

Tugaloo State Park Business & Management Plan June 2011

Direction 2015 – Sustainable Business Planning

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Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Tugaloo 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	Tugaloo State Park
Site Manager	Robert Emery
Region Manager	Joe Yeager
Date of Business Plan completion	Prepared 6/12/11; Finalized 3/8/12
Site size	393 acres
Total number of visitors (FY 2010)	401,715
Total operating budget (FY 2010)	\$ 547,367
Total earned revenues (FY 2010)	\$ 584,724
Operational cost recovery (FY 2010)	107%
Average operating cost per visitor (FY 2010)	\$ 1.36
Average earned revenue per visitor (FY 2010)	\$ 1.46
Average cost recovery ¹ (FY 2008 – 2010)	102%
Target cost recovery (FY 2015)	110%
Total full-time employees ²	7
Total part-time employees ³	12
Primary service markets ⁴	Atlanta, Greenville/Spartanburg, Asheville
Primary attractors/visitor appeal factors	Lake Hartwell, camping, cottages, boat ramps, swimming beach, trails
Leading opportunities for improved site performance	New mega ramp facility, upcoming tent and yurt camping area, additional recreation rentals

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

Tugaloo State Park Business Plan

Site Summary and Key Attractions

Tugaloo State Park is located on the shores of Lake Hartwell in Northeast Georgia. Visitors come to the site mainly for the outdoor experience and the access to Lake Hartwell. The site is easily accessed from I-85 and not only draws a lot of visitors from northeast Georgia, but also upstate South Carolina and western North Carolina.

Key Attractions

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

- Lake Hartwell access
- Campgrounds, regular and primitive
- Cottages
- Swimming and beach area
- 3 boat ramps including large tournament facility
- Picnic areas, 7 shelters, 2 group shelters
- Pioneer camping
- Tennis courts
- 4 miles of trails
- 2 playgrounds
- Nature center/ amphitheater
- Special events/ interpretive programs

Financial Targets

The table below details the total operating expenses and earned revenues for Tugaloo 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 110% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Tugaloo State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	10%	40,172		
	2008	2009	2010	2015 Target
Visitors	484,664	413,554	401,715	441,887
Total Expenses	\$ 608,510	\$ 523,866	\$ 557,998	\$ 600,000
Total Revenues	\$ 577,292	\$ 538,207	\$ 584,724	\$ 660,000
Cost per Visitor	\$ 1.26	\$ 1.27	\$ 1.39	\$ 1.36
Revenue per Visitor	\$ 1.19	\$ 1.30	\$ 1.46	\$ 1.49
State Financial Support per Visitor	\$ (0.06)	\$ 0.03	\$ 0.07	\$ 0.14
Total Cost Recovery	95%	103%	105%	110%
Change from 2010 Expenses				\$ 42,002
Percent Change from 2010 Expenses				7.53%
Change from 2010 Revenues				\$ 75,276
Percent Change from 2010 Revenues				12.87%

Key Recommendations

Primary / Short Term Recommendations

1. Achieve a goal of 110% cost recovery by 2015, using a variety of strategies as described below.
2. Pursue a new pricing strategy to achieve a cottage occupancy rate of 42% and a reconfiguration of the campground to achieve a campsite occupancy rate of 32% by 2015.
3. Drop the 7-night minimum on cottages during the summer and try a 5-night minimum with no specific check-in days. Monitor the impact of this on the housekeeping staff.
4. Consider adding one or two more dog cottages, based on the current demand.
5. Add two additional campground hosts during nine months of the year to assist with staff cuts and add one additional host when tent camping and yurt areas come on line.
6. Utilize a minimum of 10-12 special events each year which will include 3-4 major fishing tournaments, 2-3 other major events, and 5-6 interpretive events to draw additional guests to the site.
7. Manage Tugaloo State Park according to well defined maintenance, program and operational standards.
8. Continue the process of upgrading and repairing an aging infrastructure. Specific areas that need to be addressed are roads, campsite upgrades and day-use restroom facilities.
9. Look for opportunities to grow the retail operation (with limited space considered) to increase site generated revenues.
10. Market and promote the new tent/yurt camping area when it comes on line, to appeal to a new segment of users, as well as current tent campers.

Secondary / Long Term Recommendations

1. Continue to develop partnerships with the City of Lavonia, Franklin County and Stephens County Chambers of Commerce and government agencies to bring regional fishing tournaments and other events to the site.
2. Grow the Friends of Tugaloo State Park to have more involvement in other aspects of the park operation other than the boat ramp, as well as continued involvement with the boat ramp operation.
3. Track the total economic impact of the site on the local community and region and share this information with decision-makers, elected officials, local business operators, and others to demonstrate the impact of Tugaloo State Park.
4. Review and update rates on an annual basis to recover the net cost of visitor supported services.

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 Tugaloo 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.

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Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Infrastructure- roads	13.4	Fair
Infrastructure- boat ramps	3	Excellent/Fair
Visitor Center	1	Fair
Park pass Kiosk	1	Good
Cottages 1-10	10	Good
Cottages 11A-19	10	Good
Picnic Shelters	7	Good
Pavilion	1	Good
Group Shelter	1	Fair
Campsites, Water and Electric	105	Fair
Campsites, Primitive	6	Fair
Campsites, Pioneer	1	Fair
Comfort Stations	4	Excellent
Rest Stations	2	Fair
Beach House	1	Fair
Concession Building	1	Fair
Maintenance Shop	1	Fair
Maintenance Outbuildings	9	Fair
Residences	2	Good
Stewart Lodge	1	Good
Residence Outbuildings	2	Good
Nature Hut	1	Good
Horse Barn	1	Fair
Trails	4 miles	Good
Pit Privies	5	Good
Pump Houses	6	Fair
Linen House	1	Excellent
Cleaning Supply Storage	1	Fair
Playground Equipment	2	Good
Tennis Courts	2	Fair
Miniature Golf	1	Poor
Amphitheater	1	Good
Docks	13	Excellent/Good/Fair

Tugaloo State Park Business Plan

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
Roads - paving of 13.4 miles of roads plus cottage drives	High
Renovation of day-use restrooms, bathhouse, 2 rest stations	High
Rip-rap on cottage 11A-19 shoreline	High
Replace sewage systems in campground and beach area	High
Dock re-decking	High
Campsite renovation (25 sites)	High
Miniature golf renovation	High
Group shelter renovation	Moderate
Replace playground in camping area	Moderate
Office renovation/ expansion	Moderate
Tennis court resurfacing	Moderate
New maintenance facility	Moderate
Mega Ramp Improvements - restroom, seating, grass	Moderate

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.

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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 Tugaloo State Park have been identified as **core**:

- **Open and public access to the site and its resources**
- **Public safety**
- **Active management of the natural and cultural resources of the site**
- **Maintenance of grounds, facilities and infrastructure**

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 Tugaloo State Park have been identified as **important services**:

- **Providing public sales of fishing licenses**
- **Site appropriate basic education, interpretation and recreational opportunities**
- **Special events and programs to enhance education, interpretation and recreational opportunities appropriate to the site**

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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 Tugaloo State Park have been identified as **visitor supported services**:

- **Cottages**
- **Camping**
- **Shelter rentals**
- **Retail sales**
- **Recreational equipment rental (canoes, putt-putt)**
- **Special events that have an impact on the site or staff resources**
- **Rental boats**
- **Dry boat/RV storage**

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Staffing Assessment

Labor costs at Tugaloo State Park represent the largest area of budgetary expense at an average of 70% 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 3	1	0	2,300
Assistant Park Manager 2	1	0	2,200
Park Enforcement Ranger	1	0	2,080
Park Ranger 2	1	0	2,100
General Trades Craftsman	1	0	2,080
Program Assistant	1	0	2,080
Housekeeper Supervisor	1	0	2,080
TOTAL	7	0	14,920

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Desk Clerk	2	0	2,000
Maintenance Worker	4	1	5,000
Naturalist	1	0	600
Housekeeper	5	0	5,000
TOTAL	12	1	12,600

Labor Support

Labor Support	Annual Hours
Kiosk Clerk	2,000
Campground Hosts	5,800
General Volunteers	500
Community Service W	1,000
Resource Management Crews	100
TOTAL	9,400

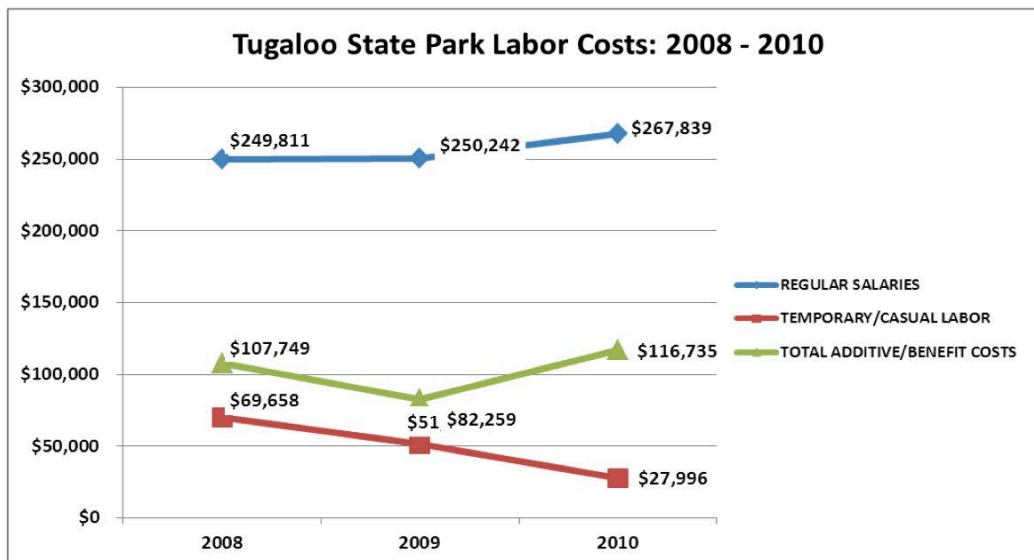
Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	14,920
Part Time Employees	12,600
Labor Support	9,400
TOTAL Annual Labor Hours	36,920

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LABOR BUDGET SUMMARY

	Tugaloo	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
	Account Code and Sub-Class Expenditure Descriptions				
	REGULAR SALARIES	249,811	250,242	267,839	7%
	ANNUAL LEAVE PAY	2,185	2,233	6,147	181%
	OTHER SUPPLEMENTAL	338	343	354	5%
	TEMPORARY/CASUAL LABOR	69,658	51,757	27,996	-60%
	FICA	18,273	17,759	20,494	12%
	RETIREMENT	26,909	26,961	27,882	4%
	HEALTH INSURANCE	57,640	32,664	59,367	3%
	UNEMPLOYMENT INSURANCE	493	388	573	16%
	ASSESSMENTS BY MERIT	1,911	1,911	1,918	0%
	PERSONAL SERVICES	427,218	384,258	412,570	-3%



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Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by over 80,000 visitors. This is largely attributed to the economy and the increase in parking fees.

Year	Total Visitation
2008	484,664
2009	413,554
2010	401,715

Occupancy for the overnight accommodations at Tugaloo State Park for the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 5%. Specifically, campsite occupancy has decreased by 3%, and cottage occupancy has decreased by a rate of 7%. This is largely attributed to continued rate increases and the economy. The decrease in cottage occupancy is part of a larger trend for the past 7 years where occupancy has decreased from close to 50%, due to continuous rate increases. Our cottage rates recommended for 2012 and 2013 are designed to resolve this problem by offering more seasonal rates to match the market demand for our overnight facilities.

Year	Cottage Occupancy	Campsites Occupancy
2008	41.27%	30.28%
2009	34.77%	25.65%
2010	34.15%	27.39%

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Tugaloo State Park	2009	100% *
	2010	70% *

*The sample size for this data is so small that it could not be considered statistically significant.

Tugaloo State Park Business Plan

Financial Performance Assessment

Operational Expenses

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

Tugaloo State Park				
Operational Expenses	2008	2009	2010	% Change from 2008
REGULAR SALARIES	249,811	250,242	267,839	7%
ANNUAL LEAVE PAY	2,185	2,233	6,147	181%
OTHER SUPPLEMENTAL OVERTIME	338	343	354	5%
TEMPORARY/CASUAL LABOR	69,658	51,757	27,996	-60%
FICA	18,273	17,759	20,494	12%
RETIREMENT	26,909	26,961	27,882	4%
HEALTH INSURANCE	57,640	32,664	59,367	3%
UNEMPLOYMENT INSURANCE	493	388	573	16%
ASSESSMENTS BY MERIT	1,911	1,911	1,918	0%
DRUG TESTING	0	0	0	
PERSONAL SERVICES	427,218	384,258	412,570	-3%
POSTAGE	222	79	146	-34%
MOTOR VEHICLE EXPENSES	20,179	23,138	11,239	-44%
PRINTING & PUBLICATION	0	0	0	0%
SUPPLIES & MATERIALS	32,754	17,485	18,565	-43%
REPAIRS & MAINTENANCE	2,616	810	1,462	-44%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE	11,841	17,967	15,451	30%
ENERGY	72,932	57,526	60,315	-17%
RENTS	2,748	1,828	1,858	-32%
INSURANCE & BONDING	2,045	7,700	6,953	240%
FREIGHT		26		
PURCHASING CARD	0	0	0	
OTHER OPERATING EXPENSES	6,552	6,770	7,596	16%
CLAIMS & BONDS & INTEREST		0		
TRAVEL	6,711	0	846	-87%
REGULAR EXPENSES	158,600	133,329	124,431	-22%
MOTOR VEHICLE EQUIPMENT	0			0%
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	4,742	2,700	2,137	-55%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	150	0	0	-100%
ADVERTISING - PROCUREMENT CARD				
RESALE	14,300	6,155	8,229	-42%
TOTAL OTHER EXPENDITURES	19,192	8,855	10,366	-46%
GRAND TOTAL	\$ 605,010	\$ 526,442	\$ 547,367	-10%
Earned Revenues	\$577,292	\$538,207	\$584,724	0%
% Cost Recovery	95%	102%	107%	12%

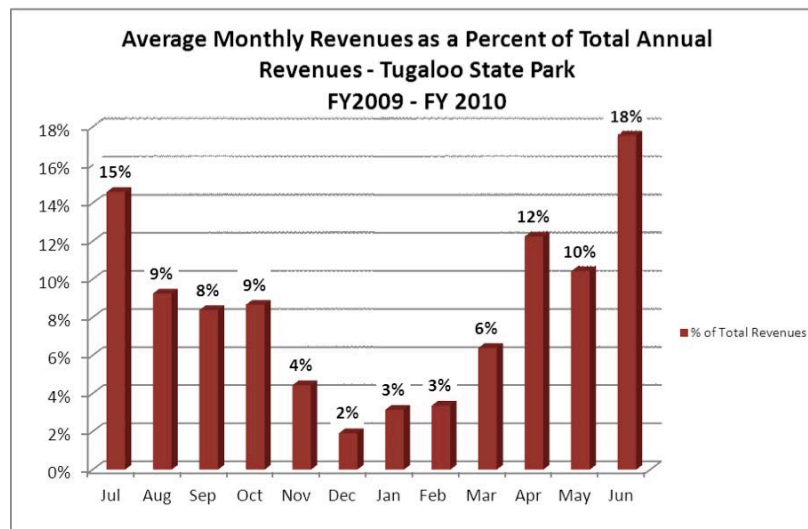
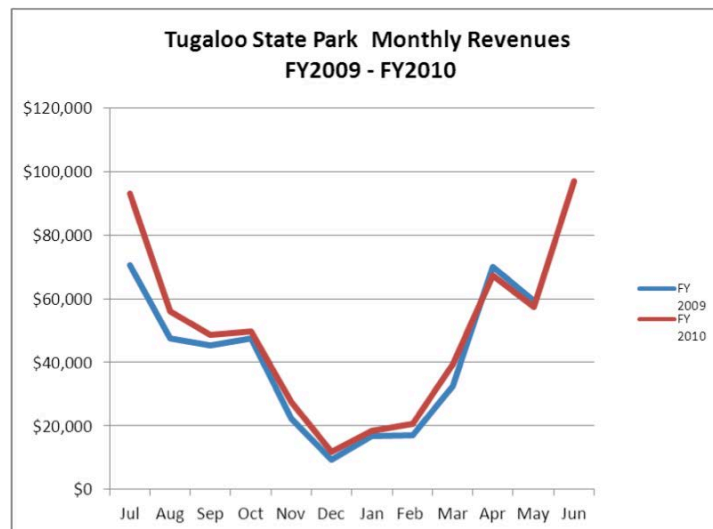
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Earned Revenues

Earned revenues at Tugaloo State Park have remained constant since 2008, despite a decrease in visitation to the site. Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue increased 9% from 2009 to 2010, with the largest **increases** in monthly revenues in July (32%), August (24%), and November (24%) and the largest **decreases** in the months of April (4%), May (3%), and June (3%). The significant increases can be attributed to the historical low levels of Lake Hartwell during FY09.

Tugaloo State Park													
FY 2009 - FY 2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$70,440	\$47,660	\$45,453	\$47,542	\$22,184	\$9,570	\$16,808	\$17,078	\$32,464	\$69,920	\$59,296	\$99,793	\$536,435
FY 2010	\$93,131	\$56,056	\$48,529	\$49,608	\$27,542	\$11,881	\$18,479	\$20,650	\$39,255	\$67,396	\$57,525	\$96,814	\$584,724
Avg	\$81,786	\$51,858	\$46,991	\$48,575	\$24,863	\$10,726	\$17,644	\$18,864	\$35,860	\$68,658	\$58,411	\$98,304	\$560,580
% of Total Revenues	15%	9%	8%	9%	4%	2%	3%	3%	6%	12%	10%	18%	100%
% change	32%	18%	7%	4%	24%	24%	10%	21%	21%	-4%	-3%	-3%	9%

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

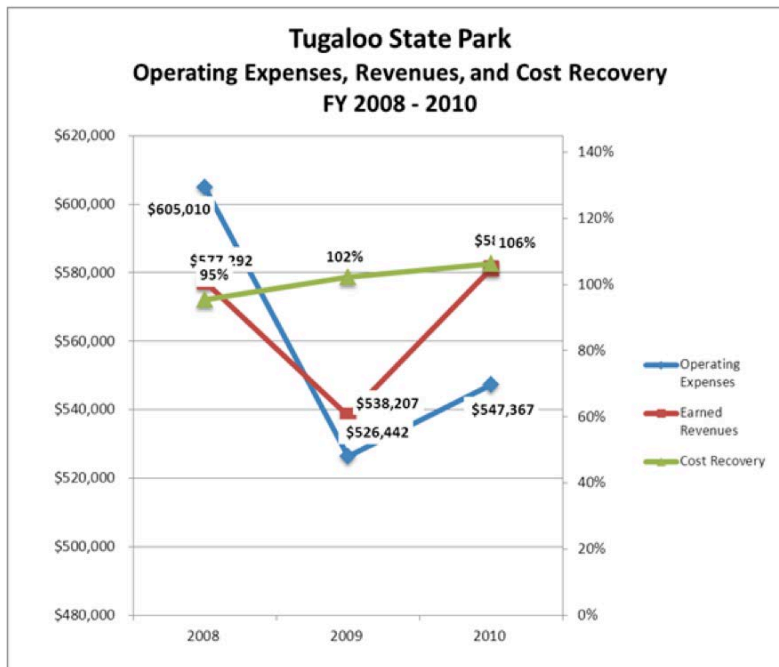


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Cost Recovery Trends

Tugaloo State Park has achieved an average cost recovery of 101% 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	\$605,010	\$577,292	95%
2009	\$526,442	\$538,207	102%
2010	\$547,367	\$584,724	106%



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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 Tugaloo State Park since 2005, with the largest increase being cottage rentals, which have increased 50% since 2005. A table detailing the rate history for Tugaloo State Park is provided below.

Region	PARK RESERVABLES (ALPHA ORDER)	2003	2004	2005	2006	2007	2008	2009	1/1/2010	4/1/2010	2011
1	TUGALOO										
	Picnic Shelter	\$30	\$30	\$30	\$30	\$30	\$30	\$35	\$35	\$40	\$40
	Pavilion (capacity)	\$60 (80)	\$60 (80)	\$60 (80)	\$60 (80)	\$60 (80)	\$70 (80)	\$70 (80)	\$70 (80)	\$75 (80)	\$75 (80)
	Group Shelter (capacity)	\$85 (80)	\$85 (80)	\$85 (80)	\$85 (80)	\$85 (80)	\$80 (80)	\$100 (80)	\$100 (80)	\$105 (80)	\$105 (80)
	Camping (RV/ Tent) Premium & Regular						\$25/23	\$25/23	\$25/23	\$28/25	
	Year round - Premium	\$21/19	\$21/19	\$21/19							\$30/25
	Year round - Regular	\$19/17	\$19/17	\$20/18							\$27/23
	Camping (Primitive)	\$8	\$8	\$8	\$8	\$8	\$12	\$12	\$12	\$15	\$15
	Cottage (2 BR)										
	Year round						\$110	\$120	\$120	\$125	\$135
	Peak Season - Mar 15th - May 30 & Holidays						\$120	\$130	\$130	\$135	
	Apr - LD - (wd)	\$80	\$80	\$85							
	Apr - LD - (we)	\$90	\$90	\$95							
	LD - Mar - (wd)	\$70	\$70	\$85							
	LD - Mar - (we)	\$80	\$80	\$95							
	Apr - Oct (wd)				\$85	\$90					
	Apr - Oct (we)				\$95	\$100					
	Nov - Mar (wd)				\$75	\$80					
	Nov - Mar (we)				\$85	\$90					
	Pioneer Campsite	\$15	\$15	\$15	\$15	\$15	\$25	\$25	\$25	\$30	\$30

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Implement more strategic pricing of cottages to reflect real peak seasons and demand. Promote use of cottages and camping to fishing tournament groups. Market and promote the new tent camping area when it comes on line.

Enhance Revenue Generation Strategies

Update and be more creative in the resale operation. Guests to this park are not necessarily looking for souvenir items, but there are opportunities. Limited space is an issue without expansion. Consider changing two cottage policies: 1) reduce/drop seven night minimum during June and July, and 2) increase dog friendly cottages from two to three, or four. Also, look at offering reduced rates and specials during slower seasons. Consider adding pontoon boat rentals, possibly through a concession agreement with a local marina. Explore the possibility of camper/boat storage.

Expand Special Events at the Site

Continue to work with the Friends Group, City of Lavonia, and Chamber of Commerce to attract special events to the tournament ramp. Explore other events that might be hosted using this facility.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Additional interpretive programming cannot be done at current staffing levels; however, if funding allows, consider increasing the hours for the naturalist position to permit this. Recreational opportunities exist with the new boat ramp and there is also a need to enhance fishing opportunities, especially for those without boats. Fishing clinics should be considered by bringing in “experts.”

Improve the Effectiveness of Marketing and Sales

Consider advertising in local magazines and publications.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Rangers on site need to interact more with the public about their needs and desires for the park, time permitting. The new online comment card system will provide us a better tool to monitor feedback from the public.

Expand Partnership Opportunities

Partner with local Chambers of Commerce, City of Lavonia, Franklin County, and Stephens County to promote the site and site events. Continue to grow the Friends group to expand to other aspects of the park operation in addition to the boat ramp area.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Tugaloo State Park as either core, important, or visitor supported and projects 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
Open and public access to the site and its resources	0%
Public safety	0%
Active management of natural and cultural resources of the site	0%
Maintenance of grounds, facilities and infrastructure	0%

Important Services	
Program / Service	Target Cost Recovery
Providing public sales of fishing licenses	5%
Site appropriate basic education, interpretation, and recreational opportunities	110%
Special events and programs to enhance education, interpretation and recreational opportunities appropriate to the site	150%

Visitor Supported	
Program / Service	Target Cost Recovery
Cottages	120%
Camping	120%
Shelter rentals	150%
Retail sales	150%
Recreational equipment (canoes, putt-putt)	120%
Special events that have an impact on the site or staff resources	150%
Rental boats	NA*
Dry boat/RV storage	NA*

* Target cost recovery not available until research on costs and provider is performed

Tugaloo State Park Business Plan

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">• Corps of Engineers• Franklin County Sheriff's Office• Georgia WRD	<ul style="list-style-type: none">• Friends of Tugaloo State Park• Various Bass Clubs/Associations	<ul style="list-style-type: none">• Georgia Multi-Sports Corp
Vendor Partners	<ul style="list-style-type: none">• Highland Walk and Arrowhead Point Golf Courses	<ul style="list-style-type: none">• Hart EMC	<ul style="list-style-type: none">• Linda Schuler Concessions• George Wilcox Cable
Service Partners	<ul style="list-style-type: none">• City of Lavonia• Franklin County• Stephens County• Dept. of Corrections	<ul style="list-style-type: none">• Chamber(s) of Commerce (City of LA, Franklin Co., Stephens Co.)• Lake Hartwell Marketing Alliance	
Co-branding Partners	<ul style="list-style-type: none">• Travelers Rest Historic Site		
Funding Resource Development Partner		<ul style="list-style-type: none">• Friends of Georgia State Parks• Friends of Tugaloo State Park	

Marketing and Sales Plan

Marketing and Sales Goals

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

1. To get cottage occupancy back above 40% year round by aggressively pricing cottages based on seasonal demand.
2. To produce increased overall visitation and revenues. Two specific areas of opportunity are the new boat ramp and the upcoming tent camping area.
3. To increase the retail sales.
4. To increase the sites cost recovery figure above 110%.

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
Cottage Occupancy Rate	34%	37%	40%	42%
Camping Occupancy Rate	27%	29%	30%	37%
Park Attendance	401,000	410,000	420,000	430,000
Retail Sales	\$10,919	\$12,000	\$13,000	\$15,000
Cost Recovery	107%	107%	108%	110%

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Tugaloo 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

Tugaloo State Park Business Plan

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 Tugaloo State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Fishing Tournaments	Summer Programs	Summer Programs
Tugaloo Triathlon	Junior Ranger Camp	Nature Hut
Other boating/ specials events		

PACKAGING

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

Package	Package Details
Stay and Paddle	Free canoe use with a 3 night cottage rental
Travelers Delight	Free family admission to Travelers Rest HS with a 3 night cottage rental
Golfer's Special	Golf packages offered with Victoria Bryant and Richard Russell
Pay for two, get one free	During the months of March and November (except Thanksgiving), pay for two nights and get the third free for cottages and campsites

GROUP SALES

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

- Bass Clubs
- Church Groups
- Camping Clubs
- Scout Groups
- School Groups

Incentivizing New and Repeat Visitation

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

- Pay for 10, get one free. Over the course of the calendar year, pay for ten nights on a campsite, and get the next night free.
- Encourage Friends membership sales from the front counter staff to bring repeat customers.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Tugaloo State Park has set a financial goal of increasing annual revenues 2-3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely boat ramp operations, new tent camping area, increased occupancy of cottages, and retail. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
FY10	Base Year	\$93,131	\$56,056	\$48,529	\$49,608	\$27,542	\$11,881	\$18,479	\$20,650	\$39,255	\$67,396	\$57,525	\$96,814	\$93,131
FY11	2%	\$94,994	\$57,177	\$49,500	\$50,600	\$28,093	\$12,119	\$18,849	\$21,063	\$40,040	\$68,744	\$58,676	\$98,750	\$94,994
FY12	2%	\$96,893	\$58,321	\$50,490	\$51,612	\$28,655	\$12,361	\$19,226	\$21,484	\$40,841	\$70,119	\$59,849	\$100,725	\$96,893
FY13	2%	\$98,831	\$59,487	\$51,499	\$52,644	\$29,228	\$12,608	\$19,610	\$21,914	\$41,658	\$71,521	\$61,046	\$102,740	\$98,831
FY14	3%	\$101,796	\$61,272	\$53,044	\$54,224	\$30,105	\$12,986	\$20,198	\$22,571	\$42,907	\$73,667	\$62,877	\$105,822	\$101,796
FY15	3%	\$104,850	\$63,110	\$54,636	\$55,850	\$31,008	\$13,376	\$20,804	\$23,249	\$44,195	\$75,877	\$64,764	\$108,997	\$104,850

These projections would result in a total of 12.6% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative increase of 9.6% between FY2010 and FY2015, then the overall cost recovery of the site will be approximately 110% in FY2015 at these projected revenue levels. This is higher than the annual financial performance of the site in FY2010, which was operated at 107% cost recovery in that year.

Pricing Plan

This pricing plan reflects the current business approach to fees. Campsites are charged at a higher rate for premium (waterfront) sites, a difference that history has shown that customers are willing to pay for the better site. Standard sites remain at a lower rate in order to try to keep those filled. Cottages rates reflect a reduced demand for cottages with only a single bath in order to keep those filled. Carefree discounts will be offered during the off season in an attempt to utilize unused facilities.

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Yield Management Margin (%)	Positive Yield Management Margin (\$)	Negative Yield Management Margin (%)	Margin (\$)
1	TUGALOO						
	Picnic Shelter	40	40	10%	\$4	10%	
	Pavilion (capacity)	\$75 (80)	\$75 (80)	10%	\$4	-10%	
	Group Shelter (capacity)	\$105 (80)	\$105 (80)	10%	\$11	-10%	
	Camping (RV/ Tent) Premium & Regular						
	Peak Premium (March-November)	30/27	30/27	10%	\$3/\$2.7	-10%	
	Peak Standard (March-November)	27/23	27/23	10%	\$2.7/\$2.3	-10%	
	Off Season (December-February) All sites		27/23	10%	\$2.7/\$2.3	-10%	
	Camping (Primitive)	15	15	0		0%	
	Cottage (2 BR)						
	Year round	135					
	Cottages (2 Bedrooms/ two baths)		135	10%	\$14	-10%	
	Cottages (2 Bedroom/ one bath)		125	10%	\$12	-10%	
	Carefree discounts will be offered during December, January, and February						
	Pioneer Campsite	30	30	0			0

Tugaloo State Park Business Plan

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Fishing Tournaments (100+ boats)	Recreation	Spring/ Fall/ Winter	5 or more events per year	200+ fishermen	\$5.00 parking	Cost recovery through rental of facilities
Fishing Tournaments (<100 boats)	Recreation	Anytime	10 or more events per year	10 or more fisherman	\$5.00 parking	No real cost
Boat / Jet Ski Shows and Events	Recreation	Spring Summer	1-2 events per year	General public 500+	\$5.00 parking	100%
Tugaloo Triathlon	Recreation	September	1 per year	500+ participants	\$1000 use fee. \$5.00 parking fee	120%
School Programs	Education	Spring	4 or more per year	400 + students	\$2.00 student fee.	80%+
Other Interpretive Programs	Education/ Recreation	Summer	Weekly	varies	Park guests & locals	10%
Other Special Events	Recreation	Anytime	2-3 per year	To be determined	To be determined	100%+

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Beach Concession	Summer months	10% gross to park	Robert Emery
Cable Television	Ongoing	\$1.00 per night to vendor	Robert Emery

Expense Management Plan

Personnel Assignments

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

Action	Timeline	Outcome
Adjust mowing and landscaping schedules for portions of the site	Ongoing	Savings of fuel and manpower
Use campground host for kiosk operation	Ongoing	Labor savings
New host site in new tent camping area	Spring 2012	Labor savings
Detainee and community service work labor	Ongoing	Labor savings
Reduce hours of office and kiosk operation	Ongoing	Labor savings
Concessionaire for beach concession stand	Ongoing	Labor savings

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 with assistance from Friends group.	Ongoing	Labor savings

Adjusted Levels of Service

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

Action	Timeline	Outcome
Adjust mowing and landscaping schedules for portions of the site	Ongoing	Savings of fuel and manpower
Adjust hours of operation for office and kiosk	Ongoing	Manpower savings
Concessionaire at beach operation	Summer	Savings of Manpower, labor

Tugaloo State Park Business Plan

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

TUGALOO STATE PARK					
Operational Expenses	2010 (Actual)	2012	2013	2014	2015
REGULAR SALARIES	\$267,839	\$273,196	\$278,660	\$284,233	\$289,918
ANNUAL LEAVE PAY	\$6,147	\$6,270	\$6,395	\$6,587	\$6,785
OTHER SUPPLEMENTAL	\$354	\$361	\$368	\$379	\$391
OVERTIME	\$0	\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR	\$27,996	\$28,556	\$29,127	\$30,001	\$30,901
FICA	\$20,494	\$20,904	\$21,322	\$21,962	\$22,620
RETIREMENT	\$27,882	\$28,440	\$29,008	\$29,879	\$30,775
HEALTH INSURANCE	\$59,367	\$60,554	\$61,765	\$63,618	\$65,527
UNEMPLOYMENT INSURANCE	\$573	\$584	\$596	\$614	\$632
ASSESSMENTS BY MERIT	\$1,918	\$1,956	\$1,995	\$2,055	\$2,117
DRUG TESTING	\$0	\$0	\$0	\$0	\$0
PERSONAL SERVICES	\$412,570	\$420,821	\$429,238	\$437,823	\$450,957
POSTAGE	\$146	\$149	\$152	\$156	\$161
MOTOR VEHICLE EXPENSES	\$11,239	\$11,464	\$11,693	\$12,044	\$12,405
PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$18,565	\$18,936	\$19,315	\$19,894	\$20,491
REPAIRS & MAINTENANCE	\$1,462	\$1,491	\$1,521	\$1,567	\$1,614
EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0
WATER & SEWAGE	\$15,451	\$15,760	\$16,075	\$16,557	\$17,054
ENERGY	\$60,315	\$61,521	\$62,752	\$64,634	\$66,573
RENTS	\$1,858	\$1,895	\$1,933	\$1,991	\$2,051
INSURANCE & BONDING	\$6,953	\$7,092	\$7,234	\$7,451	\$7,674
FREIGHT	\$0	\$0	\$0	\$0	\$0
PURCHASING CARD	\$0	\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$7,596	\$7,748	\$7,903	\$8,140	\$8,384
CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0
TRAVEL	\$846	\$863	\$880	\$907	\$934
REGULAR EXPENSES	\$124,431	\$126,920	\$129,458	\$133,342	\$137,342
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	\$2,137	\$2,180	\$2,223	\$2,290	\$2,359
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	\$8,229	\$8,394	\$8,561	\$8,818	\$9,083
TOTAL OTHER EXPENDITURES	\$10,366	\$10,573	\$10,785	\$11,108	\$11,442
GRAND TOTAL	\$ 547,367	\$ 558,314	\$ 569,481	\$ 582,273	\$ 599,741

Georgia State Parks & Historic Sites

Revenue Pro Forma

Revenue Pro Forma						
Tugaloo 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	\$ (10,236)	\$ (10,441)	\$ (10,754)	\$ (11,184)	\$ (11,631)
60002	CANCELLATION FEES	\$ (5,019)	\$ (5,119)	\$ (5,273)	\$ (5,484)	\$ (5,703)
60004	COTTAGES	\$ (207,172)	\$ (211,315)	\$ (217,655)	\$ (224,185)	\$ (230,910)
60005	CAMPING	\$ (159,090)	\$ (162,272)	\$ (167,140)	\$ (173,826)	\$ (180,779)
60007	BOATS	\$ (1,870)	\$ (1,907)	\$ (1,965)	\$ (2,043)	\$ (2,125)
60011	MINIATURE GOLF	\$ (1,359)	\$ (1,386)	\$ (1,428)	\$ (1,485)	\$ (1,544)
60014	DOG FEES	\$ (3,280)	\$ (3,346)	\$ (3,446)	\$ (3,584)	\$ (3,727)
60015	GROUP SHELTER	\$ (200)	\$ (204)	\$ (210)	\$ (219)	\$ (227)
60017	VENDING MACHINE COMM	\$ (28)	\$ (29)	\$ (30)	\$ (31)	\$ (32)
60018	WASH AND DRY	\$ (1,738)	\$ (1,773)	\$ (1,826)	\$ (1,899)	\$ (1,975)
60020	SHORT/OVER	\$ 922	\$ 940	\$ 969	\$ 1,007	\$ 1,048
60025	REFUNDS	\$ 28,610	\$ 29,182	\$ 30,058	\$ 31,260	\$ 32,510
60027	PIONEER CAMP	\$ (475)	\$ (485)	\$ (499)	\$ (519)	\$ (540)
60028	PICNIC SHELTERS	\$ (260)	\$ (265)	\$ (273)	\$ (284)	\$ (295)
60033	CAMPSITE SR. DISCOUNT	\$ 10,449	\$ 10,658	\$ 10,978	\$ 11,417	\$ 11,874
60036	PROGRAM FEES	\$ (465)	\$ (474)	\$ (489)	\$ (508)	\$ (528)
60037	MISC. PARK RECEIPTS	\$ (18)	\$ (18)	\$ (19)	\$ (20)	\$ (20)
60041	SOFT DRINK SALES	\$ (1)	\$ (1)	\$ (1)	\$ (1)	\$ (1)
60073	DISABLED VETERANS DISC	\$ 2,083	\$ 2,125	\$ 2,188	\$ 2,276	\$ 2,367
60075	TV CABLE RENTAL	\$ 13,129	\$ 13,392	\$ 13,793	\$ 14,345	\$ 14,919
60079	TELEPHONE BOOTH COMM	\$ (5)	\$ (5)	\$ (5)	\$ (5)	\$ (5)
60080	CRD CARD CHARGEBACKS	\$ 379	\$ 387	\$ 398	\$ 414	\$ 431
60082	BAD CHECKS	\$ 5	\$ 5	\$ 5	\$ 5	\$ 6
60090	FOOD/BEV ITEMS TO GO	\$ (683)	\$ (697)	\$ (718)	\$ (746)	\$ (776)
60092	FRIENDS DISC. AT PARKS	\$ 4,637	\$ 4,730	\$ 4,872	\$ 5,066	\$ 5,269
60099	SALES TAX	\$ (2,045)	\$ (2,086)	\$ (2,148)	\$ (2,234)	\$ (2,324)
61100	MISC CONCESSION AGREEMENTS	\$ (2,542)	\$ (2,593)	\$ (2,671)	\$ (2,777)	\$ (2,889)
63908	OTHER/MISC	\$ (489)	\$ (499)	\$ (514)	\$ (534)	\$ (556)
65003	FRIENDS MEMEMBERSHIP FEES	\$ (17,075)	\$ (17,417)	\$ (17,765)	\$ (18,475)	\$ (19,214)
65004	PAYOUT TO FRIENDS	\$ 13,891	\$ 14,169	\$ 14,594	\$ 15,178	\$ 15,785
65005	FRIENDS INCENTIVE	\$ (665)	\$ (678)	\$ (699)	\$ (727)	\$ (756)
66002	CANCELLATION FEES	\$ (6,537)	\$ (6,668)	\$ (6,868)	\$ (7,142)	\$ (7,428)
66003	REFUNDS/ADVANCE RES	\$ 48,177	\$ 49,141	\$ 50,615	\$ 52,639	\$ 54,745
66005	CAMPING	\$ (50,731)	\$ (51,746)	\$ (53,298)	\$ (55,430)	\$ (57,647)
66006	COTTAGES	\$ (68,688)	\$ (70,062)	\$ (72,164)	\$ (75,050)	\$ (78,052)
66008	PIONEER CAMP	\$ (245)	\$ (250)	\$ (257)	\$ (268)	\$ (278)
66015	GROUP SHELTER	\$ (3,500)	\$ (3,570)	\$ (3,677)	\$ (3,824)	\$ (3,977)
66019	TRANSFER FEES	\$ (383)	\$ (391)	\$ (402)	\$ (418)	\$ (435)
66028	PICNIC SHELTERS	\$ (3,875)	\$ (3,953)	\$ (4,071)	\$ (4,234)	\$ (4,403)
69005	CAMPSITE- PW	\$ (85,970)	\$ (87,689)	\$ (90,320)	\$ (93,933)	\$ (97,690)
69006	COTTAGES	\$ (66,905)	\$ (68,243)	\$ (70,290)	\$ (73,102)	\$ (76,026)
69008	PIONEER CAMP	\$ (1,160)	\$ (1,183)	\$ (1,219)	\$ (1,267)	\$ (1,318)
69015	GROUP SHELTER	\$ (1,120)	\$ (1,142)	\$ (1,177)	\$ (1,224)	\$ (1,273)
69028	PICNIC SHELTERS	\$ (3,486)	\$ (3,556)	\$ (3,662)	\$ (3,809)	\$ (3,961)
TOTAL		\$ (585,033)	\$ (596,734)	\$ (614,462)	\$ (636,864)	\$ (660,096)

Tugaloo State Park Business Plan

Total Pro Forma

Tugaloo State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	401,000	409,020	417,200	425,544	434,055
Operational Expenses	\$ 547,367	\$ 558,314	\$ 569,481	\$ 582,273	\$ 599,741
Earned Revenues	\$585,033	\$596,734	\$614,462	\$636,864	\$660,096
% Cost Recovery	107%	107%	108%	109%	110%

Georgia State Parks & Historic Sites

ACTION PLAN					
Site: Tugaloo State Park		Site Manager: Robert Emery		Date: June, 2011	
Month:					
Strategy	Tasks	Costs / Funding	Revenues / ROI	Responsibilities	Metrics
Aggressively market cottage vacancies and be sure housekeeping staff is there to do it.	Look at listing on Facebook, Craig’s List, etc. Base rates on seasonal demand.	Staff time to make reservations and to clean additional units	Unknown, but potentially great based on historical occupancy	Additional responsibility to office staff of making reservations	Revenue
Market and promote new tent camping area	Work with marketing, local chambers	Staff time	Unknown, but potentially great	Additional responsibilities to staff	Revenue
Enhance Retail Operation	Reviewing sales, looking for opportunities	Staff time, resale money, space needs	Unknown, but potentially good	Additional responsibility to staff	Revenue
Work with local government and chambers of commerce to attract some large special events	Networking, working through Friends Group	Staff time	Revenue potential is great, especially on parking fees	Additional responsibility to staff	Revenue
Updating infrastructure	Requesting capital outlay funds	Staff time, funding for projects	Potential negative ROI	Park Manager	Revenue-loss or gain