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To: James Pinion & Henry Buchanan
From: J. Thomas Chesnutt
Re: Jesse Owens Memorial Park

As we discussed on Monday, I think you need to develop guidelines in three areas to effectively operate Jesse Owens Memorial Park. These are:

1. Budget
2. Marketing Plan
3. Operational Manual.

The three are independent in many aspects and can be developed at the same time.

Budget. Obviously, the budget plan is extremely important, since you need to generate and obtain the monies needed to operate the park. Before you can determine how much money you need to generate, you will need to know what your expenses are. Once your expenses have been calculated, you will then know if you need to charge visitors, and how much you need to charge each visitor. As we discussed, I think it would be to your benefit to establish a charge for visitors. Not only will this assist you in generating revenue, but it will also add value to the visit. Many tourists feel that if it is free, then it must not be a quality attraction. About the only exception that comes to mind are the sites operated by the federal government, such as national parks, national monuments, and museums, such as the Smithsonian.

ALABAMA A&M AND AUBURN UNIVERSITIES, AND TUSKEGEE UNIVERSITY, COUNTY GOVERNING BODIES AND USDA COOPERATING

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To develop the expenses, itemize all possible expenses you are likely to have and estimate their annual costs. Possible expenses include: salaries (including taxes such as social security), utilities, security, marketing (including printing and mailing), landscaping, repair and maintenance, and public relations. When you visit other attractions with Georgia Carter, be sure to inquire of others what expense items they incur and, also, methods of revenue generation they utilize.

Marketing Plan. You must have a marketing plan, otherwise how will tourists know about the park. The Olympic Torch Run and park dedication was a tremendous kickoff. Make use of that as a cornerstone on which to build your marketing plan. Georgia mentioned that she will send you their marketing plan and ways they can help you. I would recommend that you use their marketing plan as a pattern for yours. Being a member of Alabama Mountain Lakes will be a real benefit you the park.

Again, as you travel to other sites in the region, ask what marketing efforts have been effective for them. Also, I would aggressively contact all schools in the state and surrounding states to entice them to take field trips to the park. Do not be discouraged if you do not get a positive response from those schools right around you. That has been the situation with Horseshoe Bend National Military Park in Tallapoosa County. They get much greater interest from those schools outside the county.

Operational Manual. This manual should be your guide in the day to day operation of the park. I would suggest a loose-leaf notebook type format, so pages can be added and deleted as necessary. The manual should be viewed as fluid, not set in stone, and should be revised and updated as new situations arise or as conditions change. Essentially, the manual should be a collection of pages addressing specific topics. These topics could include the following, but not necessarily limited to just these:

- A. Line of Authority/Administrative Structure
- B. Personnel
- C. Job Descriptions
- D. Telephone Procedures
- E. Long Distance Telephone Usage
- F. Staff Meetings
- G. Dress Requirements
- H. Special Requests (weddings, receptions, reunions...)
- I. Petty Cash Procedures
- J. Procurement Procedures
- K. Visitor Injury
- L. Staff Injury
- M. Museum Property Accountability
- N. Group Reservation Procedures
- O. Pets
- P. Lost and Found
- Q. Operating Hours

- R. Opening and Closing Procedures
- S. Bomb Threat
- T. Fire & Severe Weather Procedures
- U. Trash Pick-up
- V. Maintenance Schedule
- W. Emergency Phone Numbers
- X. Volunteer Program

These topics are presented in no particular order. The page or pages addressing each topic should not be flowery or wordy, but to the point and stated in clear language. An example of item E, "Telephone Procedures," is presented as follows.

Telephone Procedures

The following should be standard procedure for all members of our staff:

1. When answering the telephone, please begin with a greeting such as "**Good Morning,**" followed by "**Jesse Owens Memorial Park.**" Always use the full name of the park rather than an abbreviated form.
2. When the telephone call is for someone else on the staff, please ask for the caller's name before forwarding the call. This will allow each of us to be better prepared for the caller when we answer the telephone. A good phrase is, "**May I tell (him/her) who is calling, please?**"
3. A message will be taken recording who called, date, and time of call, if a person is unable to be reached by telephone. It will be each staff members responsibility to check their mailbox for messages received from callers.

We want to do a good job interacting with the public. These procedures will make the operation more efficient and productive.

The writing of the Operational Manual may seem to be a large task, but do not be intimidated by the number of items to address. Just take them one item at a time, and things will begin to fall in place. When writing the procedures for the Operational Manual, make sure the procedures make sense. Remember, they are there to standardize the operation of the park, and to make the operation of the park as efficient as possible. Also, be able and willing to explain the reason behind any procedures to the staff or board. Each procedure should have sound justification, not be there simply because "this is how we have always do it" or "it's there because I said so."

I trust that this has been helpful. If I can assist you in the development of any of these areas, do not hesitate to call upon me. Also, I will let you know if I am able to obtain the volunteer guide from the National Park Service.

Again, I commend you on the development of Jesse Owens Memorial Park. It is exciting to see how the park has developed and to see ideas presented on paper come to life.

cc: Warren McCord
Sareen Gropper