

Elijah Clark State Park

Business & Management Plan

Prepared June 2011; Finalized December 2012

Direction 2015 – Sustainable Business Planning

Table of Contents

Executive Summary	3
Site and Operations Assessment	6
Site Inventory and Facility Assessment.....	6
Operational Assessment	8
Financial Performance Assessment	13
Business and Management Plan.....	16
Business Goals	16
Classification of Programs and Services.....	18
Partnership Development Plan	19
Marketing and Sales Plan.....	20
Revenue Generation Plan	22
Expense Management Plan	23
Financial Pro Forma	24
Action Plan.....	27

Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Elijah Clark 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	Elijah Clark State Park
Site Manager	Christopher W. Hawn
Region Manager	Tommy Turk
Date of Business Plan completion	Thursday, July 26, 2012
Site size (acres)	447
Total number of visitors (FY 2010)	134,216
Total operating budget (FY 2010)	\$593,590
Total earned revenues (FY 2010)	\$658,993
Operational cost recovery (FY 2010)	111%
Average operating cost per visitor (FY 2010)	\$4.42
Average earned revenue per visitor (FY 2010)	\$4.91
Average cost recovery[1] (FY 2008 – 2010)	112%
Target cost recovery (FY 2015)	110%
Total full-time employees[2]	7
Total part-time employees[3]	10
Primary service markets[4]	Savannah, Atlanta, Augusta, Athens, GA; Aiken, Columbia, Greenville, SC
Primary attractors/visitor appeal factors	Clarks Hill Lake
Leading opportunities for improved site performance	Infrastructure upgrades, erosion control, addition of yurt village, event venue, and fishing tournament facilities.

Site Summary and Key Attractions

Elijah Clark State Park (ECSP) is comprised of 447 acres located on the banks of 71,000-acre Clark's Hill Lake. The largest state campground with 175 campsites is a destination for many campers from Augusta and Savannah, GA and several areas in South Carolina. The replica of Elijah Clark's home and his cemetery are attractions for historians.

Key Attractions

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

- Clark's Hill Lake
- Cottages
- Camping
- Customer Service
- Historic Site

Financial Targets

The table below details the total operating expenses and earned revenues for Elijah Clark 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.

Elijah Clark State Park	Target Visitation Growth from FY-2010	Target Change in Visitation		
	Visitation Assumptions	15%	20,132	
	FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	225,966	226,011	134,216	154,348
Total Operational Expenses	\$618,032	\$536,405	\$593,590	\$717,375
Total Earned Revenues	\$673,573	\$629,139	\$658,993	\$792,156
Cost per Visitor	\$2.74	\$2.37	\$4.42	\$4.65
Revenue per Visitor	\$2.98	\$2.78	\$4.91	\$5.13
State Financial Support per Visitor	\$0.25	\$0.41	\$0.49	\$0.48
Total Cost Recovery	109.0%	117.3%	111.0%	110.4%
Change in Expenses between 2010 & 2015				\$123,785
Percent Change in Expenses between 2010 & 2015				20.9%
Change in Revenues between 2010 & 2015				\$133,163
Percent Change in Revenues between 2010 & 2015				20.2%

Key Recommendations

Primary / Short Term Recommendations

1. Increase the number of special events held during spring and fall months. This will fill campsites and cottages during an otherwise slow season.
2. Increase fee-based programs. This will generate a new source of revenue. As well, it will enhance the experience of guests, which should increase retention, repeat visits and referrals.
3. Increase marketing: utilize PRHSD resources and local Chamber of Commerce; initiate plan to connect with Central Savannah River Area organization to use ECSP as a conference center.
4. Utilize Friends of Elijah chapter to develop a stronger volunteer base. Engage Friends members in the business plan as a partner to help the site meet or exceed its sustainability goals.
5. Develop a system of analysis to determine efficiency/productivity of park employees.

Secondary / Long Term Recommendations

1. Develop General Development Plan.
2. Plan, fund and develop a Yurt Village.
3. Plan, fund and develop a large event venue for use in a wide variety of programs.
4. Install water/electric in the Walk-In tent camping area to free up regular campsites for RV use.
5. Develop the park's relationship with the local county citizens and government to build a sense of "ownership" within the county.

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 Elijah Clark 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 Elijah Clark State Park, and provides the assessed condition of each as reviewed in June 2011.

Site Asset / Amenity	Quantity	Condition
Cottages	20	Fair
RV Campsites	165	Fair
Walk-in Tent Sites	10	Good
Museum	1	Good
Cemetery	1	Good
Mini-golf Course	1	Good
Office/Retail Store	1	Excellent
Staff Residences	2	Good
MIT Residence	1	Excellent
Group Shelter I	1	Good
Group Shelter II	1	Fair
Picnic Shelters	7	Good
Assembly Shelter	1	Good
Maintenance Complex	1	Good
Well house	5	Fair
Comfort Station 7, 8	2	Excellent
Comfort Station 1, 3, 4, 5, 10	4	Good
Comfort Station 2, 6, 9	4	Poor
Sewage Treatment Plant	1	Excellent

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
Group Shelter II (Beach House) Renovation	High
Comfort Station Replacement 6, 9	High
Comfort Station Removal 2	High
Campground Electrical Upgrade (100 amp)	High
Cottage Renovation	High
Yurt Village	High
Large Event Venue	Moderate
Fishing Tournament Ramp/Parking/Weigh Station	Moderate
Parking area for Group Shelter I	Moderate
Build 10 additional Walk-In tent sites.	Low
Install water/electric to Walk-In tent Sites	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. 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 ECSP have been identified as **core services**:

- **Law Enforcement to provide public safety.**
- **Management of the natural and cultural resources of the site.**
- **Maintenance of grounds, facilities and infrastructure.**
- **Housekeeping of cottages, group shelters and comfort stations.**
- **Provide the highest quality customer service.**
- **Provide site appropriate education and interpretation opportunities.**

Georgia State Parks and Historic Sites

- **Special events (educational priority)**
- **Living history demonstrations.**

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

- **Boat Rentals**

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 ECSP have been identified as **visitor supported services**:

- **Retail Sales**
- **Special Events (Cottage/Campsite Rental priority)**
- **Cottage Rentals**
- **Campsite Rentals**
- **Fee-Based Programs**

Staffing Assessment

Labor costs at Elijah Clark State Park represent the largest area of budgetary expense at an average of 63% of the total operating budget each year for the last three complete years, which is lower 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
Manager	1	0	2,600
Assistant Manager	0	1	2,080
Facility Safety Officer	1	0	2,080
Parks Maintenance Tech	1	0	2,080
Secretary	1	0	2,080
Construction Trades Specialist	1	0	2,080
Grounds/Maint Worker (WL)	1	0	2,080
TOTAL	6	3	15080

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Park Service Worker (Museum)	1	0	550
Maintenance Worker	4	0	4,016
Office Clerk	2	0	2,308
Housekeeper	4	0	3,558
TOTAL	11	0	10,432

Labor Support

Labor Support	Annual Hours
Volunteers (Campground Hosts / Volunteers)	7,500 / 600
Kiosk Clerk	800
Intern	500
Community Service Workers	100
Resource Management Crews	0
TOTAL	9,500

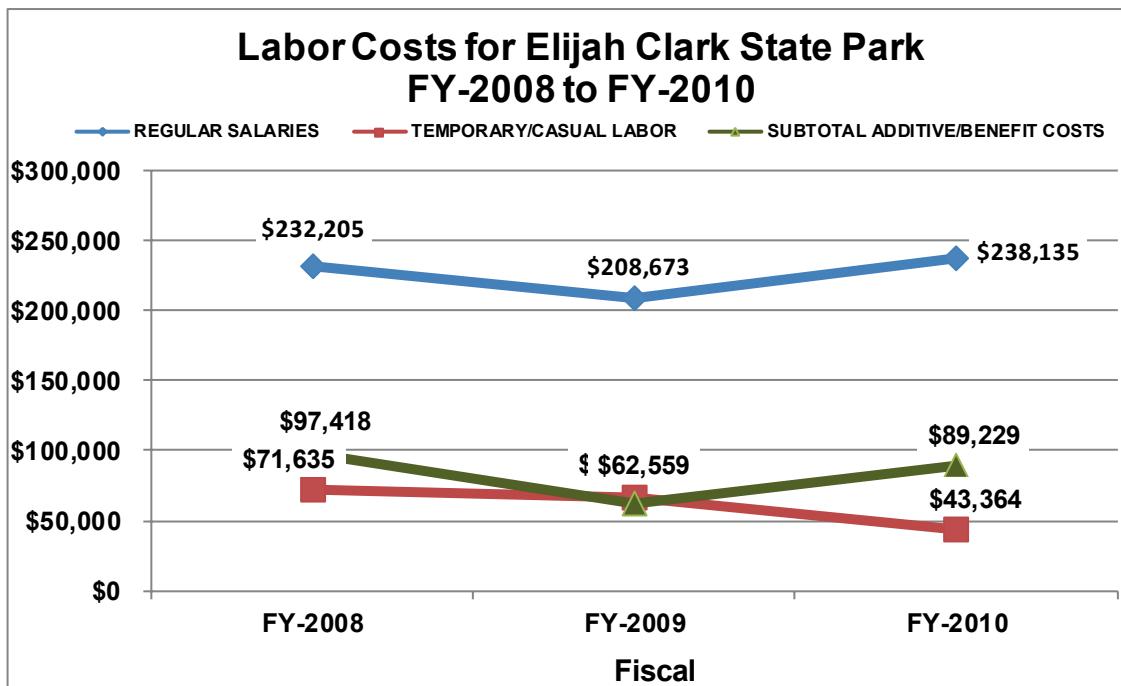
Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	15080
Part Time Employees	10,432
Labor Support	9,500
TOTAL Annual Labor Hours	35012

Georgia State Parks and Historic Sites

LABOR BUDGET SUMMARY

Elijah Clark State Park					
Account Codes	Account Code and Sub-Class Expenditure Descriptions	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
501000	REGULAR SALARIES	\$232,205	\$208,673	\$238,135	2.6%
502000	ANNUAL LEAVE PAY	\$0	\$0	\$0	
503000	OTHER SUPPLEMENTAL	\$0	\$0	\$0	
511000	OVERTIME	\$0	\$0	\$0	
513000	TEMPORARY/CASUAL LABOR	\$71,635	\$66,503	\$43,364	-39.5%
514000	FICA	\$16,444	\$14,384	\$16,032	-2.5%
516000	HEALTH INSURANCE	\$54,458	\$27,243	\$49,611	-8.9%
518000	UNEMPLOYMENT INSURANCE	\$0	\$0	\$0	
520000	ASSESSMENTS BY MERIT	\$1,617	\$1,470	\$1,370	-15.3%
522001	DRUG TESTING	\$0	\$0	\$0	
	SUBTOTAL ADDITIVE/BENEFIT COSTS	\$97,418	\$62,559	\$89,229	-8.4%
TOTAL	PERSONAL SERVICES	\$401,258	\$337,735	\$370,728	-7.6%



Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 41% or over 91,750 visitors. This is largely attributed to incorrect calculations and continuing low lake levels.

Year	Total Visitation
2008	225,966
2009	226,011
2010	134,216

Occupancy for the overnight accommodations at Elijah Clark State Park the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 5%. This is largely attributed to low lake levels in 2009 and the poor economy.

Year	Visitors	Camping Occupancy	Cottage Occupancy
2008	225,966	22%	51%
2009	226,011	20%	46%
2010	134,216	20%	43%

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Elijah Clark State Park	2009	67%
	2010	78%

Financial Performance Assessment

Operational Expenses

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

Elijah Clark State Park		FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
Operational Expenses					
REGULAR SALARIES	\$232,205	\$208,673	\$238,135		2.6%
ANNUAL LEAVE PAY	\$0	\$0	\$0		
OTHER SUPPLEMENTAL	\$0	\$0	\$0		
OVERTIME	\$0	\$0	\$0		
TEMPORARY/CASUAL LABOR	\$71,635	\$66,503	\$43,364		-39.5%
FICA	\$16,444	\$14,384	\$16,032		-2.5%
RETIREMENT	\$24,899	\$19,462	\$22,216		-10.8%
HEALTH INSURANCE	\$54,458	\$27,243	\$49,611		-8.9%
UNEMPLOYMENT INSURANCE	\$0	\$0	\$0		
ASSESSMENTS BY MERIT	\$1,617	\$1,470	\$1,370		-15.3%
DRUG TESTING	\$0	\$0	\$0		
PERSONAL SERVICES	\$401,258	\$337,735	\$370,728		-7.6%
POSTAGE	\$45	\$0	\$269		497.8%
MOTOR VEHICLE EXPENSES	\$13,877	\$9,701	\$22,096		59.2%
PRINTING & PUBLICATION	\$0	\$0	\$0		
SUPPLIES & MATERIALS	\$800	\$140	\$7,314		814.3%
REPAIRS & MAINTENANCE	\$6,906	\$810	\$3,216		-53.4%
EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0		
WATER & SEWAGE	\$0	\$0	\$0		
ENERGY	\$95,365	\$116,949	\$114,478		20.0%
RENTS	\$1,434	\$1,592	\$1,584		10.5%
INSURANCE & BONDING	\$4,434	\$7,140	\$7,152		61.3%
FREIGHT	\$0	\$0	\$0		
PURCHASING CARD	\$47,682	\$25,404	\$30,295		-36.5%
OTHER OPERATING EXPENSES	\$17,866	\$17,807	\$24,232		35.6%
CLAIMS & BONDS & INTEREST	\$0	\$0	\$0		
TRAVEL	\$508	\$304	\$790		55.5%
REGULAR EXPENSES	\$188,917	\$179,847	\$211,426		11.9%
MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0		
EQUIPMENT PURCHASES >5000	\$6,783	\$0	\$0		-100.0%
CAPITAL LEASE Prin & Int	\$0	\$0	\$0		
REAL ESTATE RENTALS	\$0	\$0	\$0		
VOICE/DATA COMMUNICATIONS	\$2,847	\$4,106	\$1,945		-31.7%
PER DIEM & FEES	\$0	\$0	\$0		
PER DIEM & FESS EXPENSE	\$0	\$0	\$0		
CONTRACTS	\$0	\$0	\$0		
ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0		
RESALE	\$18,227	\$14,717	\$9,491		-47.9%
TOTAL OTHER EXPENDITURES	\$27,857	\$18,823	\$11,436		-58.9%
GRAND TOTAL	\$618,032	\$536,405	\$593,590		-4.0%
Earned Revenues	\$673,573	\$629,139	\$658,993		-2.2%
% Cost Recovery	109.0%	117.3%	111.0%		1.9%
<i>Small summary table ==></i>	Fiscal Year	Operational Expenses	Earned Revenues	Percent Cost Recovery	
	FY-2008	\$618,032	\$673,573	109.0%	
	FY-2009	\$536,405	\$629,139	117.3%	
	FY-2010	\$593,590	\$658,993	111.0%	

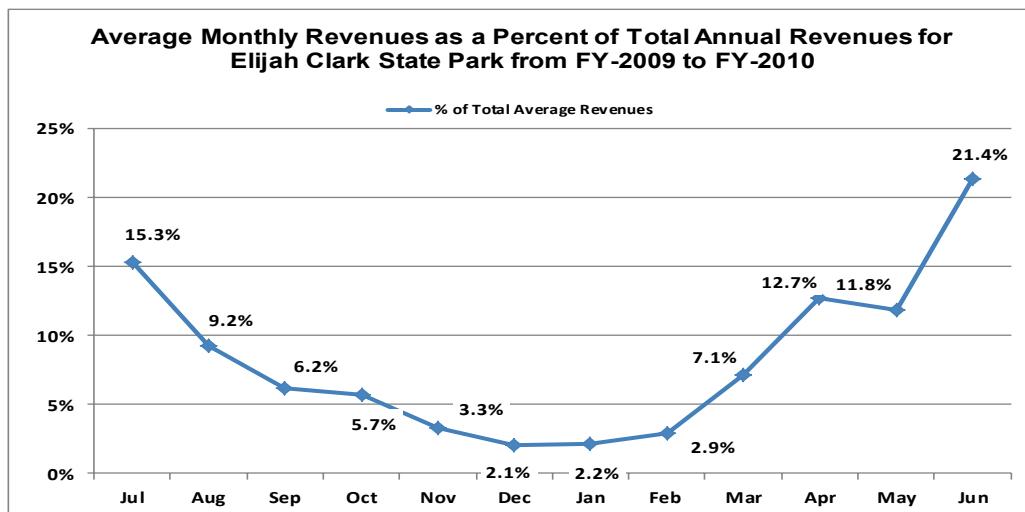
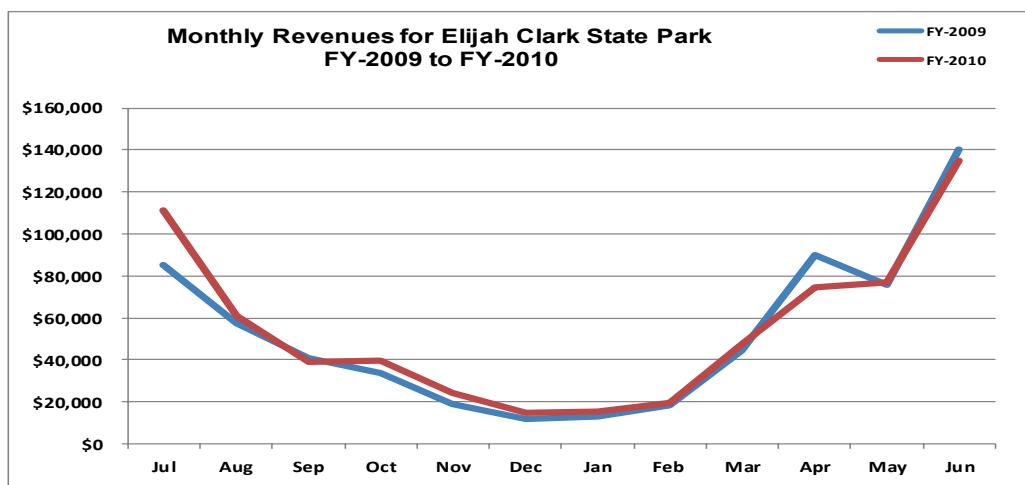
Earned Revenues

Earned revenues at Elijah Clark State Park have decreased slightly since 2008, which is largely attributed to the corresponding decrease in overall visitation and overnight occupancy.

Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue increased 6% from 2009 to 2010, with the largest **increases** in monthly revenues in July (30%), November (27%), and December (27%), and the largest **decreases** in the month of April (17%).

Elijah Clark State Park													
FY-2009 to FY-2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2009	\$85,478	\$57,695	\$40,629	\$33,939	\$19,010	\$11,859	\$12,901	\$18,217	\$44,094	\$89,653	\$75,612	\$140,051	\$629,138
FY-2010	\$111,497	\$60,973	\$39,129	\$39,487	\$24,117	\$15,045	\$15,140	\$19,632	\$47,518	\$74,492	\$76,850	\$135,053	\$658,933
Average Revenues	\$98,488	\$59,334	\$39,879	\$36,713	\$21,564	\$13,452	\$14,021	\$18,925	\$45,806	\$82,073	\$76,231	\$137,552	\$644,036
% of Total Average Revenues	15.3%	9.2%	6.2%	5.7%	3.3%	2.1%	2.2%	2.9%	7.1%	12.7%	11.8%	21.4%	
% change btwn FY-2009 & FY-2010	30.4%	5.7%	-3.7%	16.3%	26.9%	26.9%	17.4%	7.8%	7.8%	-16.9%	1.6%	-3.6%	4.7%

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

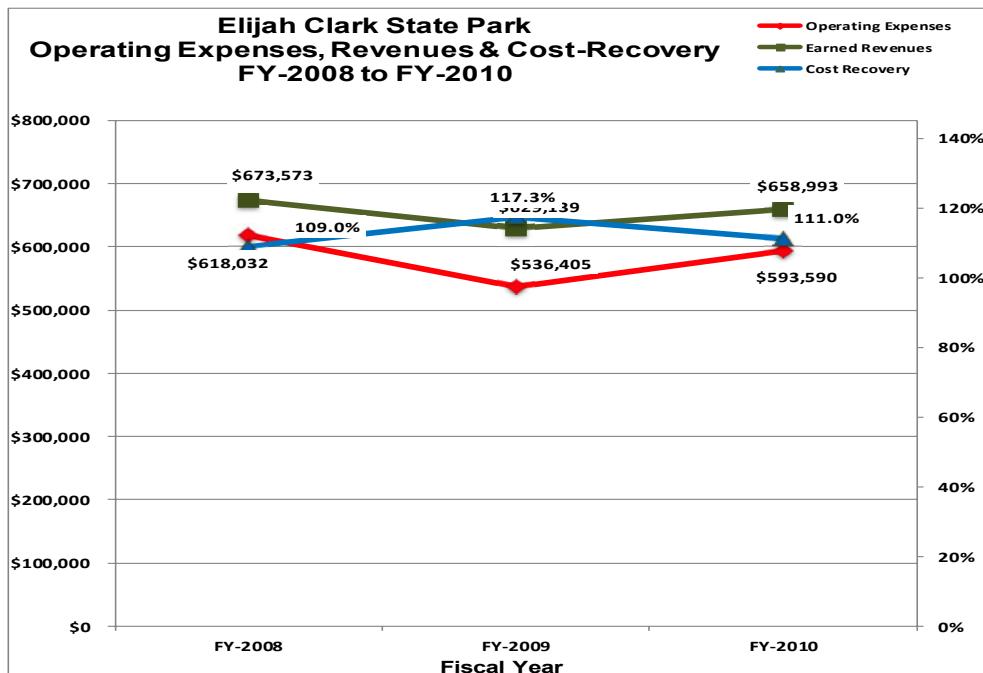


Georgia State Parks and Historic Sites

Cost Recovery Trends

Elijah Clark State Park has achieved an average cost recovery of 112% 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	\$ 618,032	\$ 673,573	109%
2009	\$ 536,405	\$ 629,139	117%
2010	\$ 593,590	\$ 658,933	111%



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 Elijah Clark State Park since 2005, with the largest increase being cottages (44%). A table detailing the rates for Elijah Clark State Park is provided below.

STATE PARKS							
Elijah Clark State Park	FY-2005	FY-2006	FY-2007	FY-2008	FY-2009	FY-2010	Comments
Picnic Shelter	\$ 35.00	\$ 35.00	\$ 35.00	\$ 40.00	\$ 40.00	\$ 45.00	
Group Shelter I (175)	\$ 175.00	\$ 175.00	\$ 175.00	\$ 180.00	\$ 180.00	\$ 205.00	
Camping RV/Tent	\$22/\$20	\$22/\$20	\$22/\$20	\$25/\$23	\$25/\$23	\$28/\$25	
Camping (Walk-in)					\$ 15.00	\$ 15.00	
Group Shelter II (75)	\$ 150.00	\$ 160.00	\$ 160.00	\$ 160.00	\$ 175.00	\$ 180.00	
Cottage	\$ 80.00	\$ 80.00	\$ 80.00	\$ 110.00	\$ 110.00	\$ 115.00	Current \$120
Weekend							
Weekday							
Pioneer Campsite	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 25.00	\$ 38.00	

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Elijah Clark State Park is operating at an average of 112% cost recovery. ECSP has historically been a high revenue producer. However, much needs to be assessed concerning staff efficiency and the potential of new revenue sources. The potential of ECSP's sustainability may be much higher than current operations indicate.

Enhance Revenue Generation Strategies

ECSP must develop new sources of revenue. There are three sources that have the potential to yield a large amount of unrealized income:

1. Yurt Village – Yurt villages at state parks around the state provide a more affordable option than cottages, and a more comfortable option for those that do not enjoy tent camping.
2. Event Venue – A large event venue including permanent structure, stage, parking, and utilities could gain popularity among promoters for a variety of events, musical concerts, sporting events, rallies (VW, jeep, classic car) and craft fairs. Elijah Clark's current Bone Yard is an ideal location for the Venue.
3. Fee-Based Programs – Providing fee-based programs for visitors is a new concept for ECSP. Programs such as canoeing, archery, hayrides, and tree climbing could yield a substantial increase in revenue while enhancing the experience of guests that will increase retention.

Expand Special Events at the Site

ECSP is well known as a site for the Lewis Family Bluegrass Festival. In turn, ECSP has been hosting its own Bluegrass Festival for over a decade. These events have proven to fill campsites and cottages during an otherwise slow season. With the development of a large event venue the park could see several large events being held at ECSP.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Pioneer/Revolutionary War history has been intricate to ECSP programming. Museum tours and living history demonstrations occur during peak-season weekends. It is important that historical interpretation can continue during slower seasons and unstaffed hours of operation. The addition of displays and electronic recordings would enable the story and lifestyle of Elijah Clark and early settlers be told in the absence of staff availability.

Environmental programming is absent from ECSP. The development of environmental education will entice schools, scouts, and other groups to enjoy and visit the park.

Recreational programming can provide experiences that both create memories and enhance the experience of the visitor but can also create a new source of revenue.

Improve the Effectiveness of Marketing and Sales

Elijah Clark State Park can improve marketing efforts in several ways: utilize the current PRHSD website more effectively, utilize local activity calendars more effectively, and develop a marketing Plan of Action. This Plan of Action would be charged with identifying organizations and businesses that could utilize

Georgia State Parks and Historic Sites

park facilities and services to the benefit of the organization. For example, churches may be searching for a men's retreat site or a business may use the park for an annual planning meeting.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Elijah Clark State Park plans to improve the consistency of managing and monitoring customer service and satisfaction by conducting on-site surveys annually to assess how well customer satisfaction levels are being met. ECSP will strive to have 90% of visitors responding to Comment Cards report that they were either satisfied or very satisfied. Programs or services that fall below that standard should be critically reviewed, enhanced, and results monitored; those with a history of poor performance will be evaluated and potentially considered for elimination.

Expand Partnership Opportunities

Elijah Clark State Park has limited partnerships at this time. Much potential lies within the local community to develop partnerships. Such partnerships may enable ECSP to develop a stronger volunteer base to expand programs, maintenance services, and grow community connections. Engage Friends members in the business plan as a partner to help the site meet or exceed its sustainability goals.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Elijah Clark 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 Programs / Services	Target Cost Recovery
Law Enforcement/Public Safety	0%
Management of the natural and cultural resources of the site	0%
Maintenance of grounds, facilities and infrastructure	0%
Housekeeping of cottages, group shelters and comfort stations	0%
Provide the highest quality customer service	0%
Provide site appropriate education and interpretation opportunities.	0%
Special Events (Educational Priority)	0%
Living History Demonstrations	0%

Important Programs / Services	Target Cost Recovery
Boat Rentals	100%

Visitor Supported Programs / Services	Target Cost Recovery
Retail Sale	150%
Special Events (Cottage/Campsite Rental priority)	150% - 200%
Cottage Rentals	100%
Campsite Rentals	100%
Fee-Based Programs	100%

Partnership Development Plan

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

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
Operational Partners	<ul style="list-style-type: none"> • Army Corps of Engineers • Lincoln County Sheriff's Office 		
Vendor Partners			<ul style="list-style-type: none"> • Club Car • John Deere
Service Partners	<ul style="list-style-type: none"> • One Stop 	<ul style="list-style-type: none"> • Chamber of Commerce 	
Co-branding Partners		<ul style="list-style-type: none"> • Little River Blue Way 	<ul style="list-style-type: none"> • Graves Mountain
Funding Resource Development Partner	<ul style="list-style-type: none"> • Development Authority 	<ul style="list-style-type: none"> • Friends of Georgia State Parks • Friends of Elijah 	

Marketing and Sales Plan

Marketing and Sales Goals

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

1. To create an average of 50 marketing “hits” annually. A marketing “hit” is defined as a face-to-face contact with the purposes of expressing the park’s benefits to an established organization.
2. To develop one new large attendance event annually. A large attendance event will result in the attendance of a minimum of 300 people (i.e. bluegrass festival, arts fair, etc).
3. To develop three new programs annually. A program may be a fee-based or zero-based program that may be of an interpretive or recreational focus.

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
Marketing Hits	0	50	50	50
Large Event	1	1	2	5
Programs	1	4	7	19

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Elijah Clark 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.

Georgia State Parks and Historic Sites

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 Elijah Clark State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
VW Rally	5-K Run	Battle at Kettle Creek
CMA Rally	Camping Basics	Pioneer Christmas
Ole Timer's Festival	Dutch-Oven Cooking	Polar Bear Swim
Pop-Up-Alooza	Canoe Classes	

PACKAGING

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

Package	Package Details
Elijah Clark Retreat	Rent 5 Cottages/2 nights M – Th gets Group Shelter for free. Oct - Mar
Camping Club Special	Rent 20 Camp Sites/3 nights 25% off Oct - Mar

GROUP SALES

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

- Churches
- Home-school groups
- Business/Corporations
- Community Organizations
- Schools (public, private)
- Special Interest Clubs

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Utilize a more direct, aggressive marketing approach.
- Personal follow-up phone call after family reunion, church retreat, corporate business meeting, etc.

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = Annual retention rate will achieve 65%.
2. Brand confidence & customers-recruiting-customers = Customer referrals equal a minimum of 25% of “Where did you hear about us?” responses from visitors polled.

Revenue Generation Plan

Revenue / Cost Recovery Goals

ECSP has set a financial goal of increasing annual revenues 4% annually between 2012 and 2015. The largest revenue growth opportunity is most likely fee based increases. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Elijah Clark State Park														
Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2010	Base Year	\$111,497	\$60,973	\$39,129	\$39,487	\$24,117	\$15,045	\$15,140	\$19,632	\$47,518	\$74,492	\$76,850	\$135,053	\$658,933
FY-2011	3%	\$114,842	\$62,802	\$40,303	\$40,672	\$24,841	\$15,496	\$15,594	\$20,221	\$48,944	\$76,727	\$79,156	\$139,105	\$678,701
FY-2012	3%	\$118,287	\$64,686	\$41,512	\$41,892	\$25,586	\$15,961	\$16,062	\$20,828	\$50,412	\$79,029	\$81,530	\$143,278	\$699,062
FY-2013	3%	\$121,836	\$66,627	\$42,757	\$43,149	\$26,353	\$16,440	\$16,544	\$21,452	\$51,924	\$81,399	\$83,976	\$147,576	\$720,034
FY-2014	3%	\$125,491	\$68,626	\$44,040	\$44,443	\$27,144	\$16,933	\$17,040	\$22,096	\$53,482	\$83,841	\$86,495	\$152,003	\$741,635
FY-2015	3%	\$129,256	\$70,684	\$45,361	\$45,776	\$27,958	\$17,441	\$17,551	\$22,759	\$55,086	\$86,357	\$89,090	\$156,563	\$763,884

These projections would result in a total of 20% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative increase of 14% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 110% in FY 2015 at these projected revenue levels.

Revenue Generation Strategies

PRICING PLAN

PARK RESERVABLES	Current Pricing (CY-2011)	Proposed Pricing (CY-2012)	Yield Management Margin (+/-)
Elijah Clark State Park			
Picnic Shelter	\$45	\$45	20%
Picnic Shelter/Nature Center Pav (capacity)			20%
Beach Pavilion (capacity)			20%
Group Shelter A (capacity)	\$205 (175)	\$205 (175)	20%
Group Shelter B (capacity)	\$180 (75)	\$180 (75)	20%
Camping RV/Tent	\$28 - \$25	\$28 - \$25	10%
Premium			
Regular			
Camping (Walk)	\$15	\$15	10%
Yurts (capacity)			10%
Cottage (2 BR)	\$120	\$120	20%
Weekend			
Weekday			
Nov - Feb (wd)			
Nov - Feb (we)			
Mar - Oct (wd)			
Mar - Oct (we)			
Pioneer Campsite	\$38	\$38	10%

Georgia State Parks and Historic Sites

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Cool Critters	Snake Ed	By Request	By Request	16 classes	\$25/class	100%
VW Rally	Fill Camp	March	Annually	50 campsites	\$28/campsite	150%
5-K Run	Exposure	October	Annually	50 runners	\$20/runner	100%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Lincoln County	TBA	Earth work at Bone Yard for Venue	Chris Hawn
Club Car	August 2012	Acquire camp host golf carts.	Chris Hawn
Blue Grass Festival	Sept 2013	Expand vendors at Blue Grass	Friends President

Expense Management Plan

Personnel Assignments

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

Action	Timeline	Outcome
Part-Time Staff Redistribution	June 2012	Use PT Staff in accordance with the seasonal needs of the park.

Management Techniques

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

Action	Timeline	Outcome
Cross train Staff	October 2011	Staff will be enabled to work in more than one department (i.e. Clerks can cover Housekeeping).

Adjusted Levels of Service

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

Action	Timeline	Outcome

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

	Elijah Clark State Park	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY2-015
Account	Operational Expenses						
501000	REGULAR SALARIES	\$238,135		\$257,163	\$260,513	\$264,031	\$269,312
502000	ANNUAL LEAVE PAY	\$0	\$0	\$6,909	\$0	\$0	\$0
503000	OTHER SUPPLEMENTAL	\$0	\$0	\$0	\$0	\$0	\$0
511000	OVERTIME	\$0	\$0	\$0	\$0	\$0	\$0
513000	TEMPORARY/CASUAL LABOR	\$43,364		\$81,393	\$81,393	\$81,393	\$81,393
514000	FICA	\$16,032		\$10,987	\$11,207	\$11,431	\$11,659
515000	RETIREMENT	\$22,216		\$18,146	\$18,509	\$18,879	\$19,257
516000	HEALTH INSURANCE	\$49,611		\$54,186	\$59,605	\$65,566	\$72,123
518000	UNEMPLOYMENT INSURANCE	\$0		\$1,408	\$1,436	\$1,465	\$1,494
520000	ASSESSMENTS BY MERIT	\$1,370		\$2,194	\$1,370	\$1,370	\$1,370
522001	DRUG TESTING	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL PERSONAL SERVICES	\$370,728	\$0	\$432,386	\$434,033	\$444,135	\$456,608
611000	POSTAGE	\$269		\$600	\$600	\$650	\$700
612000	MOTOR VEHICLE EXPENSES	\$22,096		\$32,188	\$20,000	\$21,000	\$22,050
613000	PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0	\$0
614000	SUPPLIES & MATERIALS	\$7,314		\$32,095	\$27,400	\$28,770	\$30,209
615000	REPAIRS & MAINTENANCE	\$3,216		\$15,017	\$12,000	\$12,360	\$12,978
616000	EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0	\$0
617000	WATER & SEWAGE	\$0	\$0	\$0	\$0	\$0	\$0
618000	ENERGY	\$114,478		\$107,460	\$118,206	\$130,027	\$143,030
619000	RENTS	\$1,584		\$3,443	\$2,400	\$2,400	\$2,400
620000	INSURANCE & BONDING	\$7,152		\$9,251	\$9,000	\$9,000	\$9,000
622000	FREIGHT	\$0	\$0	\$0	\$0	\$0	\$0
626000	PURCHASING CARD	\$30,295	\$0	\$0	\$0	\$0	\$0
627000	OTHER OPERATING EXPENSES	\$24,232		\$32,330	\$20,000	\$20,000	\$20,000
700000	CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0	\$0
640000	TRAVEL	\$790		\$2,405	\$1,500	\$1,500	\$1,500
	TOTAL REGULAR EXPENSES	\$211,426	\$0	\$234,789	\$211,106	\$225,707	\$241,867
701&722	MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0
720000	EQUIPMENT PURCHASES >5000	\$0	\$0	\$0	\$0	\$0	\$0
713 & 716	CAPITAL\ LEASE Prin & Int	\$0	\$0	\$0	\$0	\$0	\$0
648000	REAL ESTATE RENTALS	\$0	\$0	\$0	\$0	\$0	\$0
871-872000	VOICE/DATA COMMUNICATIONS	\$1,945		\$1,674	\$2,900	\$2,900	\$2,900
651000	PER DIEM & FEES	\$0	\$0	\$0	\$0	\$0	\$0
652000	PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0	\$0	\$0
653000	CONTRACTS	\$0	\$0	\$0	\$0	\$0	\$0
626001-780	ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0	\$0	\$0
610000	RESALE	\$9,491		\$15,405	\$16,000	\$16,000	\$16,000
	TOTAL OTHER EXPENDITURES	\$11,436	\$0	\$17,079	\$18,900	\$18,900	\$18,900
	GRAND TOTAL OPERATIONAL EXPENSES	\$593,590	\$0	\$684,254	\$664,039	\$688,742	\$717,375

Georgia State Parks and Historic Sites

Revenue Pro Forma

		Elijah Clark State Park						
Revenue Pro Forma								
Revenue (Fund) Sources	Revenue Sources Description	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	
60001	CONCESSION AND TP NON-FOOD	\$16,430	\$16,923	\$17,431	\$17,955	\$18,494	\$19,049	
60002	CANCELLATION FEES	\$2,118	\$2,182	\$2,247	\$2,314	\$2,384	\$2,450	
60004	COTTAGES	\$260,806	\$268,630	\$276,689	\$284,990	\$293,539	\$302,340	
60005	CAMP SITES	\$254,246	\$261,873	\$269,730	\$277,821	\$286,156	\$294,740	
60011	MINIATURE GOLF	\$4,830	\$4,975	\$5,124	\$5,278	\$5,436	\$5,591	
60014	DOG FEES	\$2,200	\$2,266	\$2,334	\$2,404	\$2,476	\$2,550	
60015	GROUP SHELTERS	\$1,110	\$1,143	\$1,178	\$1,213	\$1,249	\$1,280	
60017	VENDING MACHINE COMMISSIONS	\$498	\$513	\$528	\$544	\$561	\$573	
60018	WASH & DRY	\$2,803	\$2,887	\$2,974	\$3,063	\$3,155	\$3,250	
60020	SHORT/OVER	\$313	\$322	\$332	\$342	\$352	\$361	
60025	REFUNDS	(\$68,157)	(\$70,202)	(\$72,308)	(\$74,477)	(\$76,711)	(\$79,011)	
60027	PIONEER CAMP	\$412	\$424	\$437	\$450	\$464	\$473	
60028	PICNIC SHELTERS	\$215	\$221	\$228	\$235	\$242	\$249	
60033	CAMPSITE SR CITIZEN DISCOUNT	(\$24,227)	(\$24,954)	(\$25,702)	(\$26,473)	(\$27,268)	(\$28,081)	
60036	PROGRAM FEES	\$0	\$0	\$100	\$5,000	\$5,500	\$6,000	
60037	MISC PARK RECEIPTS	\$637	\$656	\$676	\$696	\$717	\$731	
60042	NON-COST ITEMS (ICE, WOOD)	\$8,120	\$8,364	\$0	\$0	\$0	\$0	
60043	EQUIPMENT RENTAL	\$18	\$18	\$19	\$19	\$20	\$20	
60059	H&F SALES TO NORTHLAKE	(\$12)	(\$12)	(\$13)	(\$13)	(\$14)	(\$14)	
60073	DISABLED VET DISCOUNT	(\$1,469)	(\$1,513)	(\$1,558)	(\$1,605)	(\$1,653)	(\$1,701)	
60075	TV CABLE RENTAL	(\$11,992)	(\$12,352)	(\$12,722)	(\$13,104)	(\$13,497)	(\$13,901)	
60080	CR CARD CHGBACKS-PARKS	(\$60)	(\$62)	(\$64)	(\$66)	(\$68)	(\$71)	
60082	BAD CHECKS	(\$145)	(\$149)	(\$154)	(\$158)	(\$163)	(\$168)	
60090	FOOD/BEV ITEMS TO GO	\$4,450	\$4,584	\$4,721	\$4,863	\$5,009	\$5,151	
60092	"Friends" Discount at Parks	(\$24,567)	(\$25,304)	(\$26,063)	(\$26,845)	(\$27,650)	(\$28,481)	
60098	HOTEL/MOTEL/TAX-PARKS	\$2,412	\$2,484	\$2,559	\$2,636	\$27,650	\$28,481	
60099	SALES TAX	\$2,777	\$2,860	\$2,946	\$3,035	\$3,126	\$3,221	
61100	MISC CONCESSION AGREEMENTS	\$451	\$465	\$478	\$493	\$508	\$523	
62004	PROGRAM FEES	\$0	\$0	\$100	\$5,000	\$5,500	\$6,000	
63908	OTHER/MISC	\$245	\$252	\$260	\$268	\$276	\$284	
65001	DAILY PARKING PASS							
65002	ANNUAL PARKING PASS							
65003	FRIENDS MEMBERSHIP FEES							
65004	PAY-OUT TO FRIENDS							
65005	FRIENDS INCENTIVE							
66002	CANCELLATION FEES	\$4,923	\$5,071	\$5,223	\$5,379	\$5,541	\$5,701	
66003	REFUNDS-ADV RESERV	(\$55,989)	(\$57,669)	(\$59,399)	(\$61,181)	(\$63,016)	(\$64,901)	
66005	CAMPING	\$43,052	\$44,344	\$45,674	\$47,044	\$48,455	\$49,901	
66006	COTTGES	\$88,326	\$90,976	\$93,705	\$96,516	\$99,412	\$102,391	
66008	TENT/PIONEER CAMPING	\$340	\$350	\$361	\$372	\$383	\$394	
66015	GROUP SHELTERS	\$7,920	\$8,158	\$8,402	\$8,654	\$8,914	\$9,181	
66019	TRANSFER FEES	\$573	\$590	\$608	\$626	\$645	\$664	
66028	PICNIC SHELTERS	\$840	\$865	\$891	\$918	\$945	\$971	
66082	BAD CHECKS	(\$295)	(\$304)	(\$313)	(\$322)	(\$332)	(\$341)	
69005	CAMP SITES - PW	\$67,270	\$69,288	\$71,367	\$73,508	\$75,713	\$77,981	
69006	COTTAGES/CABINS	\$63,245	\$65,142	\$67,097	\$69,110	\$71,183	\$73,311	
69008	TENT/PIONEER CAMPS	\$596	\$614	\$632	\$651	\$671	\$691	
69015	GROUP SHELTERS	\$2,940	\$3,028	\$3,119	\$3,213	\$3,309	\$3,409	
69028	PICNIC SHELTERS - PW	\$730	\$752	\$774	\$798	\$822	\$841	
TOTAL EARNED REVENUES		\$658,933	\$678,699	\$690,648	\$721,164	\$768,435	\$792,150	
Revenue Projection Goal		\$ 678,701	\$ 699,062	\$ 720,034	\$ 741,635	\$ 763,881		

Total / Cost Recovery Pro Forma

Elijah Clark State Park						
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
Visitation	134,216	138,242	138,269	142,417	146,690	154,348
Operational Expenses	\$593,590	\$0	\$684,254	\$664,039	\$688,742	\$717,375
Earned Revenues	\$658,933	\$678,699	\$690,648	\$721,164	\$768,435	\$792,156
% Cost Recovery	111.0%		100.9%	108.6%	111.6%	110.4%