

Florence Marina State Park Business & Management Plan

Prepared June 2011; Finalized February 2013

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 Florence Marina 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	Florence Marina State Park
Site Manager	Tracy Yearta
Region Manager	Eric Bentley
Date of Business Plan completion	11/28/12
Site size	173 acres
Total number of visitors (FY 2010)	86,194
Total operating budget (FY 2010)	\$486,335
Total earned revenues (FY 2010)	\$410,503
Operational cost recovery (FY 2010)	84%
Average operating cost per visitor (FY 2010)	\$5.64
Average earned revenue per visitor (FY 2010)	\$4.75
Average cost recovery ¹ (FY 2008 – 2010)	82%
Target cost recovery (FY 2015)	79%
Total full-time employees ²	7
Total part-time employees ³	3
Primary service markets ⁴	Columbus, Albany, Atlanta, Eufaula, Dothan and Tallahassee
Primary attractors/visitor appeal factors	Lake Walter F. George
Leading opportunities for improved site performance	Additional cottage, camper cabins, pioneer camp, additional programming services and expanded resale opportunities.

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 173-acre site of Florence Marina is located in a rural setting on the northern end of Lake Walter F. George, roughly 40 miles from Columbus and 70 miles from Albany. The relative isolation of Florence Marina is a challenge, but currently is achieving the identified cost recovery target.

Key Attractions

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

- Cottages
- Campground
- Marina
- Kirbo Educational Center
- Gift Shop/Trading Post
- Lighted Fishing Pier
- Boat Rentals
- Lake Walter F George

Financial Targets

The table below details the total operating expenses and earned revenues for Florence Marina 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 79% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

0	Target Visitation Growth from FY-2010	Target Change in Visitation		
Visitation Assumptions	5%	4,310		
	FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	82,290	92,069	86,194	90,504
Total Operational Expenses	\$537,751	\$502,771	\$486,337	\$535,216
Total Earned Revenues	\$431,902	\$414,129	\$410,503	\$423,516
Cost per Visitor	\$6.53	\$5.46	\$5.64	\$5.91
Revenue per Visitor	\$5.25	\$4.50	\$4.76	\$4.68
State Financial Support per Visitor	(\$1.29)	(\$0.96)	(\$0.88)	(\$1.23)
Total Cost Recovery	80.3%	82.4%	84.4%	79.1%
Change in Expenses between 2010 & 2015				\$48,879
Percent Change in Expenses between 2010 & 2015				10.1%
Change in Revenues between 2010 & 2015				\$13,013
Percent Change in Revenues between 2010 & 2015				3.2%

Key Recommendations

Primary / Short Term Recommendations

1. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
2. Collect a statistically-valid sample of ZIP code data from visitors in a non-intrusive way to gauge their origins and demographics (e.g., age, ethnicity, income, etc.) and use the results to improve programming and marketing efforts to appeal to a broader audience.
3. Expand existing 5 special events to draw more visitors and increase revenue. Florence and Providence Canyon combined has seventeen special events.
4. Conduct fund raisers utilizing Friends of Florence Marina during special events.
5. Enhance facilities and program offerings for each visitor while maintaining a 90% customer satisfaction rating.
6. Manage Florence Marina according to well-defined maintenance, program and operational standards monitored and enforced by region managers and senior management.
7. Continue to work with Florence Marina Friends Chapter of the Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.
8. Perform a thorough net cost-of-service analysis on major functions of site operations, including the detailed analysis of labor requirements (by task) that has already been produced by site staff. Thereafter, update costs to deliver services on a biennial schedule.
9. Review and update rates at the site on an annual basis to recover the total net cost of service for important and visitor-supported services.
10. Develop a more detailed analysis of labor requirement of all major park functions to match the right position with the right job at the right pay.
11. Construct and upgrade facilities and amenities at the site that are likely to have a cost recovery level at or above 100%. Suggestions include upgrades to outside of efficiency units and landscaping. Porch steps have been replaced.

Secondary / Long Term Recommendations

1. Renovate boat dock slips to enhance visitation. 98 % completed September 2012
2. Renovate comfort station to enhance camping facilities. Renovation scheduled for fall 2012
3. Install Pioneer camping to increase revenue.
4. Construct smaller pool or splash pad for registered 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 Florence Marina 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.

Georgia State Parks and Historic Sites

Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Total Acreage	173	Good
2 Bedroom Cottages	6	Good
1 Room Efficiency Units	8	Good
Campsites	43	Good
Boat Slip Marina	66	Good
Kirbo Educational Center	1	Good
Group Shelter	1	Good
Picnic Shelter	1	Good
Comfort Station	1	Fair
Office/Trading Post	1	Fair
Picnic Area	1	Fair
Day Use Restroom	1	Fair
Lighted Fishing Pier	1	Fair
Boat Ramp	1	Fair
Gas Dock	1	Good
Fish Cleaning Station	2	Fair
Mini Golf	1	Excellent
Playgrounds	2	Fair
Campers Courtesy Dock	1	Fair
Linen Building	1	Good
Mgr. Residence/Storage Building	1	Good
Asst. Managers Residence / Storage Building	1	Good
Sr. Rangers Residence/Storage Building	1	Good
Nature Trail	1	Closed
Well House	1	Fair
Maintenance Barn	1	Good
Sewage Treatment Plant	1	Good
Boat Ramp Parking Lot	1	Good
Boat Ramp Dock	1	Good
Dry Storage	18	Good
Campground Host Station	1	Good

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
Additional Cottage: water, sewer and grading done; scheduled for 2013	High
Pioneer camping	High
Boat slip renovation Phase II, Phase I completed September 2012	High
Remove standing dead trees along nature trail to reopen	High
Renovate comfort station (scheduled for winter 2013)	High
Boat ramp repair	Moderate
Upgrade all campsites to 50-amp service	Moderate
Replace camper courtesy dock	Low
Fish cleaning stations repairs	Low
Lighted fishing pier repairs	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 services offered at Florence Marina State Park have been identified as **core services**:

- **Active management of Florence's resources and amenities (i.e. marina basin, artifacts)**
- **Site appropriate education, interpretation and recreational opportunities**
- **Open and public access to the site and its resources**
- **Public safety**
- **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 Florence Marina State Park have been identified as **important services**:

- **Provide natural and cultural programs**
- **Support for recreational activities**

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 Florence Marina State Park have been identified as **visitor supported services**:

- **Gift shop and gasoline sales**
- **Special events/programs related to the mission of the site**
- **Cottage rentals**
- **Tent/RV camping**
- **Boat slip rentals**

Georgia State Parks and Historic Sites

Staffing Assessment

Labor costs at Florence Marina State Park represent the largest area of budgetary expense at an average of 65% of the total operating budget each year for the last three complete years, which is equal 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	2400
Assistant Manager 2	1	0	2400
Sr. Park Ranger	1	0	2400
Interpretive Ranger	1	0	2080
Clerk	1	0	2080
Secretary 1	0	1	2080
Skilled Utility worker	1	0	2080
Utility Worker	1	1	2080
TOTAL	7	2	17,600

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Housekeeper	1	0	1508
Maintenance worker	1	0	1508
Maintenance Worker	1	0	1508
Total	3		4,524

Labor Support

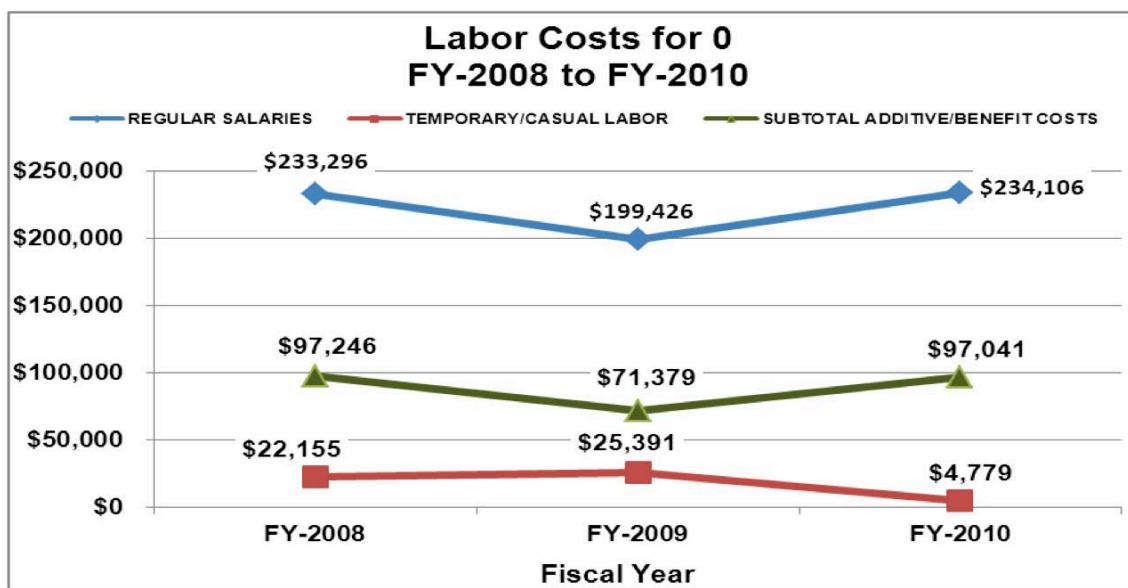
Labor Support	Annual Hours
Volunteers	5379
Community Service Workers	0
TOTAL	5,379

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	17,600
Part Time Employees	4,524
Labor Support	5,379
TOTAL Annual Labor Hours	27,503

LABOR BUDGET SUMMARY

0					
Account Codes	Account Code and Sub-Class Expenditure Descriptions	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
501000	REGULAR SALARIES	\$233,296	\$199,426	\$234,106	0.3%
502000	ANNUAL LEAVE PAY	\$34	\$5,366	\$3,088	8982.4%
503000	OTHER SUPPLEMENTAL	\$66	\$282	\$279	322.7%
511000	OVERTIME	\$0	\$0	\$0	
513000	TEMPORARY/CASUAL LABOR	\$22,155	\$25,391	\$4,779	-78.4%
514000	FICA	\$16,366	\$14,490	\$16,145	-1.4%
516000	HEALTH INSURANCE	\$53,137	\$27,161	\$49,083	-7.6%
518000	UNEMPLOYMENT INSURANCE	\$417	\$329	\$491	17.7%
520000	ASSESSMENTS BY MERIT	\$1,617	\$1,617	\$1,644	1.7%
522001	DRUG TESTING	\$0	\$0	\$0	
	SUBTOTAL ADDITIVE/BENEFIT COSTS	\$97,246	\$71,379	\$97,041	-0.2%
TOTAL	PERSONAL SERVICES	\$352,697	\$296,196	\$335,926	-4.8%



Georgia State Parks and Historic Sites

Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 6% or over 6,000 visitors. This is largely attributed to economic conditions and higher gas prices. Please note that the visitation for 2008 is low compared to the revenue. The traffic counter was faulty and the Army Corps of Engineers did not repair it until 2009. The estimated visitation for 2008 is 97,930 (based on visitation vs. revenue earned in 2009).

Year	Total Visitation
2008	82,290
2009	92,069
2010	86,194

Occupancy for the overnight accommodations at Florence Marina State Park the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 9%. This is largely attributed to higher gas prices and impacts of the economy.

Year	Camping Occupancy	Cottages Occupancy
2008	45.93%	49.55%
2009	34.18%	41.36%
2010	34.55%	34.79%

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Florence Marina State Park	2009	100%
	2010	100%

Financial Performance Assessment

Operational Expenses

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

O				
Operational Expenses	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
REGULAR SALARIES	\$233,296	\$199,426	\$234,106	0.3%
ANNUAL LEAVE PAY	\$34	\$5,366	\$3,088	8982.4%
OTHER SUPPLEMENTAL	\$66	\$282	\$279	322.7%
OVERTIME				
TEMPORARY/CASUAL LABOR	\$22,155	\$25,391	\$4,779	-78.4%
FICA	\$16,366	\$14,490	\$16,145	-1.4%
RETIREMENT	\$25,609	\$22,134	\$26,311	2.7%
HEALTH INSURANCE	\$53,137	\$27,161	\$49,083	-7.6%
UNEMPLOYMENT INSURANCE	\$417	\$329	\$491	17.7%
ASSESSMENTS BY MERIT	\$1,617	\$1,617	\$1,644	1.7%
DRUG TESTING				
PERSONAL SERVICES	\$352,697	\$296,196	\$335,926	-4.8%
POSTAGE	\$1	\$18	\$67	6600.0%
MOTOR VEHICLE EXPENSES	\$10,704	\$6,338	\$6,810	-36.4%
PRINTING & PUBLICATION				
SUPPLIES & MATERIALS	\$2,780	\$986	\$4,668	67.9%
REPAIRS & MAINTENANCE	\$1,164	\$2,244	\$3,154	171.0%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE				
ENERGY	\$70,823	\$69,541	\$73,088	3.2%
RENTS	\$3,069	\$3,082	\$3,082	0.4%
INSURANCE & BONDING	\$11,056	\$10,570	\$10,646	-3.7%
FREIGHT				
PURCHASING CARD	\$32,110	\$17,622	\$14,592	-54.6%
OTHER OPERATING EXPENSES	\$3,788	\$3,559	\$3,931	3.8%
CLAIMS & BONDS & INTEREST				
TRAVEL	\$196		\$230	17.3%
REGULAR EXPENSES	\$135,691	\$113,960	\$120,268	-11.4%
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000	\$8,500		\$0	-100.0%
CAPITAL LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	\$6,413	\$5,571	\$2,634	-58.9%
PER DIEM & FEES	\$125	\$50	\$200	60.0%
PER DIEM & FESS EXPENSE				
CONTRACTS				
ADVERTISING - PROCUREMENT CARD			\$0	
RESALE	\$34,327	\$86,995	\$27,308	-20.4%
TOTAL OTHER EXPENDITURES	\$49,365	\$92,616	\$30,142	-38.9%
GRAND TOTAL	\$537,753	\$502,772	\$486,336	-9.6%
Earned Revenues	\$431,902	\$414,129	\$410,503	-5.0%
% Cost Recovery	80.3%	82.4%	84.4%	5.1%
<i>Small summary table ===></i>				
	Fiscal Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
	FY-2008	\$537,753	\$431,902	80.3%
	FY-2009	\$502,772	\$414,129	82.4%
	FY-2010	\$486,336	\$410,503	84.4%

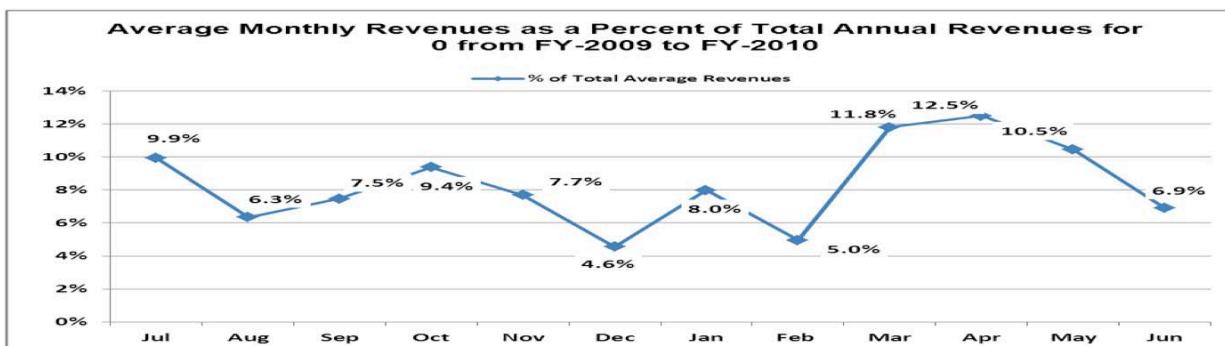
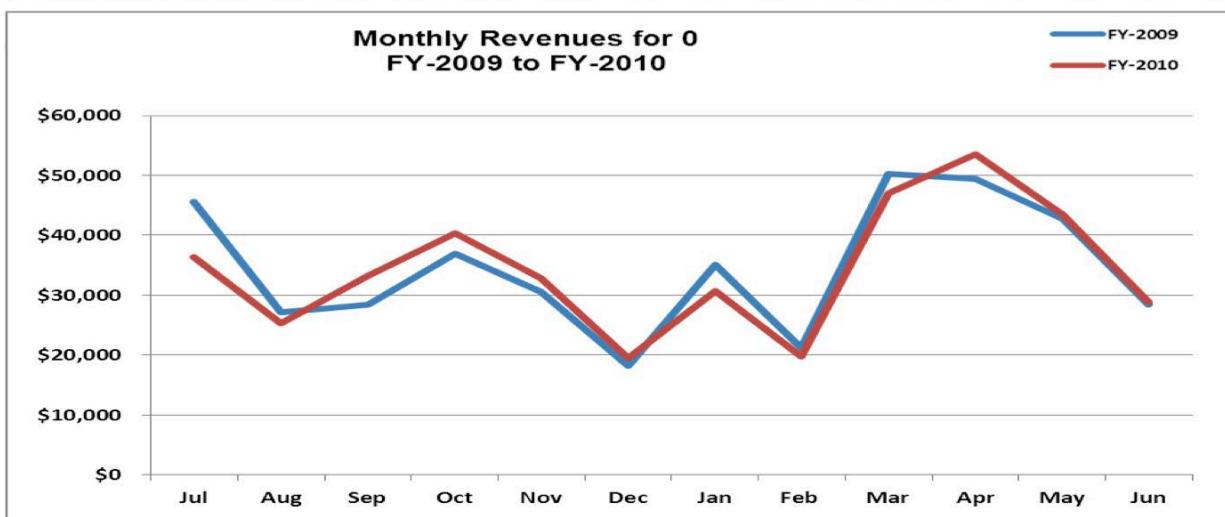
Georgia State Parks and Historic Sites

Earned Revenues

Earned revenues at Florence Marina State Park have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation.

Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue decreased 1% from 2009 to 2010, with the largest **increases** in monthly revenues in September (17%), October (9%), April (8%), and November and December 7% and the largest **decreases** in the months of July (-20%), January (-13%), and August, February and March (-7%). The months of increased revenue were not sufficient to account for lost revenue in the remaining months.

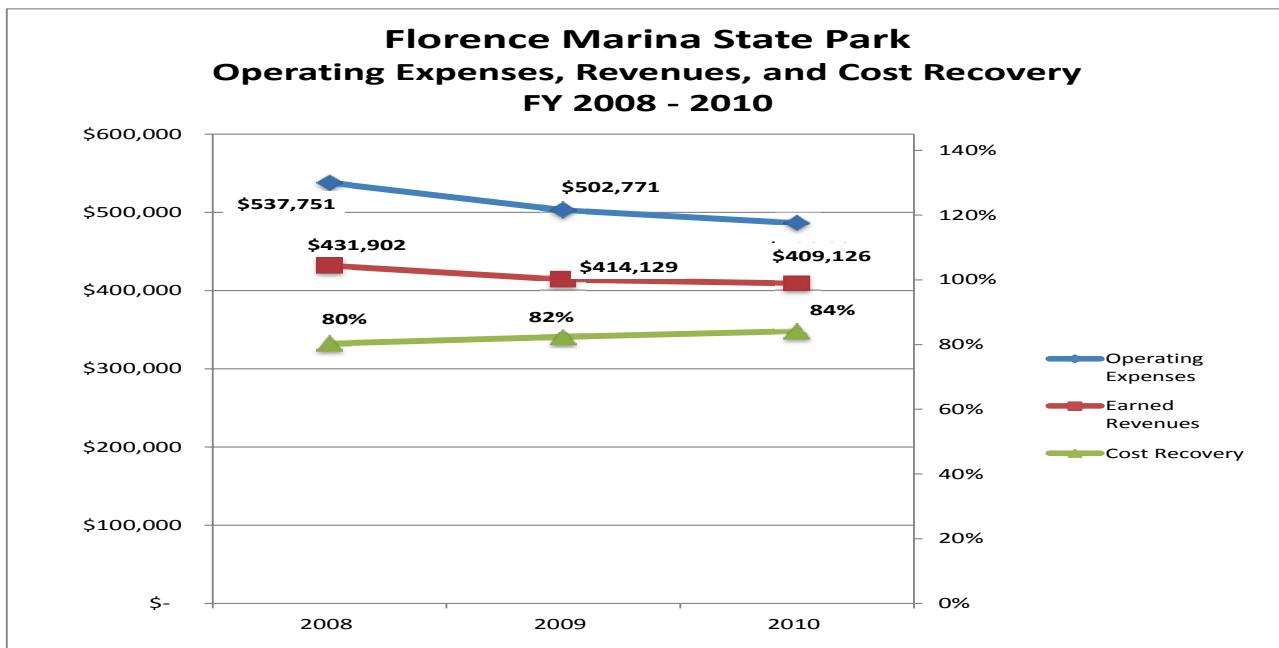
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2009	\$45,605	\$27,102	\$28,413	\$38,991	\$30,609	\$18,187	\$35,115	\$21,182	\$50,337	\$49,461	\$42,789	\$28,355	\$414,126
FY-2010	\$36,334	\$25,238	\$33,198	\$40,322	\$32,795	\$19,488	\$30,711	\$19,746	\$46,968	\$53,521	\$43,417	\$28,771	\$410,503
Average Revenues	\$40,970	\$26,189	\$30,805	\$38,657	\$31,702	\$18,837	\$32,913	\$20,484	\$48,663	\$51,491	\$43,103	\$28,583	\$412,315
% of Total Average Revenues	9.9%	6.3%	7.5%	9.4%	7.7%	4.6%	8.0%	5.0%	11.8%	12.5%	10.6%	6.9%	-
% change btwn FY-2009 & FY-2010	-20.3%	-6.9%	16.8%	9.0%	7.1%	7.1%	-12.5%	-6.7%	-6.7%	8.2%	1.5%	1.5%	-0.9%



Cost Recovery Trends

Florence Marina State Park has achieved an average cost recovery of 82% 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	\$537,751	\$431,902	80%
2009	\$502,771	\$414,902	82%
2010	\$486,335	\$409,126	84%



There has been notable growth in fees charged at Florence Marina State Park since 2005, with the largest increase being Efficiency Cottages (38%) Tent Camping (28%) and RV Camping (26%). A table detailing the rates for Florence Marina State Park is provided below.

	2005	2006	2007	2008	2009	2010	\$ Growth 2005- 2010	% Growth 2005- 2010
Florence Marina State Park								
Picnic Shelter	\$30	\$30	\$30	\$30	\$35.00	\$35.00	\$5	14%
Group Shelter	\$150	\$160	\$170	\$170.00	\$180.00	\$195.00	\$45	23%
Camping RV	\$20.00	\$20.00	\$22.00	\$22.00	\$24.00	\$27.00	\$7	26%
Camping Tent	\$18	\$18	\$20	\$20.00	\$22.00	\$25.00	\$7	28%
Cottage 2 BR weekday	\$80	\$80	\$80	\$90.00	\$100.00	\$105.00	\$25	24%
Cottage 2 BR weekend	\$90	\$90	\$90	\$90.00	\$100.00	\$105.00	\$15	14%
Cottage Efficiency weekday	\$50	\$50	\$50	\$60.00	\$75.00	\$80.00	\$30	38%
Cottage Efficiency weekend	\$60	\$60	\$60	\$60.00	\$75.00	\$80.00	\$20	25%

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Florence Marina is operating at an 80-84% cost of recovery of operational expenses through earned revenue. Currently Florence is operating above the 75% cost of recovery goal. Florence can likely increase revenues through additional amenities and facility upgrades. It is likely that Florence can increase its cost of recovery to 95-100% through additional revenue and cost reduction.

Enhance Revenue Generation Strategies

Increasing earned revenues will most likely result from the impacts of visitation revenue enhancement strategies and cost reduction. Florence will improve revenue generation through more flexible fees, expanding retail sales, increasing special events and various other programs

Expand Special Events at the Site

A lot of the special events at Florence are scheduled when the park's visitation is at maximum (i.e. spring break, holidays, fall break, etc.). The primary reason for this is that 80 % of the visitors are stay-use due to the location of Florence. With the addition of more special events, the park has a potential to gain extra revenue and visitation. Some of the events could include Native American programs and other programs pertaining to the area of Florence.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Unlike most parks, Florence has the Kirbo Educational Center located within the park. There are a wide variety of exhibits for both adults and younger age groups. Along with the current programs, establishing admission fees would increase revenue. Creating guided tours at the Kirbo Educational Center during peak season would better connect with visitors in order to generate repeat visitation.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and promotional activities at Florence Marina State Park could be improved to produce greater visitation and revenues during peak, shoulder, and off-seasons. This could be achieved in part through new target markets and marketing efforts. The areas of focus would be Ft. Benning and its expansion, which is expected to bring in tens of thousands of soldiers and their families to the area.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Florence Marina will use the department's online visitor comments system to gauge the level of customer satisfaction, as well as a 10-minute time frame to respond to visitor issues to help eliminate the potential for poor service. We will use these practices to obtain positive and negative feedback, to achieve a 90% overall satisfaction rating, and to help eliminate any re-occurrences of poor performance.

Expand Partnership Opportunities

Florence Marina State Park area has local area attractions such as Westville and Beddingfield Inn to work with to perhaps establish partnership opportunities that would increase community support and attract visitors. Columbus State University and the Coca Cola Space Science Center are potential opportunities as well. With the assistance of Friends of Georgia State Parks and Historic Sites and the Friends of Florence Marina, there will be a plan in place to reduce the cost of supplies and materials, and other related services needed by the site.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Florence Marina 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
Active management of Florence Resource Management Plan (i.e. marina basin, artifacts) and Park amenities	0%
Site appropriate education, interpretation and recreational opportunities	100%
Open and public access to the site and its resources	20% to 60%
Public safety	0%
Maintenance of grounds, facilities and infrastructure	0%

Important Services	
Program / Service	Target Cost Recovery
Provide natural and cultural programs	100%
Support for recreational activities	50% to 80%

Visitor Supported	
Program / Service	Target Cost Recovery
Gift shop and gasoline sales	75%
Special events/programs related to the mission of the site	125% to 150%
Cottage rentals	125 to 150%
RV/Tent camping	125 to 150%
Boat slip rentals	150% 200%

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"> • Columbus State University • Coca-Cola Space Science Center 		<ul style="list-style-type: none"> • AT&T Pioneers
Vendor Partners			<ul style="list-style-type: none"> • Coca Cola • Georgia EMCs
Service Partners	<ul style="list-style-type: none"> • U.S. Army Corps of Engineers 	<ul style="list-style-type: none"> • Eufaula Wildlife Refuge 	
Co-branding Partners	<ul style="list-style-type: none"> • Providence Canyon State Outdoor Recreation Area • George T. Bagby State Park and Lodge 	<ul style="list-style-type: none"> • Westville Historic Site. • Beddingfield Inn • Stewart County Historical Society 	
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Georgia State Parks and Historic Sites • Friends of Florence Marina 	

Marketing and Sales Plan

Marketing and Sales Goals

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

1. To produce more special event programs to draw more visitors to the site
2. To provide more programs for individual groups to increase revenue
3. To produce increased overall visitation and revenues
4. Charge an entry fee (certain months) at Kirbo Educational Center to produce higher revenue
5. Implement a year-round monthly camping rate to increase revenue

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
Cottages Occupancy	35%	38%	41%	44%
Camping Occupancy	34%	37%	40%	43%
Program Participation	5,450	5,750	6,000	6,250

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Florence Marina 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

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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 Florence Marina State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Octoberfest	Jr. Ranger	
Festival by the Lake	Kite day	
Alligator Day	Christmas Workshop	
Easter Egg Hunt		
Boat Show		
Fishing Tournaments		

PACKAGING

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

Package	Package Details
Guided Hike Tour	Guided hike into Providence Canyon followed by a boat tour at Florence Marina
Camping & Boat Tour	4 night camping with a free boat tour on Lake Walter F. George
Cottage & Boat Tour	3 night cottage rental with a free boat tour on Lake Walter F. George

GROUP SALES

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

- Families
- Schools (public, private, & home)
- Activity or special interest clubs
- Colleges & universities
- Youth service organizations
- Associations
- Business and professional interest groups
- Other public agencies
- Churches
- Community Organizations
- Women's Group

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Offer discounts on campers staying over four days
- Offer monthly camping rate year round instead of November thru February
- Offer discounts for cabins weekdays and weekends December thru February

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 65% of customers repeat their visit in a 12 month period
2. Brand confidence & customers-recruiting-customers = Customers referrals equal a minimum of 50% of "Where did you hear about us?" responses from visitors polled.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Florence Mariana State Park has set a financial goal of increasing annual revenues 1% annually between 2013 and 2015. The largest revenue growth opportunity is most likely in the months of July, September, October, March, April and May. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

	0													
Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2010	Base Year	\$36,334	\$25,236	\$33,196	\$40,322	\$32,795	\$19,486	\$30,711	\$19,746	\$46,968	\$53,521	\$43,417	\$28,771	\$410,503
FY-2011		\$35,969	\$28,727	\$38,528	\$40,499	\$33,737	\$19,119	\$30,673	\$33,665	\$50,024	\$51,288	\$33,290	\$29,701	\$425,221
FY-2012		\$32,918	\$21,838	\$38,488	\$37,777	\$30,508	\$25,095	\$32,320	\$29,797	\$50,575	\$53,515	\$30,663	\$27,566	\$411,060
FY-2013	1%	\$33,247	\$22,056	\$38,873	\$38,155	\$30,813	\$25,346	\$32,643	\$30,095	\$51,081	\$54,050	\$30,970	\$27,842	\$415,171
FY-2014	1%	\$33,580	\$22,277	\$39,262	\$38,536	\$31,121	\$25,599	\$32,970	\$30,396	\$51,592	\$54,591	\$31,279	\$28,120	\$419,322
FY-2015	1%	\$33,915	\$22,500	\$39,654	\$38,922	\$31,432	\$25,855	\$33,299	\$30,700	\$52,107	\$55,137	\$31,592	\$28,401	\$423,516

These projections would result in a total 3% increase in cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed at the current rate between FY2013 and FY2015, then the overall cost recovery of the site will be approximately 79% in FY 2015 at these projected revenue levels. This is lower than the annual financial performance of the site in FY 2010, which was operated at 84% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

3	FLORENCE MARINA			
	Picnic Shelter	\$40	\$30	20%
	Group Shelter (capacity)	\$195(125)	200 (125)	20%
	Camping (RV/Tent)	\$27/25	27/25	30%
	Cottage (Effic) Year Round	\$80	\$80	30%
	Cottage (Effic) (WD)			
	Cottage (Effic) (WE)			
	Cottage (2 BR)			
	Year round	\$105	\$105	30%
	Weekday			
	Weekend			
	LD- Feb (we)			
	LD - Feb (wd)			
	Mar - LD (weekday)			
	Mar - May (weekend)		\$110	30%
	Oct- Nov (weekend)		\$110	30%

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INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
October Fest	Games, Hayride & Boat Rides	October	Annual	200+	\$2	100%
Festival by the Lake	Crafts, Games, Food & Entertainment	April	Annual	200+	\$0	100%
Alligator Day	Educational Tour & display	June	Annual	300+	\$5	100%
Easter Egg Hunt	Egg Hunt & Prizes	April	Annual	200+	\$0	100%
Jr. Rangers	Crafts, Fishing & Games	June & July	Two times a year	20	\$20	100%
Kite Day	Making Kites & Awards	March	Annual	50+	\$2	100%
Christmas Workshop	Make Christmas ornaments and a visit from Santa	December	Annual	50+	\$3	100%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Event planning and promotion	2 years	15% of gross receipts	Park Manager
Triathlon at Standing Boy Creek	1 day	10% of gross receipts	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
Convert Utility Worker, Housekeeper and Secretary positions in to 1508.	Completed	Annual cost reduction of \$19,000

Management Techniques

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

Action	Timeline	Outcome
Increased use of volunteers for site and grounds maintenance	July, 2012	Annual labor cost of \$7,000
Increased use of volunteers from Friends of Florence Marina State Park for programming events	July, 2012	Annual labor cost of \$2,000

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	July, 2012	Annual cost reduction of \$3,000

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

	0						
Account	Operational Expenses	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY2-015
501000	REGULAR SALARIES	\$234,106	\$304,563	\$303,550	\$265,181	\$265,181	\$265,181
502000	ANNUAL LEAVE PAY	\$3,088					
503000	OTHER SUPPLEMENTAL	\$279					
511000	OVERTIME	\$0					
513000	TEMPORARY/CASUAL LABOR	\$4,779	\$15,283	\$15,283	\$46,748	\$46,748	\$46,748
514000	FICA	\$16,145	\$23,521	\$23,443	\$20,964	\$20,964	\$20,964
515000	RETIREMENT	\$26,311	\$33,037	\$35,304	\$30,841	\$30,841	\$30,841
516000	HEALTH INSURANCE	\$49,083	\$67,506	\$82,183	\$72,562	\$72,562	\$72,562
518000	UNEMPLOYMENT INSURANCE	\$491					
520000	ASSESSMENTS BY MERIT	\$1,644	\$1,781	\$1,781	\$1,370	\$1,370	\$1,370
	LAPSE		(\$84,445)	(\$125,074)	(\$74,391)	(\$74,391)	(\$74,391)
522001	DRUG TESTING	\$0					
	TOTAL PERSONAL SERVICES	\$335,926	\$361,246	\$336,470	\$363,275	\$363,275	\$363,275
611000	POSTAGE	\$67	\$600	\$600	\$600	\$600	\$600
612000	MOTOR VEHICLE EXPENSES	\$6,810	\$9,093	\$9,093	\$9,093	\$9,093	\$9,093
613000	PRINTING & PUBLICATION	\$0					
614000	SUPPLIES & MATERIALS	\$4,668	\$30,167	\$21,942	\$18,000	\$18,000	\$18,000
615000	REPAIRS & MAINTENANCE	\$3,154	\$1,500	\$1,500	\$5,000	\$5,000	\$5,000
616000	EQUIPMENT >\$1000< \$5,000	\$0					
617000	WATER & SEWAGE	\$0					
618000	ENERGY	\$73,088	\$74,541	\$74,541	\$74,541	\$74,541	\$74,541
619000	RENTS	\$3,082	\$3,300	\$3,300	\$3,300	\$3,300	\$3,300
620000	INSURANCE & BONDING	\$10,646	\$10,647	\$10,647	\$10,647	\$10,647	\$10,647
622000	FREIGHT	\$0					
626000	PURCHASING CARD	\$14,592					
627000	OTHER OPERATING EXPENSES	\$3,931	\$4,295	\$4,295	\$7,700	\$7,700	\$7,700
700000	CLAIMS & BONDS & INTEREST	\$0					
640000	TRAVEL	\$230					
	TOTAL REGULAR EXPENSES	\$120,268	\$134,143	\$125,918	\$128,881	\$128,881	\$128,881
701&722	MOTOR VEHICLE EQUIPMENT	\$0					
720000	EQUIPMENT PURCHASES >5000	\$0					
713 & 716	CAPITAL\ LEASE Prin & Int	\$0					
648000	REAL ESTATE RENTALS	\$0					
871-872000	VOICE/DATA COMMUNICATIONS	\$2,634	\$3,060	\$3,060	\$3,060	\$3,060	\$3,060
651000	PER DIEM & FEES	\$200					
652000	PER DIEM & FESS EXPENSE	\$0					
653000	CONTRACTS	\$0					
626001-780	ADVERTISING - PROCUREMENT CARD	\$0					
610000	RESALE	\$27,308	\$30,000	\$30,000	\$40,000	\$40,000	\$40,000
	TOTAL OTHER EXPENDITURES	\$30,142	\$33,060	\$33,060	\$43,060	\$43,060	\$43,060
	GRAND TOTAL OPERATIONAL EXPENSES	\$486,336	\$528,449	\$495,448	\$535,216	\$535,216	\$535,216

Florence Marina State Park Business Plan

Revenue Pro Forma

Revenue (Fund) Sources	Revenue Sources Description	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
60001	Concession /Non Food	\$ 18,427	\$ 16,074	\$ 16,103	\$ 16,264	\$ 16,427	\$ 16,591
60002	Cancellation Fees	\$ 1,027	\$ 468	\$ 619	\$ 626	\$ 631	\$ 638
60004	Cottage/Cabins	\$ 119,624	\$ 127,299	\$ 137,700	\$ 139,077	\$ 140,468	\$ 141,872
60005	Camp Sites	\$ 77,723	\$ 81,960	\$ 70,438	\$ 71,142	\$ 71,854	\$ 72,572
60007	Boat Rentals	\$ 3,220	\$ 2,570	\$ 2,975	\$ 3,005	\$ 3,035	\$ 3,065
60011	Mini Golf	\$ 780	\$ 371	\$ 932	\$ 941	\$ 951	\$ 960
60014	Dog Fees	\$ 1,660	\$ 2,160	\$ 1,560	\$ 1,576	\$ 1,591	\$ 1,607
60015	Group Shelter	\$ 180	\$ 390	\$ 682	\$ 689	\$ 696	\$ 703
60018	Washer/Dryer	\$ 1,856	\$ 1,787	\$ 1,640	\$ 1,656	\$ 1,673	\$ 1,690
60019	H & F commission		\$ 253	\$ 255	\$ 257	\$ 260	\$ 262
60020	Short/Over	(\$39)	\$ 202	\$ 229	\$ 231	\$ 233	\$ 236
60021	Bike Rental			\$ 28	\$ 28	\$ 29	\$ 29
60025	Refunds Campsites	(\$27,181)	(\$20,252)	(\$30,666)	(30,973)	(\$31,282)	(\$31,595)
60028	Picnic Shelter-Cancel Fees	\$ 40	\$ 40	(\$40)	(\$40)	(\$41)	(\$41)
60033	Discount-Sr-Citizen	(\$9,150)	(\$9,803)	(\$7,603)	(\$7,679)	(\$7,756)	(\$7,833)
60036	Program Fees	\$ 2,407	\$ 3,593	\$ 5,682	\$ 5,739	\$ 5,796	\$ 5,854
60037	Misc Park Receipts	\$ 225	\$ -	\$ 51	\$ 52	\$ 52	\$ 53
60041	Soft Drinks	\$ 8,368	\$ 8,555	\$ 8,163	\$ 8,245	\$ 8,327	\$ 8,410
60042	Non Cost Ice	\$ 5,735	\$ 5,107	\$ 3,940	\$ 3,979	\$ 4,019	\$ 4,059
60061	Gasoline Sales	\$ 12,979	\$ 19,241	\$ 15,970	\$ 16,130	\$ 16,291	\$ 16,454
60062	Boatslip Rental	\$ 61,362	\$ 71,042	\$ 67,285	\$ 67,958	\$ 68,637	\$ 69,324
60066	Special Park Clubs	\$ 70	\$ 270	\$ 650	\$ 657	\$ 663	\$ 670
60073	Discount-Disabled Vets	(\$1,888)	(\$2,512)	(\$5,738)	(\$5,795)	(\$5,853)	(\$5,912)
60090	Food To Go	\$ 8,092	\$ 9,424	\$ 9,824	\$ 9,922	\$ 10,021	\$ 10,122
60092	Discount-Friends	(\$1,577)	(\$19,481)	(2,965)	(2,995)	(\$3,025)	(\$3,055)
60094	Friends Merchandise		\$ 126	\$ 556	\$ 562	\$ 567	\$ 573
60096	Friends Merchandise Payout Parks			(\$225)	(\$228)	(\$230)	(\$232)
60099	Sales/Other Tax Revenue	\$ 14,070	\$ 10,712	\$ 14,822	\$ 14,970	\$ 15,120	\$ 15,271
61100	Concession Fees	\$245		\$0	\$-	\$-	\$-
66002	Cancellation Fees	\$3,673	\$3,049	\$2,084	\$2,105	\$2,126	\$2,147
66003	Refunds-Adv. Reservations	(\$23,932)	(\$2,816)	(\$16,694)	(\$16,861)	(\$17,030)	(\$17,200)
66005	Campsites	\$16,876	(\$3,895)	\$11,196	\$11,308	\$11,421	\$11,535
66006	Cottages	\$37,547	\$38,814	\$33,217	\$33,549	\$33,885	\$34,224
66015	Group Shelter	\$3,230	\$1,090	\$2,515	\$2,540	\$2,566	\$2,591
66019	Trans Fees	\$652	\$410	\$157	\$159	\$160	\$162
66028	Picnic Shelter	\$455	\$425	\$70	\$71	\$71	\$72
66200	Sherix Canc. Fees	(\$1,070)		\$0	\$-	\$-	\$-
69005	Campsites	\$32,713	\$28,607	\$24,139	\$24,380	\$24,624	\$24,870
69006	Cottages	\$40,254	\$48,530	\$40,220	\$40,622	\$41,028	\$41,439
69015	Group Shelter	\$1,700	\$1,170	\$1,170	\$1,182	\$1,194	\$1,205
69028	Picnic Shelter	\$150	\$240	\$120	\$121	\$122	\$124
TOTAL EARNED REVENUES		\$ 410,503	\$ 425,221	\$ 411,060	\$ 415,171	\$ 419,322	\$ 423,516
Revenue Projection Goal			\$ 425,221	\$ 411,060	\$ 415,171	\$ 419,322	\$ 423,516

Total / Cost Recovery Pro Forma

0						
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
Visitation	86,194	90,220	84,588	86,300	88,258	90,504
Operational Expenses	\$486,336	\$528,449	\$495,448	\$535,216	\$535,216	\$535,216
Earned Revenues	\$410,503	\$425,221	\$411,060	\$415,171	\$419,322	\$423,516
% Cost Recovery	84.4%	80.5%	83.0%	77.6%	78.3%	79.1%