Routine law enforcement training
- S212 Chainsaw Class

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. Solar Radio Tower installation.
- b. Cabins 10-20 exterior renovations (windows, porches, staining).
- c. Install backcountry 3 campsites on the new 150-acre tract.
- d. Replace cabin dining tables.
- e. Replace cabin pathway lights 21-30.
- f. Install a color-blind viewing station at Chestnut Ridge Overlook.
- g. Install a bike repair station/water bottle filling station in the campground.
- h. Playground replacement x3.
- i. Motion sensor for bathhouse 3-5.
- j. Install dark sky lighting on all bathhouses (like on the camp store).
- k. Repair/replace river bridges
- l. Shelter 2 road repair
- m. Upper campground road repair

2. Operations and Staffing

- a. Recruit and fill positions that open due to employees retiring and/or being promoted.
- b. Hire a Full-time Interpretive Ranger 2 Specialist

3. Customer Service / Visitor Experience

- a. Maintain a 4.5 or above on the overall visitor experience rating on the Net Promoter Score
- b. Maintain a 4.5 or above customer service rating on the Net Promoter Score in cabins, camping, and day-use facilities.

Mid-Term Recommendations (2-5 years)

1. Site and Facilities

- a. Replace cabin bedroom furniture (nightstands, headboards, & dressers) and living room end tables and coffee tables.
- b. Develop Miller Farmstead facilities to serve as a more full-featured tour and living history experience.
- c. Continue to improve existing park trails and build new trails to the new 150-acre tract in a sustainable way.
- d. Museum Renovation Project Completion
- e. New carpet for the park office
- f. Improve the sustainability and efficiency of campground facilities by implementing such improvements as sensor water faucets, sensor toilet flushes, light sensors, etc.
- g. Wall divider replacement in the conference center
- h. Campground Bathhouses and Visitor Center Restroom renovations
- i. Renovate the Amphitheater and install new walkway.



- j. Paved Greenway connecting campground, recreational area, cabins, and Miller Farmstead Road for hikers and bikers.
 - k. New Picnic Shelter with fireplace in the recreational area
 - l. Complete facilities improvements necessary to achieve International Dark Sky Park designation.
 - m. Complete formal preservation plan for the Miller Farmstead utilizing NEH grant.
 - n. Replace lighting fixtures and fans and paint ceilings in cabins 1-20.
 - o. New roof on the camp store, picnic shelter 3, ranger residences 1 and 3, Visitor Center, and Grist Mill Museum
 - p. Visitor Center building needs rewired and outside painted. The Grist Mill needs to be painted.
 - q. Painted the restroom building along with 143 to match “park brown” color scheme.
 - r. Tennis court and basketball court need resurfaced.
- 2. Operations and Staffing**
- a. Obtain Wastewater Treatment Plant Certification in-house.
- 3. Customer Service / Visitor Experience**
- a. Maintain a 4.5 or above on the overall visitor experience rating on the Net Promoter Score
 - b. Maintain a 4.5 or above customer service rating on the Net Promoter Score in cabins, camping, and day-use facilities.

Long-Term Recommendations (5+ years)

1. Site and Facilities

- a. Two New Dump Stations in the campground
- b. Picnic Area Conversion to Primitive Campground with bathhouse.
- c. Continue to replace cabin furniture, fixtures, and equipment.
- d. Park office and conference center need new heat pumps and windows. CC needs a new divider wall and the outside painted. PO needs new windows, inside and outside paint, and new carpet or hardwood flooring.
- e. Ranger resident 1 remodel bathrooms, replace siding to match the cabin siding, paint siding, rebuild porches, and install new windows, a new roof.
- f. Ranger resident 3 fix the field line, remodel the ‘add one section’, new flooring, remodel both bathrooms, and new roof.
- g. Enclose and insulate underneath cabins 1-30.
- h. New Wastewater Treatment Plant
- i. Sewer Hookup in the lower campground
- j. New Camp Store and Laundry Facility for campground
- k. Wheels Garden (scooters, skateboards, and rollerblades)
- l. All lighting within the park converted to be dark sky compliant.
- m. Continued Hazardous Tree Removal
- n. Wi-Fi installation park-wide
- o. Picnic shelters need new support posts.
- p. Add water and electricity to the aviary.

- q. Renovate the old restaurant building and convert it into a rental facility.
-
- 2. Operations and Staffing**
 - a. Prepare a plan to recruit new full-time employees in preparation for multiple retirements among current staff.
 - b. New TSP Maintenance Lead Position
 - c. New Job Share Position
-
- 3. Customer Service / Visitor Experience**
 - a. Maintain a 4.5 or above on the overall visitor experience rating on the Net Promoter Score
 - b. Maintain a 4.5 or above customer service rating on the Net Promoter Score in cabins, camping, and day-use facilities.



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.

RESOURCE PROTECTION PURPOSE STATEMENT:

Roan Mountain State Park preserves and protects the unique natural, cultural, and historical resources of Roan Mountain State Park through careful and professional resource management. We protect our unique natural resources by utilizing research-backed conservation practices, law enforcement, community outreach, rich volunteer programs, and fruitful external partnerships.

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 resource 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. Conduct annual boundary surveys, and pursue enforcement of boundaries through legal means, where necessary.
- B. Continued restoration of the pollinator fields
- C. Continued invasive species removal programs.
- D. Propagate appropriate native plants for use in decorative landscaping, container gardens, and planters throughout the park, in habitat restoration projects, and at the Miller Farmstead.
- E. Utilize GIS to create maps and field mapping tools for resource management, boundary enforcement, and documentation of resources or threats to resources.

- F. We will pursue grant funding, seek external partnerships, and establish volunteer programs to support our natural and cultural resource management projects.
- G. We will improve our archival and museum facilities and practices to better preserve the unique artifacts and documents we hold.
- H. We will evaluate archive holdings for relevancy to the park’s unique conservation mission, re-locating artifacts that are not sufficiently relevant.
- I. We will evaluate buildings at the Miller Farmstead for historical and cultural relevancy and accuracy, improving, removing or relocating buildings which present inaccuracies.
- J. We will seek and utilize the advice of historical building preservationists to guide us in maintaining and preserving the historical and appropriate reconstructed buildings located at the Miller Farmstead.

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
RMSP Doe River section	3.4 River Miles	Excellent	Current threats from invasive riparian plant species, visitor impact, litter, and upstream private landowners.
Doe River Riparian Zones	~ 3.4 miles	Fair	Many of the corridors have heavy infestation of Multi-flora Rose and annual management of Garlic Mustard and Japanese Knotweed. A few sections need a wider buffer of riparian flora.



Miller Farmhouse	1	Fair	<p>The house has sustained substantial wear and tear over the years due to high traffic, insect, animal, and water damage, and issues stemming from an inferior painting job conducted by an external contractor approximately 6 years ago. Maintenance of historical structures is labor intensive and costly and has been deferred for an extended period. Windows are poorly fitted and not weatherized, wildlife have gained entry through holes in siding and windows, ahistorical changes have been introduced which disrupt the experience of the farmstead as a window to the past.</p>
Miller Farm Outbuildings	8	Fair	<p>Except for the barn, the farmstead outbuildings are reconstructions, rather than historic structures, and require changes and improvements to represent and maintain their functional purposes. All buildings need to be assessed for relevancy and accuracy, and improvements made to address damage from water and wildlife. Where possible, modern materials will be replaced by materials that are or represent historically-available materials.</p> <p>Major required changes include:</p> <ul style="list-style-type: none">• Replace shallow-rooted grasses surrounding the farmstead buildings with native plantings to better control soil erosion and contain excess moisture.• Installation of drainage features to divert rainwater from the barn foundation and paddock is needed to control erosion and moisture.• The dirt floor of the barn needs additional support, such as geotextiles, to manage erosion.• The cowbarn and corn crib will be improved and maintained as needed.• The outhouse will be relocated to a more appropriate location on the grounds and re-evaluated for accuracy.• The smokehouse interior needs fixtures to demonstrate its historic use.

			<ul style="list-style-type: none"> • The hog pen will be removed, as the Miller's did not utilize a hog pen on site. • Chicken house requires replacement of flooring and improvements to walls and window coverings to prevent rodent access. • The root cellar will be condemned and replaced, as the structure has deteriorated beyond maintenance. <p>Springhouse will be re-evaluated for accuracy and re-engineered to allow the flow of spring water.</p>
Miller Farmstead Grounds		Good	<p>Non-native flora will be removed where not historically relevant, and replaced by plantings of natural, historical, and cultural relevancy.</p> <p>Pedestrian pathways will be re-evaluated to address erosion and compaction issues due to high traffic visitation</p> <p>Fencing will be re-evaluated and repaired as-needed.</p>
Archives	1	Good	<p>Our archives and holdings are being established. The facilities are in excellent condition, the artifacts are being evaluated for relevancy, relocated where recommended and then documented and preserved. As funding is attained, archive size will be expanded to house additional items and provide workspace for archivists. The lighting is in need of an upgrade to museum/archive specific lighting to prevent light exposure harmful to the artifacts.</p>
Visitor Center Interpretive Museum	1	Good	<p>Our Visitor Center Museum is currently under construction. Phase one will be complete by the end of May 2023 and the completion timeline of phase 2 and 3 will be funding-dependent.</p>
Visitor Center Interpretive Classroom	1	Excellent	<p>Our interpretive classroom has been finished but is currently housing artifacts which are being evaluated for removal. Once that project is complete, the classroom will be available for park interpretive staff to utilize</p>



			on an ongoing basis. The building needs furnishings and eventually, wall exhibits.
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Peg Leg Iron Mine Site	1	Good	The mine site is in good condition, but erosion has damaged the integrity of the pathway and safety features leading guests down to the mine.
Upland Mixed Hardwood and Appalachian Cove Forests	~ 1,050 acres	Fair	Current threats include the heavy devastation of Eastern Hemlock overstory by HWA, loss of yellow pines due to SPB, an infestation of Emerald Ash Borer Beetles, and ecosystem fragmentation from neighboring properties.
Highway 143 Pollinator Fields	1.06 Acres	Good	Succession is managed annually. Common Goldenrod has spread across each field and is the dominant species that needs to be assessed and managed.
Monarch Waystation Fields	8.49 Acres	Good	Succession is managed annually. Common Goldenrod has spread across each field and is the dominant species that needs to be assessed and managed. More milkweed needs to be sown across the center of the fields.
Doe River Valley Marshes	~ 7 Acres	Poor	Wetlands along Hwy 143 and Campground have been fractalized by park development since the 1970s with heavy invasive multiflora rose and monocultures of blackberry. Some sections have been drained to divert water from developed parts of the park in the wetland areas over the years.
Educational Aviary Program	2 mews/1 building	Good	Install water and electricity to facility for efficient care. Add small amphitheater seating area with perch platform. Add new mew for Northern Saw-whet owl. Record keeping and permits are up to date.
Educational Reptile Exhibit	3 Tanks	Excellent	Needs regular care for snake health and record keeping. Permits are up to date and currently have 1 empty tank.

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
RMSP Doe River Section	<p>Public Use: Access into the river at Highway pull-offs, park trails, and the park campground. Public use includes trout fishing, swimming, research collection, and public education program use</p> <p>General Management: Current rule/regulation enforcement of the Doe River within RMSP includes the enforcement of fishing regulations, state laws, and park rules. Management includes the removal of rock dams and other human-made structures that impound or alter the habitat for fish and Hellbender Salamanders, the removal of trash within the river, partnering with TWRA to assess the trout fishery and manage it for recreational fishing in a way that balances the health of river ecosystems within the Doe, and the continued survey of species of fish, salamander, aquatic invertebrates, and other species that help to gauge the quality of river ecosystem health.</p>	HIGH
Doe River Riparian Zones	<p>Public Use: These areas are often accessed by the public on foot via trails and other access points for the purpose of fishing, swimming, and other recreational activities.</p> <p>General Management: Since the riparian buffer zone directly affects river ecosystem quality, this area is a high management priority for invasive plant removal of Japanese Knotweed, Garlic Mustard, Multiflora Rose, and other problem plant species. Several areas of riparian zone throughout the park need a greater mowing buffer to allow for riparian plant growth. These areas are also in need of constant monitoring of river-side litter to ensure litter does not access the river.</p>	HIGH



Miller Farmhouse	<p>Public Use: Limited supervised access through seasonal scheduled tours and special events.</p> <p>General Management: To preserve the farmhouse, while providing public access, we will utilize a research-based, balanced approach, with modern methods and materials, where necessary, while maintaining a historic appearance and function, specific to the site’s historical period of significance (1908-1910). Where possible, ahistorical changes will be rolled back and repaired to restore the house to its appearance documented during its period of historical significance. Any changes to the structure will improve the preservation and presentation of the structure as a historical and cultural resource. A modern staff restroom will be maintained on site, with the door remaining closed during tours. Visitor access will be monitored and supervised by park staff and policies will be responsive to visitation levels and impacts to the structure.</p>	HIGH
Miller Farmstead Barn	<p>Public Use: Managed Access for exterior viewing only, daily from 8-5pm as weather conditions allow.</p> <p>General Management: While modern materials and techniques may be used to preserve the overall structure, the appearance and functionality of the barn will be maintained to represent its period of significance. The barn will house historically appropriate livestock (currently a horse). The barn loft will be assessed for functionality and be used to store hay, if recommended. The interior will not be accessible to the general public.</p>	HIGH
Miller Farm Outbuildings	<p>Public Use: Managed Access daily from 8-5pm as weather conditions allow.</p> <p>General Management: The building exteriors and interiors are available for self-guided viewing as weather conditions allow. To protect livestock, the chicken coop remains locked, except during maintenance, and the chickens enter and exit daily using a modern automatic coop door that is hidden from easy viewing. As functional improvements are made, the interiors of each building will remain locked, except during tours, to protect the furnishings inside each.</p>	HIGH

<p>Miller Farmstead Grounds</p>	<p>Public Use: Managed Access daily from 8-5pm as weather conditions allow.</p> <p>General Management: The farmstead gardens will be open to the general public to enjoy on a self-guided basis year-round as weather allows. Current plantings will be transitioned to native and culturally-relevant species to create interpretive opportunities and reflect the historical mission of the site.</p>	<p>HIGH</p>
<p>Peg Leg Mine Site</p>	<p>Public Use: Public access is provided via the Peg Leg Mine Loop Trail during daylight hours.</p> <p>General Management: The mine entrance is in good condition, but the safety features—steps, railings—protecting guests as they access the site require evaluation and maintenance due to erosion. The path descending to the mine is also a steep grade with little balance support and in need of redesign.</p> <p>While there are not bat species that roost in the mine, there are several species of salamander in the pools in the mine including the Seal Salamander (<i>Desmognathus monticola</i>). Consideration should be given to restricting access into the mine entrance by the public to protect salamander habitat.</p> <p>Phase 2 of our interpretive museum re-design includes a display about the Peg Leg Mine and we will utilize AR/VR technology to create an interpretive experience at the mine opening.</p>	<p>HIGH</p>
<p>Upland Mixed Hardwood and Appalachian Cove Forests</p>	<p>Public Use: Managed access with infrastructure and regulation – access limited to trails and facilities within the forested lands with usage policies and regulations.</p> <p>General Management: RMSP should continue annual aggressive treatment and assessment for the Hemlock Woolly Adelgid population on Eastern Hemlock Trees in partnership with the TN Division of Forestry. Dead and standing Hemlocks pose significant safety hazards to hikers along park trail corridors and many reestablishing Hemlock saplings should be spread and propagated across Cove Forest areas. Similar actions should be done for species of Ash tree while monitoring the Emerald Ash Borer population in partnership with the U.S. Forest Service. Law enforcement efforts should remain to prevent poaching of species of wildlife or plants such as deer, turkey, Ginseng, Trilliums, Bloodroot, Orchids, and mosses. Finally, invasive</p>	<p>HIGH</p>



	populations of Chinese Privet and Multiflora Rose should have continued management along forest edge habitat.	
Highway 143 Pollinator Fields	<p>Public Use: These fields may be accessed by the public by parking at the Picnic Shelter parking lots during daylight hours and exploring the fields on foot.</p> <p>General Management: These fields are on a 3-year burn rotation with between years on late February to early March mowing cycles. Volunteer naturalist observers will record species of flora and fauna in these fields for an assessment of plant composition and wildlife impact. Primary composition concerns are the removal of blackberry and to minimize or completely remove the Common Goldenrod that is forming a monoculture in these fields.</p>	MODERATE
Monarch Waystation Fields	<p>Public Use: Managed Access daily from 8-5pm as weather conditions allow. Mowed pathways around the fields allow for foot traffic.</p> <p>General Management: Annual efforts should be made to assess the composition of the species of plants in the field ensuring that milkweed species are the primary plant within the Monarch Waystation plots. These fields are also on a 3-year burn plan with mowing each year in between from late February to early March. While this rotation helps control woody encroachment of Black Locust and Blackberry, Lespedeza and Common Goldenrod threaten monocultures in certain plots. Finally, it is recommended to conduct annual Monarch butterfly tagging to gauge population estimates as well as changes in flyway patterns by Monarchs.</p>	HIGH
Doe River Valley Marshes	<p>Public Use: The wetland areas do not have public access but are located and are visible by TN Highway 143 and the campground campsites nearest Highway 143. The Riverside Trail travels along the wetlands from the campground to the cabins area.</p> <p>General Management: Wetlands plant species need to be inventories and soil samples conducted to classify the type of wetlands on park property. The wetlands also need a management plan to fight invasive Multiflora Rose as well as monocultures of blackberry. Crested Shield Fern (<i>Dryopteris cristata</i>), a state listed "Threatened" species, has been identified in several areas along the wetlands which require monitoring and protection.</p>	HIGH

<p>Educational Aviary Program</p>	<p>Public Use: This facility is currently open to public visitation at the Park Headquarters during daylight hours. The resident education owls are often used in public interpretive programs on site and off site.</p> <p>General Management: Education raptors (currently 1 Barred Owls and a Great Horned Owl) require daily feeding and cleaning, at least 2 vet exams each year, and maintenance of perches and exhibit structures as needed to ensure TSP Birds of Prey policy is being met. Birds are currently in need of vaccination against West Nile Virus and policy recommends a separate quarantine mew is constructed away from the other mews in case of illness or if the park were to ever receive a new raptor as a mandatory quarantine time location before placing in permanent housing. Finally, the volunteer program should be continued to have weekly assistance with deep cleaning, interpretive programming with the public, and maintenance project assistance.</p>	<p>HIGH</p>
<p>Reptile Display</p>	<p>Public Use: The reptile display is available to the public for self-guided visitation at the Visitor Center. Housed snakes are used in public interpretive programs.</p> <p>General Management: The facilities are all in good working condition. The snakes require weekly feedings, at least 2 vet visits per year, and regular cleanings of habitats to ensure snakes are healthy and have constant access to fresh water and appropriate temperature gradients for the species (currently a Corn Snake and Common Garter Snake). A 3rd terrarium is currently available (80-gallon exhibit) for a larger species of snake in need of an education housing facility.</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
Land acquisitions adjacent to the park boundary would increase viewshed and watershed holdings.	LONG 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.

Roan Mountain State Park preserves and interprets the natural and cultural histories of the Roan Highlands by interpreting the unique natural and cultural histories of the lands within and surrounding the park's boundaries. Our current interpretive focus is three-fold: 1) By interpreting the Miller Farmstead, the Peg Leg Mine, and Appalachian history and culture, we teach our guests about the culture and history of the lands and people who lived in this area before the park was established and the community that surrounds us now. 2) By interpreting the unique flora and fauna of the Doe River, forests, and pollinator fields, we teach the public what is unique and special about the park's natural features. 3) By conducting Leave No Trace outreach and education programs, we encourage a stewardship mindset and teach our guests to support the park's conservation mission.

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.

Action Plan:

- Create and utilize Essential Eligibility Criteria for park programs.
- Seek out relationships with organizations that support marginalized communities and individuals and offer off or on-site interpretive programs.
- Actively coach and train park staff in the use of inclusive language and in principles of diversity, equity, and inclusion; hold staff accountable for inappropriate comments and communication methods.
- Research the histories of marginalized communities relevant to the park's interpretive mission, and ensure these findings are represented within interpretive displays and programming.

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

Action Plan:

- Continuously evaluate program offerings for variety and relevancy to the current park mission and themes.

- Seasonal Interpreters will offer programs that are directly connected to park mission and key interpretive themes.
- Offer interpretive tours of the Miller Farmstead daily between Memorial Day and Labor Day.
- Develop a volunteer program to assist with seasonal tour operations and Living History programs, allowing staff to focus on more varied supplemental programming.

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

Action Plan:

- Offer fishing, cycling, backpacking, and camping programs to encourage responsible enjoyment of the park’s primary recreational resources.
- Offer bi-annual Leave No Trace instructor workshops to the public and Tennessee State Parks staff.
- Conduct Leave No Trace awareness workshops and include Leave No Trace messaging within recreation programs to encourage appreciation and stewardship.

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:

- Park interpretive staff, and other staff as assigned, will attend DEI+J training made available by IPE.
- Interpretive staff will continue to seek advice from IPE and other professional resources regarding DEI+J while planning programs and exhibits.
- Interpretive staff will actively search for and include multiple historical viewpoints, as relevant, within interpretive materials, displays, and programs.
- Park interpretive staff will be trained on essential answers to challenge common myths about Appalachian participation in the Civil War, and the institution of slavery within the region.
- Ranger staff will coach Interpreters in inclusive language and how to talk about cultures they do not personally represent.

- The scope of the park’s interpretive and resource management missions and other guiding documents will be appropriately narrowed to avoid giving the impression that we interpret a monolithic Southern Appalachian Highland culture, or cultures we do not have access to and that we are responsible to tell multiple histories.

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

Action Plan:

- The new visitor center museum experience will feature a multimedia touchscreen display with unique media displays viewable on-site. As new media features roll out, older media will be released online for wider distribution.
- The new visitor center displays will feature a soundtrack of ambient nature sounds present within the park, created by a local sound professional.
- Phase 2 of the visitor center update includes a display encouraging visitors to use apps and field guides to log and enjoy species on and off the park.
- Rangers will offer virtual programs to school groups and the general public using online technology.
- AR/VR experiences, available on and offsite, will be developed to introduce self-guided experiences.
- Interpretive staff will offer virtual Leave No Trace instructor and awareness workshops to foster a stewardship mindset within those who are not available to attend an in-person workshop.
- QR Code wayside interpretive signage

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 the value of the benefit to the participant.

Action Plan:

- Interpretive staff will work with IPE to review and formally assemble a body of keystone interpretive and education programs to be offered at routine intervals.
- Seasonal Interpretive staff will be primarily responsible for delivering keystone programs. Additional SIR-created programs may be approved where appropriate.
- Materials for various self-guided experiences will be provided at the visitor center, camper check-in station, and park headquarters.
- All programs offered for a fee will be subject to management approval in terms of quality and cost.
- Interpretive staff will utilize the PVA to determine appropriate costs.

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:

- Manage existing recreation facilities for free public access.
- Develop new recreation facilities which meet the needs of park guests.
- Offer fishing, cycling, backpacking, and camping programs to encourage responsible enjoyment of the park’s primary recreational resources.
- Offer bi-annual Leave No Trace instructor workshops to the public and Tennessee State Parks staff; instructor workshop fees will be commensurate with rates charged by private establishments to avoid undercutting their ability to attract business.
- Conduct free Leave No Trace awareness workshops and include Leave No Trace messaging within recreation programs to encourage appreciation and stewardship.

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 (2024)	Target Cost Recovery: FY 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY: 2027	Target Cost Recovery: FY 2028	Target Cost Recovery: FY 2029
Park Overall	61%	69%	61%	64%	67%	70%

