

Mistletoe State Park Business & Management Plan

Prepared June 2011; Finalized December 2012

Direction 2015 – Sustainable Business Planning

Table of Contents

Executive Summary	3
Site and Operations Assessment	6
Site Inventory and Facility Assessment.....	6
Operational Assessment	9
Financial Performance Assessment	14
Business and Management Plan	17
Business Goals	17
Classification of Programs and Services.....	18
Partnership Development Plan.....	19
Marketing and Sales Plan.....	20
Revenue Generation Plan	22
Expense Management Plan	24
Financial Pro Forma	25
Action Plan.....	28

Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Mistletoe State Park to operate more like a business, reflecting the Direction 2015 – Sustainable Business Planning initiative to improve the fiscal performance and management of the state parks and historic sites system. This business and management plan is designed to help the site recover more operating expenses through earned revenues, productive partnerships, and innovative programs.

Site Fact Sheet

Site Name	Mistletoe State Park
Site Manager	Trevor Bullard
Region Manager	Tommy Turk
Date of Business Plan completion	June 10, 2011
Site size	1,920 Acres
Total number of visitors (FY 2010)	110,834
Total operating budget (FY 2010)	\$446,280
Total earned revenues (FY 2010)	\$431,494
Operational cost recovery (FY 2010)	97%
Average operating cost per visitor (FY 2010)	\$ 4.15
Average earned revenue per visitor (FY 2010)	\$ 4.00
Average cost recovery ¹ (FY 2008 – 2010)	93%
Target cost recovery (FY 2015)	104%
Total full-time employees ²	4
Total part-time employees ³	6
Primary service markets ⁴	Augusta, Savannah, Atlanta
Primary attractors/visitor appeal factors	Fishing, boating and swimming on Clarks Hill Lake; campsite and cottage rentals; hiking and biking
Leading opportunities for improved site performance	Expanded usage of site, additional recreational opportunities, updated facilities, increased special events

¹ This is the average of the last three years – FY 2008, FY 2009, and FY 2010

² Current employees, not including vacancies.

³ Current employees, not including vacancies.

⁴ Major population centers within a two-hour drive from the site

Site Summary and Key Attractions

The 1,920-acre site of Mistletoe State Park is located in a semi-rural area in close proximity to the rapidly growing city of Augusta. The park is only a 45-minute ride to downtown Augusta, and the Masters golf tournament. It is a two-hour drive to downtown Atlanta from the park. The main attraction of this site is the 72,000-acre Clarks Hill Lake, the largest lake in the state. A key challenge to maintaining the park's visitation is the drought conditions that result in low lake levels.

Key Attractions

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

- Clarks Hill Lake
- Log cabin and cottage rentals
- Fishing opportunities
- 40 foot campsites
- 3 boat ramps
- Beach house group shelter
- Nature center
- Educational programs and special events
- Hiking and biking trails

Financial Targets

The table below details the total operating expenses and earned revenues for Mistletoe State Park over the last three years (2008 – 2010). This table also calculates total cost per visitor and revenues per visitor during these operating years, and details the target financial performance goals in the context of achieving at least 106% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Mistletoe State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	3%	3,325		
	2008	2009	2010	2015 Target
Visitors	95,837	75,716	110,834	114,159
Total Expenses	\$ 437,680	\$ 448,252	\$ 446,280	\$ 444,660
Total Revenues	\$ 419,529	\$ 367,732	\$ 431,494	\$ 463,562
Cost per Visitor	\$ 4.57	\$ 5.92	\$ 4.03	\$ 3.90
Revenue per Visitor	\$ 4.38	\$ 4.86	\$ 3.89	\$ 4.06
State Financial Support per Visitor	\$ (0.19)	\$ (1.06)	\$ (0.13)	\$ 0.17
Total Cost Recovery	96%	82%	97%	104%
Change from 2010 Expenses				\$ (1,620)
Percent Change from 2010 Expenses				-0.36%
Change from 2010 Revenues				\$ 32,068
Percent Change from 2010 Revenues				7.43%

Key Recommendations

Primary / Short Term Recommendations

1. Build 5-10 more cottages to improve site cost recovery.
2. Renovate the group shelter to modernize the facility and to improve its overall integrity.
3. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
4. Develop plans to increase the number of special events hosted at the site and implement them.
5. Increase the amount of educational and daily programming events during the peak season.
6. Create a group sales marketing plan to increase visitation, especially during the off-season.
7. Review and improve the retail operation on site to increase revenue.
8. Review and adjust rates at the site on an annual basis to recover the total net cost of service for the important and visitor supported services.
9. Improve the overall maintenance program at site, ensuring that the grounds and facilities are being maintained to a high standard and at a sustainable level.
10. Continue working with the Friends group to help invigorate the overall program at the site.
11. Develop a detailed analysis of labor requirements of all major park functions to match the right position with the right job at the right pay.
12. Improve networking with local agencies and marketing opportunities.
13. Offer more programs that guests will be willing to pay for, such as weekend hayrides, interpretive school fieldtrips, school outreach programs, junior rangers, etc.

Secondary / Long Term Recommendations

1. Modernize the main boat ramp area and parking to accommodate large fishing tournaments.
2. Appropriate the UGA building adjacent to the main boat ramp and use it as a rentable facility, such as a “fishermen’s bunkhouse.”
3. Renovate all maintenance facilities.
4. Renovate all cottages.
5. Offer Wi-Fi Internet and cable to all cottage guests and at least Wi-Fi for the camping guests.

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 Mistletoe 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 Inventory and Facility Assessment
2. Operational Assessment
3. Financial Assessment

Site Inventory 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.

Inventory and Assessment

The table below is an inventory of facilities and amenities at Mistletoe State Park, and provides the assessed condition of each as reviewed in April 2011.

Site Asset / Amenity	Quantity	Condition
Total Acreage	1,920	Good
Cottages 1-5	5	Good
Mistletoe Road boat ramp	1	Good
Office/Visitor Center	1	Good
Nature Center	1	Poor
Main boat ramp	1	Fair
"Tackle Box" w/restrooms	1	Fair
Fish Cleaning Station	1	Good
Group Shelter	1	Fair
Restroom near group shelter	1	Fair
Picnic Shelters	5	Good
Restroom near picnic shelter 2	1	Fair
Beach House	1	Good
Beach	1	Good
Cottages 6-10	5	Fair
Comfort Station 1	1	Excellent
Comfort Station 2	1	Good
Comfort Station 3	1	Good
40 foot campsites	92	Good
Walk-in tent campsites	4	Fair
Back country campsites	3	Fair
Pioneer camp	1	Good
Playgrounds	4	Good
Camper cabin	1	Good
Well houses	4	Fair
Sewage pump houses	4	Fair
Manager's Residence	1	Good
Asst. Manager's Residence	1	Good
Maintenance Facilities	5	Good
Underground fuel tank	1	Good (closed)

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified. Each need has been aligned with a priority category of high, moderate, or low to support future decision-making regarding project sequencing, investment of public resources, and meeting community expectations.

The priority assignment for each need is not a measure of importance. Rather, these recommended priorities reflect a phased implementation approach over the next several years.

Facility Need	Priority Assignment
5- 10 additional cottages/cabins	High
Construct Yurts in Group Shelter area to create a group camp	High
Group shelter renovation	High
Comfort station 2 – rebuild to new style comfort station	High
Main boat ramp parking renovation	High
Expand/ rebuild nature center	Low
Restroom at picnic shelter 2 renovation	Moderate
Upgrade Electrical service in outdated areas of campground	Moderate
Replace ADA fishing pier	Moderate
Replace restrooms at main boat ramp	Moderate
Finish paving ADA trail	Low
Refurbish porch at beach house	Low
Build restrooms at Mistletoe Road boat ramp	Low

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

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**
- 3) Visitor Supported Services**

Programs and services at 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 tax funds]*

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 Mistletoe have been identified as **core services**:

- **Public safety and resource protection**
- **Facility and grounds maintenance**
- **Site appropriate education, interpretation, and recreational opportunities**
- **Public access**

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of tax funds and earned revenues]*

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 Mistletoe have been identified as **important services**:

- **Nature center operations**
- **Beach**
- **Hiking trails**
- **Picnic sites with grills**

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 or 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 enterprises that may not otherwise be provided by the agency.

The following programs and services offered at Mistletoe have been identified as **visitor supported**:

- **Cottages**
- **Campgrounds**
- **Retail operations**
- **Educational programs**
- **Special events**
- **Picnic shelters**
- **Group shelters**
- **Canoe Rentals**
- **Swimming Beach**
- **Hiking Trails**

Staffing Assessment

Labor costs at Mistletoe State Park represent the largest area of budgetary expense at an average of 69% of the total operating budget each year for the last three complete years, which is higher than the target of total labor costs (including benefits) not exceeding 65% of the site's 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)	Vacancies	Annual Hours
Park Manager	1	0	2080
Assistant Park Manager	0	1	2080
Park Ranger	0	1	2080
Clerk	1	0	2080
TOTAL	2	2	8320

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Desk Clerk	1	0	1508
Housekeeper	4	0	6032
Maintenance	3	0	4524
Naturalist	0	1	640
TOTAL	8	3	12704

Labor Support

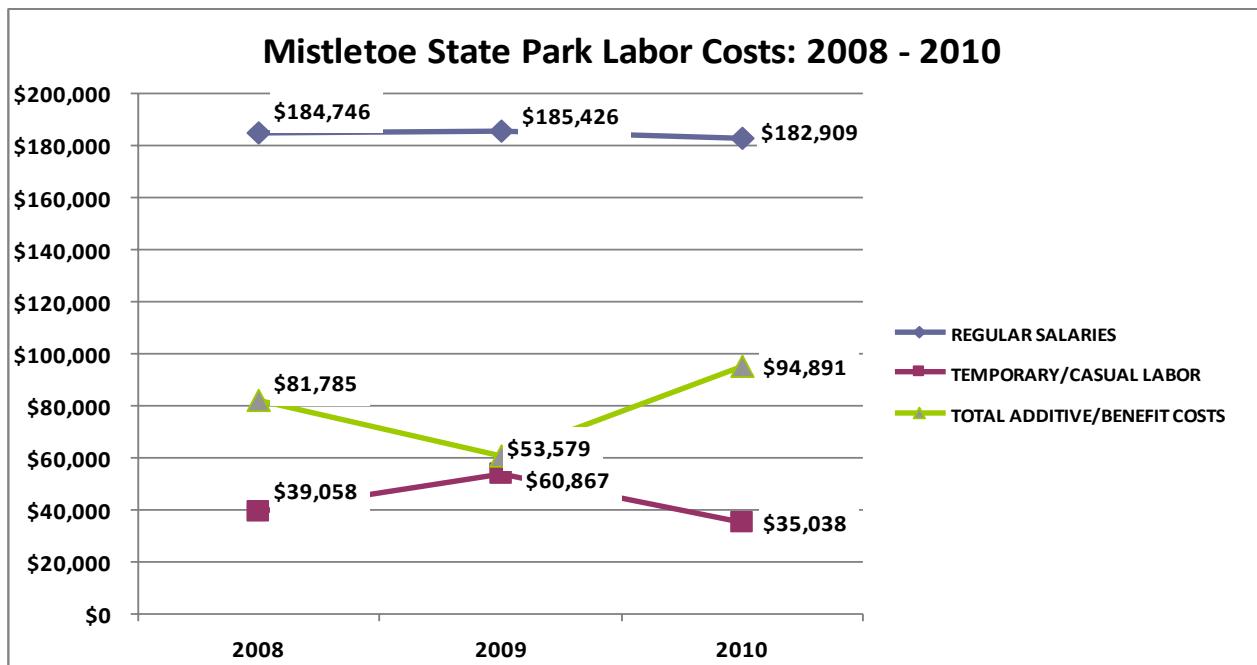
Labor Support	Annual Hours
Volunteers	4,000
Community Service Workers	1,664
Resource Management Crews	20
Park Pass Kiosk Attendant	754
TOTAL	6438

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	8320
Part Time Employees	12704
Labor Support	6438
TOTAL Annual Labor Hours	27462

LABOR BUDGET SUMMARY

Mistletoe State Park					
	Account Code and Sub-Class Expenditure Descriptions	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
	REGULAR SALARIES	184,746	185,426	182,909	-1%
	ANNUAL LEAVE PAY	160	0	3,590	2147%
	OTHER SUPPLEMENTAL	2,143	0	0	-100%
	TEMPORARY/CASUAL LABOR	39,058	53,579	35,038	-10%
	FICA	13,844	14,041	13,792	0%
	RETIREMENT	21,061	21,069	37,112	76%
	HEALTH INSURANCE	42,728	24,165	38,618	-10%
	UNEMPLOYMENT INSURANCE	379	269	409	8%
	ASSESSMENTS BY MERIT	1,470	1,323	1,370	-7%
	PERSONAL SERVICES	305,589	299,872	312,839	2%

**Visitation and Occupancy**

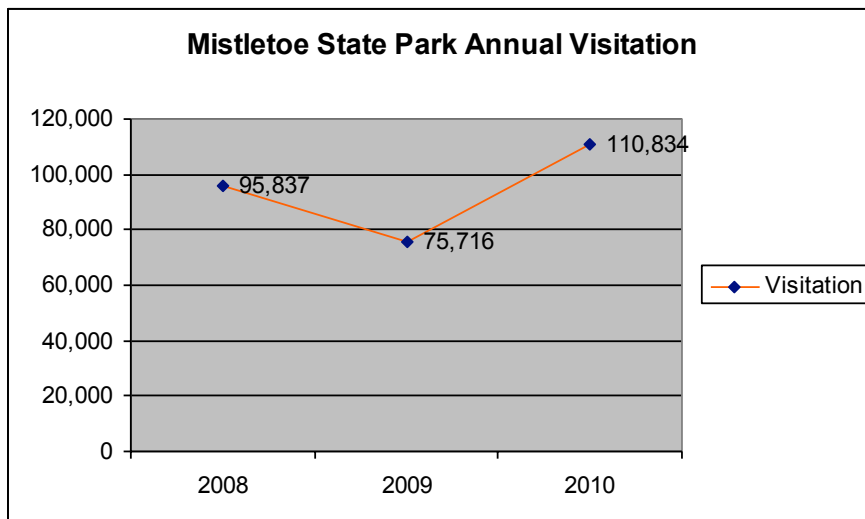
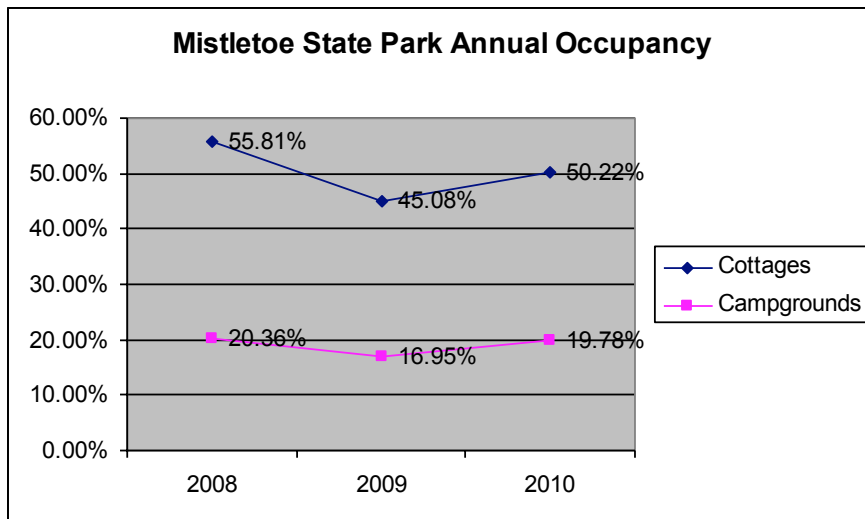
Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by 14% or over 14,997 visitors. This is largely attributed to the end of the drought and normal lake levels.

Year	Total Visitation
2008	95,837
2009	75,716
2010	110,834

Occupancy for the overnight accommodations at Mistletoe State Park the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 5%. This is largely attributed to the downturn in the economy.

Year	Camping Occupancy	Cottages Occupancy
2008	20.36%	55.81%
2009	16.95%	45.08%
2010	19.78%	50.22%

The graphs below illustrate visitation and occupancy over the last three years.



Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Mistletoe State Park	2009	75%
	2010	68%

Financial Performance Assessment

Operational Expenses

A summary of total operating expenses at Mistletoe State Park from 2008 to 2010, as well as their percent change from 2008, is provided in the table below.

Mistletoe State Park State Historic Site				
Operational Expenses	2008	2009	2010	% Change from 2008
REGULAR SALARIES	184,746	185,426	182,909	-1%
ANNUAL LEAVE PAY	160	0	3,590	2147%
OTHER SUPPLEMENTAL	2,143	0	0	-100%
OVERTIME	0	0	0	
TEMPORARY/CASUAL LABOR	39,058	53,579	35,038	-10%
FICA	13,844	14,041	13,792	0%
RETIREMENT	21,061	21,069	37,112	76%
HEALTH INSURANCE	42,728	24,165	38,618	-10%
UNEMPLOYMENT INSURANCE	379	269	409	8%
ASSESSMENTS BY MERIT	1,470	1,323	1,370	-7%
DRUG TESTING				
PERSONAL SERVICES	305,589	299,872	312,839	2%
POSTAGE	0	206	148	-28%
MOTOR VEHICLE EXPENSES	12,990	16,351	17,725	36%
PRINTING & PUBLICATION	0	23	0	
SUPPLIES & MATERIALS	3,387	1,076	6,213	83%
REPAIRS & MAINTENANCE	1,310	325	1,197	-9%
EQUIPMENT >\$1000< \$5,000	0	0	0	
WATER & SEWAGE	0	0	0	
ENERGY	60,453	65,195	63,952	6%
RENTS	1,737	1,584	1,674	-4%
INSURANCE & BONDING	2,423	4,572	4,581	89%
FREIGHT	41	(207)	0	-100%
PURCHASING CARD	31,593	39,041	19,240	-39%
OTHER OPERATING EXPENSES	6,636	8,139	7,980	20%
CLAIMS & BONDS & INTEREST	0	0	0	
TRAVEL	229	236	502	119%
REGULAR EXPENSES	120,800	136,541	123,212	2%
MOTOR VEHICLE EQUIPMENT	0	0	0	
EQUIPMENT PURCHASES >5000	0	0	0	
CAPITAL\ LEASE Prin & Int	0	0	0	
REAL ESTATE RENTALS	0	0	0	
VOICE/DATA COMMUNICATIONS	2,394	2,079	1,870	-22%
PER DIEM & FEES	0	0	0	
PER DIEM & FESS EXPENSE	0	0	0	
CONTRACTS	1,075	550	0	-100%
ADVERTISING - PROCUREMENT CARD	0	0	0	
RESALE	7,822	9,209	8,360	7%
TOTAL OTHER EXPENDITURES	11,292	11,838	10,230	-9%
GRAND TOTAL	\$ 437,680	\$ 448,252	\$ 446,280	2%
Earned Revenues	\$419,529	\$367,732	\$431,494	-36%
% Cost Recovery	96%	82%	97%	1%

Earned Revenues

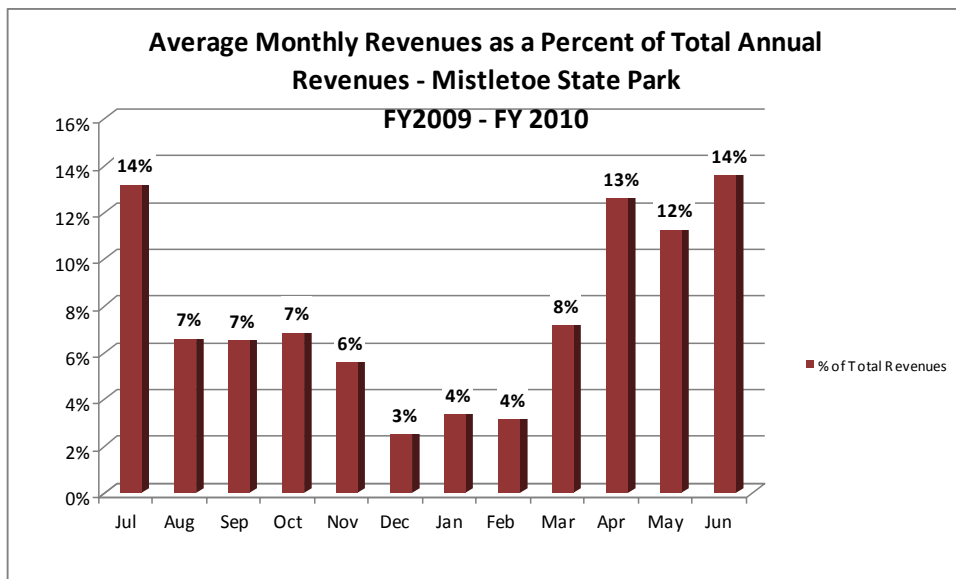
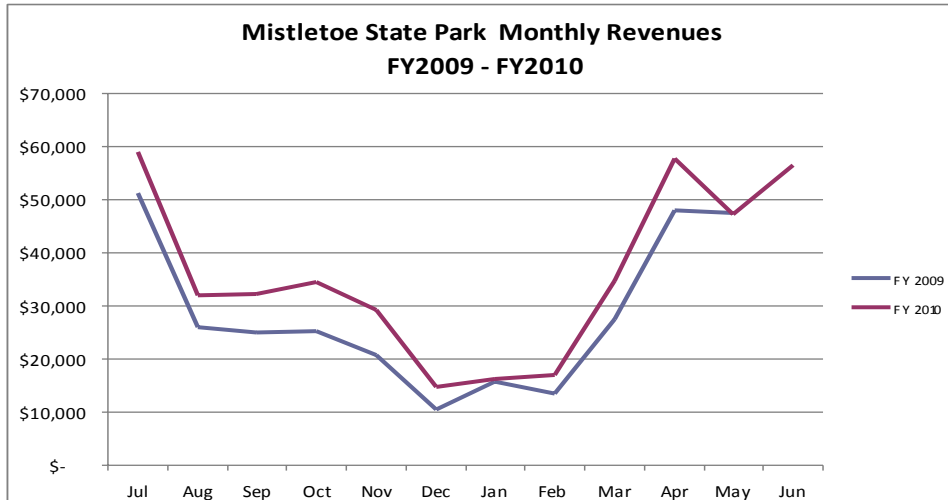
Earned revenues at Mistletoe have increased since 2008, which is largely attributed to the corresponding increases in visitation and rates. Monthly earned revenues for the last two years (see table on the following page) indicate that total annual revenue increased 17% from 2009 to 2010, with the largest **increases** in monthly revenues in August (23%), September (28%), October (38%), November (42%), December (42%), February (27%), and March (27%) and **no decreases** during any month.

Mistletoe State Park

FY 2009 - FY 2010 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$51,297	\$26,009	\$25,090	\$25,160	\$20,702	\$10,433	\$15,794	\$13,400	\$27,482	\$48,057	\$47,531	\$56,777	\$367,732
FY 2010	\$59,124	\$31,937	\$32,192	\$34,608	\$29,362	\$14,798	\$16,175	\$16,970	\$34,802	\$57,685	\$47,318	\$56,523	\$431,494
Avg	\$55,210	\$28,973	\$28,641	\$29,884	\$25,032	\$12,616	\$15,984	\$15,185	\$31,142	\$52,871	\$47,425	\$56,650	\$399,613
% of Total Revenues	14%	7%	7%	7%	6%	3%	4%	4%	8%	13%	12%	14%	100%
% change	15%	23%	28%	38%	42%	42%	2%	27%	27%	20%	0%	0%	17%

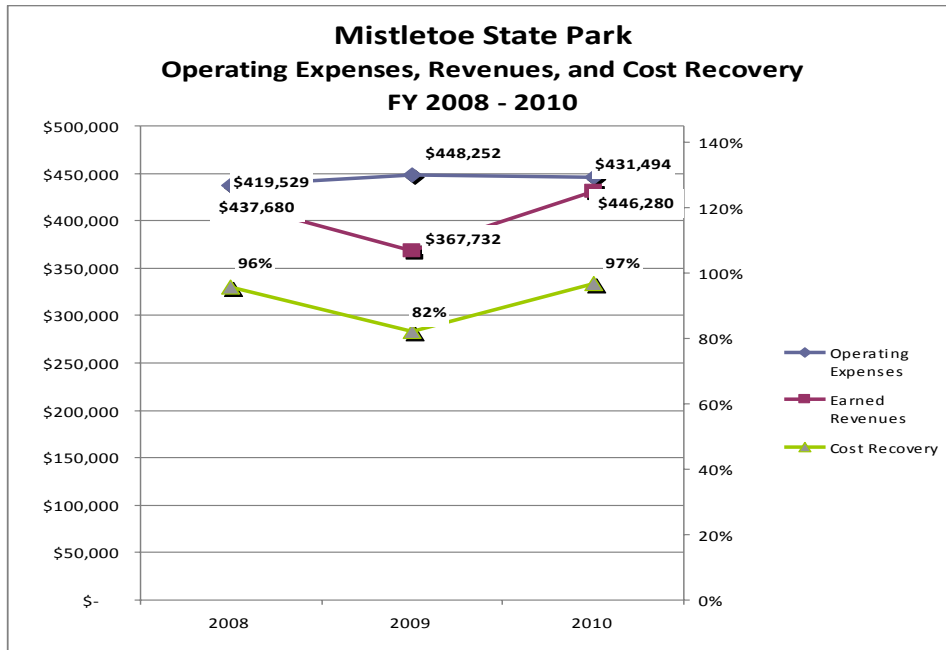
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



Cost Recovery Trends

Mistletoe has achieved an average cost recovery of 93% of annual operational expenses through earned revenues from FY 2008 to FY 2010. This is detailed and illustrated in the table and graph below.

Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
2008	\$437,680	\$419,529	96%
2009	\$448,252	\$367,732	82%
2010	\$446,280	\$431,494	97%



Review of Pricing

Data on rate information is available as far back as 2002, but only the last five years are evaluated. There has been notable growth in fees charged at Mistletoe State Park since 2007, with the largest increase being in the walk-in campsites at 88%. A table detailing the rates for Mistletoe State Park is provided below.

Georgia State Parks	2005	2006	2007	2008	2009	2010	\$ Growth 2005-2010	% Growth 2005-2010
Mistletoe								
Cottages 1-5	\$ 100.00	\$ 100.00	\$ 110.00	\$ 110.00	\$ 120.00	\$ 135.00	\$ 35.00	35%
Cottages 6-10	\$ 100.00	\$ 100.00	\$ 110.00	\$ 110.00	\$ 120.00	\$ 135.00	\$ 35.00	35%
Cottages Masters Week	\$ 100.00	\$ 100.00	\$ 120.00	\$ 120.00	\$ 130.00	\$ 145.00	\$ 45.00	45%
RV Campsites	\$ 20.00	\$ 20.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 28.00	\$ 8.00	40%
Tent Campsites	\$ 18.00	\$ 18.00	\$ 23.00	\$ 23.00	\$ 23.00	\$ 25.00	\$ 7.00	39%
Walk-in Campsites	\$ 8.00	\$ 8.00	\$ 9.00	\$ 12.00	\$ 12.00	\$ 15.00	\$ 7.00	88%
Camping, Back Country				\$ 5.00	\$ 6.00	\$ 9.00	\$ 9.00	56%
Pioneer Campsite	\$ 25.00	\$ 25.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 55.00	\$ 30.00	120%
Camper Cabin	\$ 35.00	\$ 35.00	\$ 35.00	\$ 35.00	\$ 40.00	\$ 43.00	\$ 8.00	23%
Beach House	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 165.00	\$ 205.00	\$ 55.00	37%
Group Shelter	\$ 110.00	\$ 110.00	\$ 120.00	\$ 120.00	\$ 150.00	\$ 150.00	\$ 40.00	36%
Picnic Shelters	\$ 35.00	\$ 35.00	\$ 50.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 5.00	14%

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this plan.

Enhance Cost Recovery of Site Operations

Mistletoe State Park is operating at a 93% average cost recovery of operational expenses through earned revenue. Excluding additional revenue generating capital projects, such as more cottages, the greatest improvement in cost recovery must come from a more competitive rate schedule, group sales, and additional special events to generate more guests and revenues to cover the park's expenses.

Enhance Revenue Generation Strategies

As mentioned above, other than adding more cottages, increasing earned revenues for this site must entail increasing the volume of guests utilizing the existing rentable facilities. This can be done by offering more off-season competitive discounts/deals, creating a marketing plan to attract groups, enhancing our retail operations, and hosting more special events that would draw overnight guests.

Expand Special Events at the Site

Mistletoe has a lot of potential to host a variety of small to medium sized events. Currently, some of the special events that are hosted on the site are triathlons, dulcimer jams, orienteering meets, fishing tournaments, and site provided events such as "Fall Fest" and "Spring Fling." Each of these events generates about 200-500 guests. To expand the current special event calendar, a network of community leaders, event organizers, etc. needs to be established and nurtured.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Currently, the park's daily programming is offered mostly by our local volunteers who tend to focus on more adult programming themes. An increase in Junior Ranger style programming, weekend hayrides, canoe trips, nature hikes, and other programs that would interest a younger audience is recommended. These programs must also be cost effective and revenue generating.

Improve the Effectiveness of Marketing and Sales

Targeting and tailoring the Mistletoe experience towards specific groups and markets can improve our site's marketing and sales. Partnering with nearby attractions in the Central Savannah River Area, especially around Clarks Hill Lake, is critical for any success. This can be done by improving community outreach with local officials, tourist agencies, clubs such as SORBA-CSRA, and local business leaders.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

The key to managing a successful customer service operation is the ability to monitor its performance. A more scientific survey/evaluation system needs to be developed with a type of incentive program for participating in the service, such as "chance to win" or even a minimal prize or discount upon submittal of the survey. The existing survey card or online system can be used in lieu of a more scientific survey, but to increase customer participation, approval is needed for the incentive program.

Expand Partnership Opportunities

Expanding partnership opportunities goes hand in hand with marketing and community outreach. Currently, Mistletoe has several strong partnerships with the local community; however, the opportunity to expand exists. Mistletoe needs to expand the partnership mission into Columbia County and the surrounding recreational areas and cities surrounding Clarks Hill Lake to increase visitation and marketing opportunities. Engage Friends members in the business plan as a partner to help the site meet or exceed its sustainability goals.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Mistletoe State Park as either core, important, or visitor supported, and project a range of cost recovery percentages that might be achieved for each. These classifications establish financial performance goals for each category of services that are linked to the recommendations and strategies of this business plan.

Core Services	
Program / Service	Target Cost Recovery
Active management of the natural and cultural resources of the site in order to protect their integrity.	0%
Public access	0%
Site appropriate education, interpretation, and recreational opportunities	130%
Public safety and resource protection	0%
Facility and grounds maintenance	0%

Important Services	
Program / Service	Target Cost Recovery
Nature center operations	110%
Beach	0%
Hiking Trails	0%
Picnic sites with grills	0%
Volunteer programs	120%

Visitor Supported	
Program / Service	Target Cost Recovery
Cottages	130%
Campgrounds	125%
Picnic shelters	120%
Retail operations	150%
Group shelters	120%
Interpretive programming	120%
Special events	150%

Partnership Development Plan

The table below summarizes existing partners and targeted partnerships by classification (operational, vendor, service, co-branding, funding partners) and by organizational type.

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
Operational Partners	<ul style="list-style-type: none"> • Army Corps of Engineers • Columbia County Sheriff's Office • Martinez Fire Department 	<ul style="list-style-type: none"> • Retired Senior Volunteer Program 	<ul style="list-style-type: none"> • Augusta Best Hotels
Vendor Partners			<ul style="list-style-type: none"> • Coca Cola • Bubba's Fun Foods • Jefferson EMC
Service Partners		<ul style="list-style-type: none"> • McDuffie Chamber of Commerce 	
Co-branding Partners			
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Mistletoe State Park 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Mistletoe State Park are based on the following desired outcomes:

1. To increase occupancy percentages during peak and off seasons.
2. To target group sales.
3. To produce increased overall visitation and revenues.

In order to meet these goals, examples of specific target outcomes were identified in the areas detailed in the table below.

Area of Focus	Current Performance	Goal by 2011	Goal by 2012	Goal by 2015
Special Events	1,600 vis./yr	2,500 vis./ year	3,000 vis./ year	5,000 vis./ year
Overall Visitation	110,500	111,300	116,000	123,746

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Mistletoe State Park will approach marketing and publicity planning using the following guidelines and themes:

1. Event publicity

Major events benefit by having short stories in local, regional, and statewide newspapers and online social media hooks planted that run three to four weeks in advance of the event up to the date of the event itself. Stories and media need to be cultivated with contacts and online sales channels several weeks in advance of the time the stories need to run. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs, and blogs on known affinity online sites should also be included.

2. Program publicity

Special and unique programs should have feature stories in magazines, local and regional weekly newspapers, and statewide daily newspapers that are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will likely require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If pre-publicity cannot be generated, post-publicity can help promote future programs.

3. Site Publicity

Site publicity focusing on a single site or sub-set of sites requires more intense planning efforts to attract multiple writers and editors from target publications. Each site could host several seasonal media familiarization tours (with 10 to 15 writers or editors) to familiarize them with the site and its benefits and amenities. Stories and features resulting from such tours typically take between two and six months to materialize so the tours should focus on experiences, benefits, and programs that would be available when the stories are expected to run.

Examples and suggested opportunities for events, programs and related publicity efforts based on the themes described above at Mistletoe State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Wild Edibles	Spring Fling	Arts and Craft Festival
Geo Caching 101	Fall Fest	Fishing Tournament
Stargazing	Dulcimer Jam	
Wildflower hikes	Jr. Ranger Day Camps	

PACKAGING

Examples and suggested packages for Mistletoe State Park are provided in the table below.

Package	Package Details
Winter Group Retreat Deal	25%-30% off and free group shelter for 2 or more cottages for 2 or more nights
Camping with the Chef	Rent 10 sites and get the assembly shelter free with mobile grill if available
Campfire cookout	Purchase firewood and s'mores package for reduced price

GROUP SALES

Types of groups within which specific target customers can be identified for Mistletoe State Park are listed below:

- Families
- Youth service organizations
- Activity or special interest clubs
- Fishing clubs
- Churches
- Businesses and professional groups
- Colleges and universities
- Associations
- Schools
- Other public agencies
- Community organizations
- Scout groups

INCENTIVIZING NEW AND REPEAT VISITATION

Mistletoe State Park will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Differential pricing based upon days of week, peak or off-peak seasons, etc.
- Group / bulk pricing options
- Early reservation opportunities for returning guests

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at Mistletoe State Park:

- Loyalty and repeat customers = 50% of customers repeat their visit in a 12-month period.
- Brand confidence & customers-recruiting-customers = Customer referrals equal a minimum of 50% of "Where did you hear about us?" responses from visitors polled.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Mistletoe State Park has set a financial goal of increasing the average annual revenues 3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely overnight facility rentals. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2010	Base Year	\$59,124	\$31,937	\$32,192	\$34,608	\$29,362	\$14,798	\$16,175	\$16,970	\$34,802	\$57,685	\$47,318	\$56,523	\$ 431,494
2011	7%	\$63,231	\$34,155	\$34,428	\$37,012	\$31,402	\$15,826	\$17,298	\$18,149	\$37,219	\$61,692	\$50,605	\$60,449	\$461,465
2012	-3%	\$61,650	\$33,301	\$33,567	\$36,087	\$30,617	\$15,430	\$16,866	\$17,695	\$36,289	\$60,150	\$49,340	\$58,938	\$449,929
2013	1%	\$62,267	\$33,634	\$33,903	\$36,448	\$30,923	\$15,585	\$17,034	\$17,872	\$36,652	\$60,751	\$49,833	\$59,527	\$454,428
2014	1%	\$62,889	\$33,971	\$34,242	\$36,812	\$31,232	\$15,740	\$17,205	\$18,051	\$37,018	\$61,359	\$50,332	\$60,122	\$458,972
2015	1%	\$63,518	\$34,310	\$34,584	\$37,180	\$31,544	\$15,898	\$17,377	\$18,231	\$37,388	\$61,972	\$50,835	\$60,724	\$463,562

These projections would result in a total of 8% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative reduction of 1.5% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 105% in FY 2015 at these projected revenue levels. This is higher than the annual financial performance of the site in FY 2010, which was operated at 97% cost recovery in that year.

Revenue Generation Strategies

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Positive Yield Management Margin (%)
4	Mistletoe State Park			
	Picnic Shelter	\$45	\$45	10%
	Group Shelter (capacity)	\$155	\$155	10%
	Beach House (capacity)	\$205	\$205	10%
	Camping Cabin	\$43	\$45	10%
	Camping (RV)	28	\$28	10%
	Camping (Tent)	25	\$25	
	Camping (Back)	\$9	\$10	10%
	Camping (Walk-in)	\$15	\$15	10%
	Cottages 1-5			
	Year Round	\$135	\$135	20%
	Masters Week	\$165	\$200	10%
	Cottage 6-10			
	Year Round	\$135	\$135	20%
	Weekend	\$145	\$145	10%
	Masters Week	\$165	\$200	10%
	Pioneer Campsite	\$55	\$55	10%

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Spring Fling	Outdoor Festival	April 30 th / Spring	Annually	400	\$5.00 per vehicle (not including park pass)	150%
Fall Fest	Outdoor Festival	October 23 rd / Fall	Annually	400	\$5.00 per vehicle (not including park pass)	150%
Earth Day	Educational Program	April/ Spring	Annual	150	\$5.00 per child	130%
Jr. Rangers	Educational Program	June/ Summer	Annual	15	\$25 per child	130%
Pioneers	Educational Program	November/ Fall	Annual	15	\$25 per child	130%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Tri the Parks Triathlon Series	1 year	15% of gross receipts to park	Park Manager
Bubbas Fun Foods	1 year	15% of gross receipts to park	Park Manager
Cottage/guided fishing packages with local guides	1 year	15% of gross receipts to park	Park Manager
Pontoon boat rental concession with local marina	1 year	15% of gross receipts to park	Park Manager

Expense Management Plan

Personnel Assignments

The following actions will be taken to proactively manage labor costs via personnel assignments and classifications.

Action	Timeline	Outcome

Management Techniques

The following actions will be taken to proactively manage labor costs via management techniques.

Action	Timeline	Outcome
Increase use of volunteers for site and grounds maintenance	July 2012	Annual cost reduction of \$24,000
Increase use of volunteers as front desk clerks	July 2012	Annual cost reduction of \$5,000
Increase volunteer operated hayrides in campgrounds	July 2012	Annual revenue increase of \$600

Adjusted Levels of Service

The following actions will be taken to proactively manage labor costs via reduced levels of service.

Action	Timeline	Outcome
Reduce hourly employee hours during the off season	July 2012	Annual cost reduction of \$6,000

Financial Pro Forma

The following five-year financial pro forma projects operating expenses, earned revenues and cost recovery through FY 2015. These pro forma are based on the strategies and desired outcomes identified in this business plan, especially the revenue generation and expense management plans, and are linked to corresponding performance goals.

Expense Pro Forma

Mistletoe State Park State Historic Site					
Operational Expenses	2010 (Actual)	2012	2013	2014	2015
REGULAR SALARIES	182,909	\$174,335	\$179,565	\$179,565	\$184,952
ANNUAL LEAVE PAY	3,590	\$0	\$0	\$0	\$0
OTHER SUPPLEMENTAL	0	\$0	\$0	\$0	\$0
OVERTIME	0	\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR	35,038	\$37,191	\$38,306	\$38,306	\$39,456
FICA	13,792	\$12,424	\$12,797	\$12,797	\$13,181
RETIREMENT	37,112	\$18,206	\$18,752	\$18,752	\$19,314
HEALTH INSURANCE	38,618	\$44,605	\$45,943	\$45,943	\$47,322
UNEMPLOYMENT INSURANCE	409	\$1,375	\$1,416	\$1,416	\$1,459
ASSESSMENTS BY MERIT	1,370	\$4,110	\$4,233	\$4,233	\$4,360
DRUG TESTING					
PERSONAL SERVICES	\$312,839	\$292,246	\$301,013	\$301,013	\$310,044
POSTAGE	148	\$147	\$146	\$145	\$144
MOTOR VEHICLE EXPENSES	17,725	\$17,601	\$17,478	\$17,356	\$17,234
PRINTING & PUBLICATION	0	\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	6,213	\$6,169	\$6,126	\$6,083	\$6,041
REPAIRS & MAINTENANCE	1,197	\$1,189	\$1,180	\$1,172	\$1,164
EQUIPMENT >\$1000< \$5,000	0	\$0	\$0	\$0	\$0
WATER & SEWAGE	0	\$0	\$0	\$0	\$0
ENERGY	63,952	\$63,504	\$63,059	\$62,618	\$62,180
RENTS	1,674	\$1,662	\$1,651	\$1,639	\$1,628
INSURANCE & BONDING	4,581	\$4,549	\$4,517	\$4,485	\$4,454
FREIGHT	0	\$0	\$0	\$0	\$0
PURCHASING CARD	19,240	\$19,105	\$18,971	\$18,839	\$18,707
OTHER OPERATING EXPENSES	7,980	\$7,924	\$7,869	\$7,814	\$7,759
CLAIMS & BONDS & INTEREST	0	\$0	\$0	\$0	\$0
TRAVEL	502	\$498	\$495	\$491	\$488
REGULAR EXPENSES	\$123,212	\$122,349	\$121,493	\$120,642	\$119,798
MOTOR VEHICLE EQUIPMENT	0	\$0	\$0	\$0	\$0
EQUIPMENT PURCHASES >5000	0	\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int	0	\$0	\$0	\$0	\$0
REAL ESTATE RENTALS	0	\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	1,870	\$1,857	\$1,844	\$1,831	\$1,819
PER DIEM & FEES	0	\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE	0	\$0	\$0	\$0	\$0
CONTRACTS	0	\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD	0	\$0	\$0	\$0	\$0
RESALE	8,360	\$10,000	\$11,000	\$12,000	\$13,000
TOTAL OTHER EXPENDITURES	\$10,230	\$11,857	\$12,844	\$13,831	\$14,819
GRAND TOTAL	\$ 446,280	\$ 426,452	\$ 435,350	\$ 435,487	\$ 444,660

Revenue Pro Forma

Revenue Pro Forma						
Mistletoe State Park						
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY 2012	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP NON-FOOD	\$-11,011.57	\$ (11,482)	\$ (11,597)	\$ (11,713)	\$ (11,830)
60002	CANCELLATION FEES	-\$1,489.40	\$ (1,553)	\$ (1,569)	\$ (1,584)	\$ (1,600)
60004	Cottages	-\$157,792.62	\$ (164,534)	\$ (166,179)	\$ (167,841)	\$ (169,519)
60005	CAMP SITES	-\$120,515.00	\$ (125,664)	\$ (126,920)	\$ (128,190)	\$ (129,471)
60007	BOATS	-\$2,650.00	\$ (2,763)	\$ (2,791)	\$ (2,819)	\$ (2,847)
60014	DOG FEES	-\$1,960.00	\$ (2,044)	\$ (2,064)	\$ (2,085)	\$ (2,106)
60015	GROUP SHELTERS	-\$1,570.00	\$ (1,637)	\$ (1,653)	\$ (1,670)	\$ (1,687)
60017	VENDING MACHINE COMMISSIONS	-\$126.52	\$ (132)	\$ (133)	\$ (135)	\$ (136)
60018	WASH & DRY	-\$1,248.75	\$ (1,302)	\$ (1,315)	\$ (1,328)	\$ (1,342)
60020	SHORT/OVER	-\$76.09	\$ (79)	\$ (80)	\$ (81)	\$ (82)
60025	REFUNDS	\$25,767.95	\$ 26,869	\$ 27,138	\$ 27,409	\$ 27,683
60027	PIONEER CAMP	-\$960.00	\$ (1,001)	\$ (1,011)	\$ (1,021)	\$ (1,031)
60028	PICNIC SHELTERS	-\$368.50	\$ (384)	\$ (388)	\$ (392)	\$ (396)
60033	CAMP SITE SR. CITIZEN DISCOUNT	\$9,068.60	\$ 9,456	\$ 9,551	\$ 9,646	\$ 9,743
60036	PROGRAM FEES	-\$3,643.00	\$ (3,799)	\$ (3,837)	\$ (3,875)	\$ (3,914)
60041	SOFT DRINK SALES	-\$1,748.50	\$ (1,823)	\$ (1,841)	\$ (1,860)	\$ (1,878)
60042	NON-COST ITEMS (ICE, WOOD)	-\$1,325.87	\$ (1,383)	\$ (1,396)	\$ (1,410)	\$ (1,424)
60066	SPECIAL PARK CLUBS (FIELD)	-\$80.00	\$ (83)	\$ (84)	\$ (85)	\$ (86)
60073	DISABLED VET DISCOUNT	\$1,367.20	\$ 1,426	\$ 1,440	\$ 1,454	\$ 1,469
60080	CR CARD CHGBACKS-PARKS	\$46.00	\$ 48	\$ 48	\$ 49	\$ 49
60082	BAD CHECKS	\$315.30	\$ 329	\$ 332	\$ 335	\$ 339
60090	FOOD/BEV ITEMS TO GO	-\$1,585.61	\$ (1,653)	\$ (1,670)	\$ (1,687)	\$ (1,703)
60092	"Friends" Discount at Parks	\$9,068.23	\$ 9,456	\$ 9,550	\$ 9,646	\$ 9,742
60099	SALES TAX	-\$1,062.40	\$ (1,097)	\$ (1,108)	\$ (1,119)	\$ (1,131)
61100	MISC CONCESSION AGREEMENTS	-\$1,215.40	\$ (1,267)	\$ (1,280)	\$ (1,293)	\$ (1,306)
65001	DAILY PARKING PASS		\$ -	\$ -	\$ -	\$ -
65002	ANNUAL PARKING PASS		\$ -	\$ -	\$ -	\$ -
65003	"Friends" membership fees		\$ -	\$ -	\$ -	\$ -
65004	Pay-Out to "Friends"		\$ -	\$ -	\$ -	\$ -
65005	Friends Incentive		\$ -	\$ -	\$ -	\$ -
66002	CANCELLATION FEES	-\$5,343.00	\$ (5,571)	\$ (5,627)	\$ (5,683)	\$ (5,740)
66003	REFUNDS-ADV. RESERV.	\$39,920.20	\$ 41,626	\$ 42,042	\$ 42,462	\$ 42,887
66005	CAMPING	-\$25,549.00	\$ (26,641)	\$ (26,907)	\$ (27,176)	\$ (27,448)
66006	COTTAGE	-\$55,792.40	\$ (58,176)	\$ (58,758)	\$ (59,345)	\$ (59,939)
66008	TENT/PIONEER CAMPING	-\$535.00	\$ (558)	\$ (563)	\$ (569)	\$ (575)
66015	GROUP SHELTER	-\$5,250.00	\$ (5,474)	\$ (5,529)	\$ (5,584)	\$ (5,640)
66019	Transfer Fees	-\$408.00	\$ (425)	\$ (430)	\$ (434)	\$ (438)
66028	PICNIC SHELTER	-\$1,245.00	\$ (1,298)	\$ (1,311)	\$ (1,324)	\$ (1,338)
69005	Camp Sites - PW	-\$58,346.00	\$ (60,859)	\$ (61,447)	\$ (62,062)	\$ (62,682)
69006	Cottages/Cabins	-\$42,440.00	\$ (44,253)	\$ (44,696)	\$ (45,143)	\$ (45,594)
69008	Tent/Pioneer Camps	-\$1,190.00	\$ (1,241)	\$ (1,253)	\$ (1,266)	\$ (1,278)
69015	GROUP SHELTERS	-\$8,665.00	\$ (9,055)	\$ (9,126)	\$ (9,217)	\$ (9,309)
69028	Picnic Shelters-PW	-\$1,865.00	\$ (1,945)	\$ (1,964)	\$ (1,984)	\$ (2,004)
TOTAL		\$ (431,494)	\$ (449,929)	\$ (454,428)	\$ (458,972)	\$ (463,562)

Total / Cost Recovery Pro Forma

Mistletoe State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	110,834	110,834	111,942	113,062	114,159
Operational Expenses	\$ 446,280	\$ 426,452	\$ 435,350	\$ 435,487	\$ 444,660
Earned Revenues	\$431,494	\$449,929	\$454,428	\$458,972	\$463,562
% Cost Recovery	97%	106%	104%	105%	104%