

Skidaway Island State Park Business & Management Plan

Prepared June 2011; Finalized December 2012

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 Skidaway Island 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	Skidaway Island State Park
Site Manager	Holly Holdsworth
Region Manager	Tommy Turk
Date of Business Plan completion	June 6, 2011
Site size	588 acres
Total number of visitors (FY 2010)	195,490
Total operating budget (FY 2010)	\$340,926
Total earned revenues (FY 2010)	\$442,031
Operational cost recovery (FY 2010)	130%
Average operating cost per visitor (FY 2010)	\$1.74
Average earned revenue per visitor (FY 2010)	\$2.26
Average cost recovery ¹ (FY 2008 – 2010)	124%
Target cost recovery (FY 2015)	125%
Total full-time employees ²	4
Total part-time employees ³	7
Primary service markets ⁴	Savannah, Jacksonville, Hilton Head
Primary attractors/visitor appeal factors	Historic Savannah, Tybee Island Beach, Fishing
Leading opportunities for improved site performance	Additional rental facilities (efficiency cabins, improved campground w/ full hook-ups), partnering with the Savannah tourism industry, increased programming

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 588-acre site of Skidaway Island State Park is located in an urban residential setting, roughly 12 miles from downtown Historic Savannah. It is roughly 17 miles from Interstate 95, and 15 miles from Interstate 16. The tourism industry of Savannah, and the “snowbird” travelers up and down I-95, bring the site the highest revenue generation through campsite rentals. The opportunities to expand that revenue and seek new opportunities through programming and package deals provide the biggest opportunity to reach the identified cost recovery target.

Key Attractions

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

- Campground
- Group Shelter
- Interpretive Programs & Special Events
- Retail Area/Gift Shop
- Trails & Picnic Area

Financial Targets

The table below details the total operating expenses and earned revenues for Skidaway Island 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 125% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Skidaway Island State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	15%	29,324		
	2008	2009	2010	2015 Target
Visitors	180,293	193,993	195,490	224,814
Total Expenses	\$ 355,420	\$ 373,642	\$ 340,926	\$ 400,151
Total Revenues	\$ 435,420	\$ 440,675	\$ 442,031	\$ 502,107
Cost per Visitor	\$ 1.97	\$ 1.93	\$ 1.74	\$ 1.78
Revenue per Visitor	\$ 2.42	\$ 2.27	\$ 2.26	\$ 2.23
State Financial Support per Visitor	\$ 0.44	\$ 0.35	\$ 0.52	\$ 0.45
Total Cost Recovery	123%	118%	130%	125%
Change from 2010 Expenses				\$ 59,225
Percent Change from 2010 Expenses				17.37%
Change from 2010 Revenues				\$ 60,076
Percent Change from 2010 Revenues				13.59%

Key Recommendations

Primary / Short Term Recommendations

1. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
2. Weekly monitoring of online comment cards and online review websites including Trip advisor, Yelp, RV Park Reviews, Campground report, Campster, and others. Responding to those reviews to address any issues or create relationships with guests and thank them for taking the time to give us feedback (whether good or bad). Issues that arise should be addressed immediately and programs, services, or facilities that fall below that standard should be critically reviewed, enhanced, and results monitored.
3. Evaluate and pursue opportunities to employ concessionaires or private or public service providers on-site if they can be more cost effective or provide desirable services, programs, or amenities the Park cannot. For example, explore the development of a concessionaire agreement to provide public events on site or kayaking trips.
4. 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.
5. Continue the five special events we offer and add a sixth to help draw more visitors to the site during more off seasons, months, or weekends.
6. Seek local partners to help support programs, and for cross marketing opportunities.
7. Seek out a final decision on the swimming pool operation. Reach out to all local community leaders and those in the pool industry and see if there is any interest to operate under their own management. If there are no interest plan for permanent closure and filling in for the use as a community garden.
8. Sustain sufficient non-labor operational funding or increase staff so that required staff operational costs (with benefits) are 60 - 65% of the total operational budget.
9. Manage Skidaway Island State Park according to well-defined maintenance program, and operational standards monitored and enforced by region managers and senior management.
10. Work with the Marketing department to develop a site-specific marketing plan for Skidaway Island State Park.
11. Continue to work with Friends of Skidaway Island State Park to help raise funds and recruit volunteers for programming and improvement projects.
12. Perform a thorough net cost of service analysis on major functions of site operations, including the detailed analysis of labor requirements by task.
13. Review and update rates on an annual basis and meet cost recovery targets for important and visitor-supported services.
14. Develop online sales of retail merchandise associated with the site in order to increase retail revenues.

15. Track total economic impact of the park in the local communities and region and share with decision-makers, elected officials, local business operators, and others to demonstrate the impact of Skidaway Island State Park.
16. Develop a more detailed analysis of labor requirements of park operations and create job descriptions and requirements to match the right position with the right job at the right pay.
17. Seek out and provide additional training to site staff for improved business management and marketing effectiveness.
18. Construct and upgrade facilities and amenities at the site that are likely to have a cost recovery level at or above 100%. Suggestions include expanding the park office and retail space, upgrading the comfort stations, enhancing signage at the site entrance; enhance landscaping, update interpretive displays and exhibits, construct efficiency cabins, upgrade campsites to include sewer hook-ups and expand Wi-Fi throughout the campground.
19. Add more programs, special events, amenities and educational opportunities that appeal to demographics we currently do not serve as much as others, like middle school ages, high school ages and elderly adults.

Secondary / Long Term Recommendations

1. Establish a reserve fund or revolving account that allows for earned revenues above a certain percentage of operational cost recovery to be reinvested in the site or held for future use when revenue shortfalls may occur (think hurricanes).
2. Improve the recreational amenities of the site to meet the needs of modern and emerging uses. (i.e., a disc golf course, archery range, etc)
3. Engage the local community, user groups, and private organizations to improve connectivity between Skidaway Island State Park, The Village on Skidaway Island, The Landings Residential Community, Skidaway Institute of Oceanography, UGA Marine Education Center & Aquarium, and Wormsloe State Historic Site.
4. Complete the slated construction of efficiency cabins and market to key user groups.
5. Complete the slated campground renovations and additions of full hook-up campsites. Aggressively price the full hook-up sites and look at developing long-term rentals.
6. In order to provide more recreational use of the park, create a fitness trail, and market it to local exercise enthusiasts.
7. Develop and market hammock camping opportunities in the Pioneer Area.

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 Skidaway Island State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site Inventory and Facility Assessment
2. Operational Assessment
3. Financial Assessment

Site Inventory and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.
Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Total Acreage	588	Good
Park Office	1	Excellent
Managers Residence	1	Excellent
Assistant Managers Residence	1	Good
Group Shelter	1	Good
Maintenance Shop	1	Poor
Interpretive Center	1	Fair
Picnic Shelters & Area	5	Good
Swimming Pool Facility	1	Poor
Pioneer Campground	1	Good
Comfort Stations	3	Good
Campsites	87	Good
Miles of Trails	7	Good
Public Parking for Park Office	1	Poor (non-existent)

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
Entrance Sign	High
Campground Upgrades (sewer, new comfort station, electrical, etc)	High
Efficiency Cabins	High
Final decision on swimming pool (demolition, concessionaire, etc.)	Moderate
Outdoor Lighting throughout park especially at Interpretive Center	Moderate
Office Expansion for check-in and retail display and storage	High
Big Ferry Trail Boardwalk replacement and tower refurbishment	High
Additional Programming Space at Interpretive Center	Low
Upgrade Maintenance Shop	High
Interactive / Updated displays & exhibits	Moderate
Tree removal in campground	High
Construct new office with expanded resale, parking and check-in capabilities	High

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site
2. A review of staffing at the site
3. A review of concessionaires and partners operating at the site
4. Visitation and customer satisfaction

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services**
- 2) Important Services**
- 3) Visitor Supported Services**

Programs and services at the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by tax funds]*

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.
- The services are essential to protecting and supporting the public's health and safety.
- The services protect and maintain valuable assets and infrastructure.
- The services would generally and reasonably be expected and supported by residents, businesses, customers and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.

The following programs and services offered at Skidaway Island State Park have been identified as **core services**:

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

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 Skidaway Island State Park have been identified as **important services**:

- **Site Appropriate education, interpretation, and recreation opportunities**
- **Picnicking**
- **Public educational programs**
- **School group programming**

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 Skidaway Island State Park have been identified as **visitor supported services**:

- **Retail**
- **Special events**
- **Group programs**
- **Camping**

Georgia State Parks and Historic Sites

Staffing Assessment

Labor costs at Skidaway Island State Park represent the largest area of budgetary expense at an average of 59% 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
Park Manager	1	0	2300
Assistant Park Manager	1	0	2300
Clerk 1	1	0	2080
Park Ranger	1	0	2080
Interpretive Ranger	0	1	0
Utility Worker	0	1	0
TOTAL	4	2	8760

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Naturalist	2	0	2080
Clerk	2	0	3000
Maintenance	2	0	3000
TOTAL	6	0	8080

Labor Support

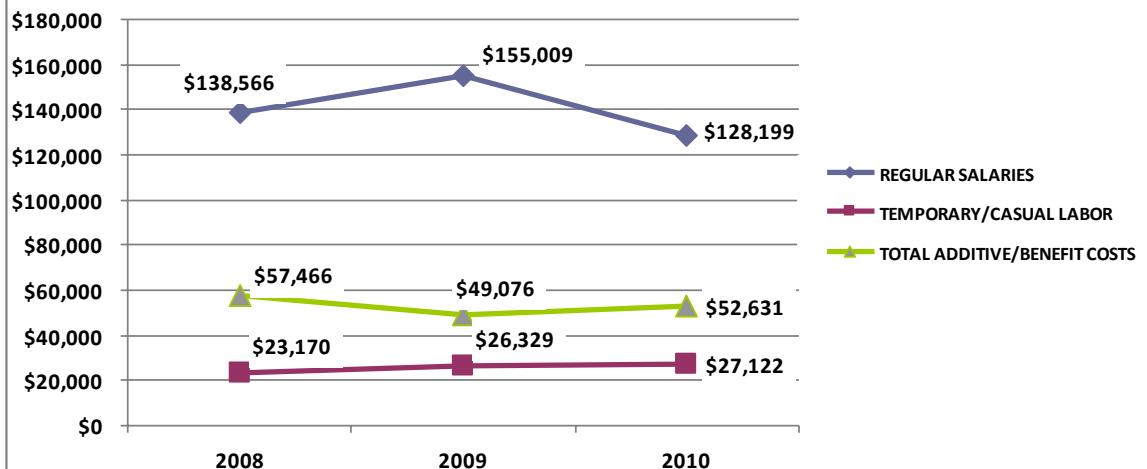
Labor Support	Annual Hours
Volunteers	8000
Community Service Workers	2000
Park Pass Booth Clerk (1)	1000
Engineering and Construction Crews	200
Resource Management Crews	60
TOTAL	11260

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	8760
Part Time Employees	8080
Labor Support	11260
TOTAL Annual Labor Hours	28100

LABOR BUDGET SUMMARY

Account Code and Sub-Class Expenditure Descriptions	Skidaway Island	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
REGULAR SALARIES	138,566	155,009	128,199		-7%
ANNUAL LEAVE PAY	0	0	1,134		
OTHER SUPPLEMENTAL	0	0	0		
TEMPORARY/CASUAL LABOR	23,170	26,329	27,122		17%
FICA	10,279	11,562	9,677		-6%
RETIREMENT	14,425	16,148	13,827		-4%
HEALTH INSURANCE	31,653	20,305	26,925		-15%
UNEMPLOYMENT INSURANCE	228	179	245		8%
ASSESSMENTS BY MERIT	882	882	822		-7%
PERSONAL SERVICES	219,201	230,414	207,951		-5%

Skidaway Island State Park Labor Costs: 2008 - 2010**Visitation and Occupancy**

Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by 8% or over 15,000 visitors. This is largely attributed to increase in day use, trails usage, increasing attendance at programs and events, and constantly improving on the services that the site offers.

Year	Total Visitation
2008	180,293
2009	193,993
2010	195,490

Georgia State Parks and Historic Sites

Occupancy for the overnight accommodations at Skidaway Island State Park the last three years is detailed in the table below. Overall occupancy has trended slightly downward from 2008 & 2009 to 2010, only slightly decreasing by 2%. This is largely attributed to regular returning campers that come here year after year, on their way to and from Florida, and the tourism industry of Savannah keeps our occupancy consistent. Overall visitation has risen even with our biggest contributor of campground occupancy dropping. This is largely attributed to the increase in day visitation and program attendance. 2008 program attendance was 7,075 while in 2010 we rose to 17,460.

Year	Campground Occupancy
2008	56 %
2009	56 %
2010	54 %

Customer Service and Satisfaction

Currently the site monitors customer service through paper, hard copy customer comment cards. These cards are not collected in a statistically valid method, are often only reviewed to identify areas of customer service praises, concerns or issues, and are not consistently used for managing customer service performance issues overall at the sites. Starting June 2010, sites will implement an online customer service reporting system, emailing guests to receive feedback. The chart on the following page shows the customer satisfaction level from a total of 38 customers reporting through the paper method.

Site	Year	Customer Satisfaction Level
Skidaway Island State Park	2009	50 %
	2010	79 %

The park also utilizes the many online reporting websites, i.e. www.rvparkreviews.com, www.campgroundreport.com, & www.campster.com. The measurable information gathered in the chart below is from the RV Park Reviews website that rates campgrounds on a 1 to 10 scale.

Site	Year	Rating out of 10
Skidaway Island State Park	2009	8.6 – 32 reviews
	2010	8.5 – 21 reviews
(Through April)	2011	8.9 – 19 reviews

Financial Performance Assessment

Operational Expenses

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

Earned Revenues

Skidaway Island State Park	2008	2009	2010	% Change from 2008
Operational Expenses				
REGULAR SALARIES	138,566	155,009	128,199	-7%
ANNUAL LEAVE PAY	0	0	1,134	
OTHER SUPPLEMENTAL	0	0	0	
OVERTIME	0	0	24	
TEMPORARY/CASUAL LABOR	23,170	26,329	27,122	17%
FICA	10,279	11,562	9,677	-6%
RETIREMENT	14,425	16,148	13,827	-4%
HEALTH INSURANCE	31,653	20,305	26,925	-15%
UNEMPLOYMENT INSURANCE	228	179	245	8%
ASSESSMENTS BY MERIT	882	882	822	-7%
DRUG TESTING	0	0	0	
PERSONAL SERVICES	219,201	230,414	207,975	-5%
POSTAGE	217	314	360	
MOTOR VEHICLE EXPENSES	10,028	12,990	6,708	-33%
PRINTING & PUBLICATION		22		
SUPPLIES & MATERIALS	18,056	20,751	21,586	20%
REPAIRS & MAINTENANCE	1,459	4,391	1,551	6%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE	667	945	2,587	288%
ENERGY	74,004	76,390	71,108	-4%
RENTS	4,251	2,969	2,708	-36%
INSURANCE & BONDING	3,264	3,569	2,824	-13%
FREIGHT				
PURCHASING CARD				
OTHER OPERATING EXPENSES	5,191	5,475	5,677	9%
CLAIMS & BONDS & INTEREST				
TRAVEL	385	56	635	65%
REGULAR EXPENSES	117,521	127,872	115,745	-2%
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	2,674	2,467	943	-65%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	1,171	675	197	-83%
ADVERTISING - PROCUREMENT CARD				
RESALE	14,852	12,214	16,067	8%
TOTAL OTHER EXPENDITURES	18,697	15,356	17,207	-8%
GRAND TOTAL	\$ 355,420	\$ 373,642	\$ 340,926	-4%
Earned Revenues	\$435,420	\$440,675	\$442,031	2%
% Cost Recovery	123%	118%	130%	6%

Georgia State Parks and Historic Sites

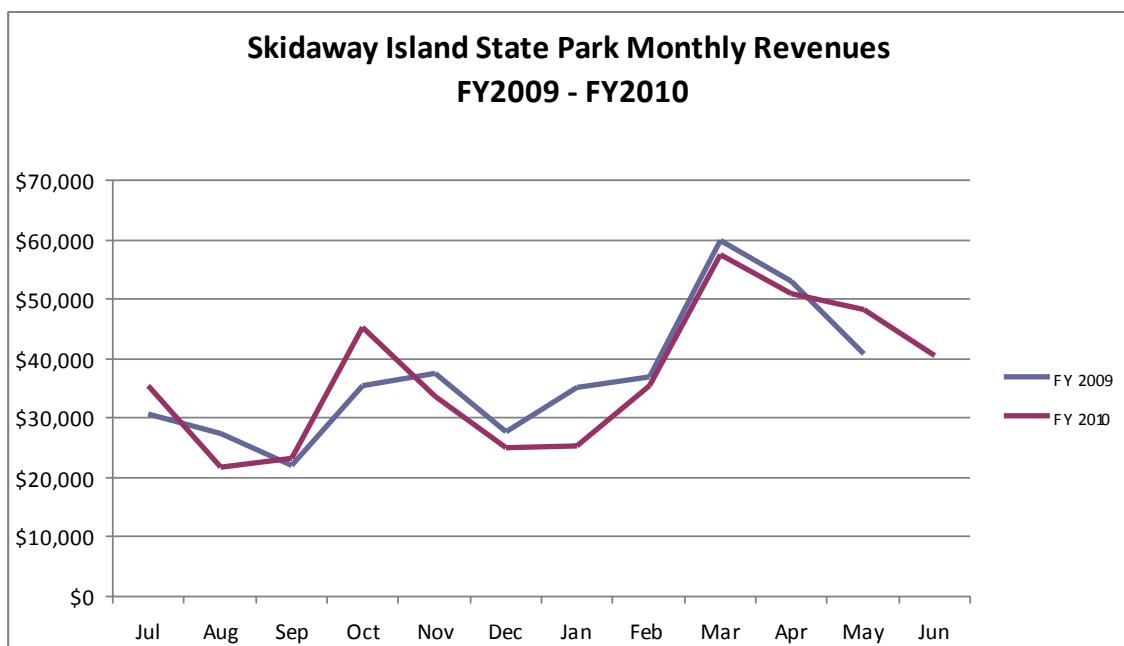
Earned revenues at Skidaway Island State Park have increased since 2008, which is largely attributed to the corresponding increase in overall visitation and increases in pricing.

Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue increased slightly by \$1,300 (less than 1%) from 2009 to 2010, with the largest **increases** in monthly revenues in October (28%), May (18%), June (18%), and July (16%), and the largest **decreases** in the months of January (28%), August (21%), November (10%), and December (10%). The increases in some months were enough to cover the decreases in other months, leveling out the total revenue with little change from 2009 to 2010.

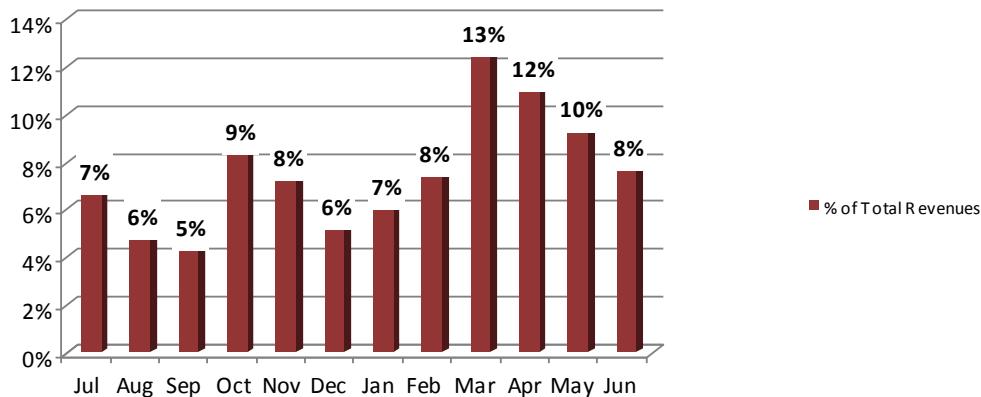
FY 2009 - FY 2010 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$30,566	\$27,507	\$22,157	\$35,478	\$37,553	\$27,823	\$35,180	\$36,870	\$59,801	\$52,919	\$40,731	\$34,090	\$440,675
FY 2010	\$35,336	\$21,596	\$23,258	\$45,406	\$33,700	\$24,968	\$25,325	\$35,448	\$57,494	\$50,887	\$48,239	\$40,374	\$442,031
FY 2011 (just FYI)	\$27,939	\$23,051	\$31,743	\$50,540	\$38,865	\$23,910	\$27,360	\$45,073	\$61,863	\$52,806	\$41,977	\$32,333	\$457,460
Avg	\$32,951	\$24,552	\$22,708	\$40,442	\$35,627	\$26,396	\$30,253	\$36,159	\$58,648	\$51,903	\$44,485	\$37,232	\$441,353
% of Total Revenues	7%	6%	5%	9%	8%	6%	7%	8%	13%	12%	10%	8%	100%
% change	16%	-21%	5%	28%	-10%	-10%	-28%	-4%	-4%	-4%	18%	18%	0%

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



**Average Monthly Revenues as a Percent of Total Annual
Revenues - Skidaway Island State Park
FY2009 - FY 2010**

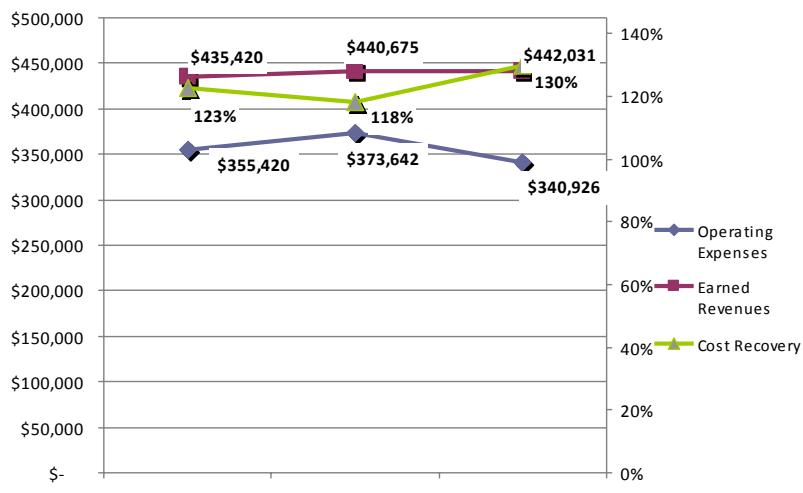


Cost Recovery Trends

Skidaway Island State Park has achieved an average cost recovery of 120% 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	\$355,420	\$435,420	123%
2009	\$373,642	\$440,675	118%
2010	\$340,926	\$442,031	130%

**Skidaway Island State Park
Operating Expenses, Revenues, and Cost Recovery
FY 2008 - 2010**



Georgia State Parks and Historic Sites

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 Skidaway Island State Park since 2005, with the largest increase being the Pioneer Campground (60%), Picnic Shelters (38%), and Group Shelter (30%).

A table detailing the rates for Skidaway Island State Park is provided below.

	2005	2006	2007	2008	2009	1/1/2010	4/1/2010	2011	\$change from 2005	%change from 2005	Comments
Skidaway Island State Park											
Picnic Shelter	\$40	\$40	\$50	\$50	\$55	\$55	\$60	\$55	\$15	38%	
Group Shelter (capacity 150)	\$200	\$200	\$200	\$250	\$250	\$250	\$255	\$260	\$60	30%	
Campsite (RV)	\$24	\$24	\$24	\$25	\$25	\$25	\$28	\$28	\$4	17%	
Campsite (tent)	\$22	\$22	\$22	\$23	\$23	\$23	\$25	\$25	\$3	14%	
Pioneer Campsite	\$25	\$25	\$35	\$35	\$35	\$35	\$40	\$40	\$15	60%	
Campsite (sewer)											2012
Efficiency Cottage											2012
Bikes											2012
1 hour								\$5			2012
4 hour								\$10			2012
8 hour								\$15			2012
Swimming											closed 2009

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Skidaway Island State Park is operating at a 118%- 130% cost recovery of operational expenses through earned revenues. While the 130% is highly profitable, it is not sustainable for the long term. Skidaway Island State Park plans to improve cost recovery to a more sustainable percentage through reducing operational expenses in some of the higher areas like fuel and energy by researching other energy methods, and by improving revenues through programming, special events, and partnering with Savannah tour companies. Addition of efficiency cabins and full hook-up sites will increase revenue.

Enhance Revenue Generation Strategies

Increasing earned revenues will most likely result from the impacts of both increased visitation at the site and specific revenue enhancement strategies. Skidaway Island State Park will improve revenue generation through more flexible and dynamic fees for camping and rental facilities. The site will also improve retail sales through appealing to older visitors, and revenue generation possibilities through propane sales, as well as concessionaire agreements through local trolley tours and other tourist attractions.

Expand Special Events at the Site

Most of our special events appeal to younger children and their families. While those events are successful, expansion of special events to appeal to older adults (a majority of our camping population), older youth (high school and middle school age), and college age to young adults would tap into a population that we currently do not serve. These events can include, but not be limited to, art and music festivals, wine and cheese festivals, local culinary shows, arts & crafts festivals, Frisbee golf tournaments, science fairs, single mom's camping clubs, and music events.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Skidaway Island State Park's Interpretive Center features displays that are appealing to all age ranges, however they are becoming outdated. With nothing new to see, it is difficult to attract repeat visitors. It will be crucial for the site to improve the appeal of interpretive resources including displays, exhibits, and program supplies to update the experience and provide something new for people to see. New programs could include environmental movie night, senior ranger program, "Wanna be" Rangers, kickball, flag football, exercise trails, and running clubs. Improvements to the Skidaway Meadow to stay dry all year could provide year round recreational opportunities in an open area.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing of Skidaway Island State Park could be improved to produce greater visitation and revenues during specific timeframes through a more site-specific marketing campaign. This could be achieved through a marketing approach that is responsive to zip code data and other information gathered by the site (busy vs. slower timeframes, clientele served, target populations). Effectiveness could be greatly increased through linking promotional material with the city of Savannah, local Chamber of Commerce, The Landings, visitor centers, and tourism industry. Also researching how to attract existing camping groups and expand that relationship (e.g., "snowbird" travelers, or foreigners with rental RVs visiting Savannah and up the coast, locals, and full timers). Also expanding promotion of special events and programming efforts.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

The site is implementing an online customer service reporting system, emailing guests to receive feedback. This system will allow quicker review of information and hopefully result in more feedback from customers and more usable data to monitor customer service and satisfaction. Skidaway Island State Park will strive to have 90% of visitors responding to surveys report that they were either 'satisfied' or 'very satisfied' (or some comparable metric to be developed). 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. The site is also developing a programming survey to send to all groups and schools that have booked programs with us over the previous month. This data will be less quantitative and more qualitative, but will be used for enhancing the programming department's effectiveness and service delivery. The site will also utilize other online review websites. Listening to the customer and using their feedback will be on the forefront of future Park planning.

Expand Partnership Opportunities

Partnership opportunities should look first to local Skidaway Island organizations and then expand into the City of Savannah and tourism industry organizations. This could include outfitters for kayaking, kayak fishing, outdoor adventure education, trolley and walking tour companies, and funding to help promote our existing offered programs. The site will continue to 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 Skidaway Island 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
Active management of the natural and cultural resources of the site	0%
Open & public access to the site and its resources	0%
Maintenance of grounds, facilities, and infrastructure	0%
Public safety	10%
Trails/wildlife viewing areas	0%

Important Programs / Services	Target Cost Recovery
Site appropriate education, interpretation, and recreational opportunities	50%
Picnicking	20%
Public education programs	20%
School group programming	80%

Visitor Supported Programs / Services	Target Cost Recovery
Retail	150%
Special events	120%
Group programs	120%
Camping	300%

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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">• Wormsloe State Historic Site• Fort McAllister State Historic Park	<ul style="list-style-type: none">• Friends of Skidaway Island State Park	<ul style="list-style-type: none">• The Landings Association
Vendor Partners			<ul style="list-style-type: none">• Publix• Kroger• Sam's Club• Wal-Mart• Coke• Wild Birds Unlimited
Service Partners	<ul style="list-style-type: none">• Chatham County Commission• Chatham County Parks & Recreation• Oatland Island Wildlife Center• Health Department• Savannah Wildlife Refuge	<ul style="list-style-type: none">• Savannah Area Chamber of Commerce	
Co-branding Partners		<ul style="list-style-type: none">• Georgia Geocaching Association• Covenant Care	
Funding Resource Development Partner		<ul style="list-style-type: none">• Friends of Georgia State Parks and Historic Sites• Friends of Skidaway Island State Park	<ul style="list-style-type: none">• Skidaway Audubon

Marketing and Sales Plan

Marketing and Sales Goals

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

1. To produce increase overall visitation and revenues
2. To produce increased day visitation through program and special event attendance
3. To produce increased campsite occupancy

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

Area of Focus	2010 Performance	Actual through May 2011	Goal by 2012	Goal by 2015
Special Event Attendance	2009	2,411	2,600	3,000
Group Program Attendance	11,557	11,512	12,000	15,000
School Program Attendance	2,191	1,834	2,200	2,500
Public Program Attendance	1,703	1,342	2,200	2,500
Overall Program Revenue	\$4,561	\$8,631	\$10,000	\$20,000
Overall Visitation	195,490	201,355	205,382	224,814
Campground Occupancy	54%	56%	57%	60%

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

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

1. Event publicity

Special Events will be pushed to have short stories in local or regional newspapers like the Landings Journal, TWATL, The Skinnie, The Connect, etc., 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. Continue to update the list of contacts for news releases and radio spots, keeping good contact names for local radio stations and news papers. Continue interviews with local television programs like Mid Morning Live, and news channels sometime the week before the event weekend.

2. Program publicity

We have seen a huge increase in attendance just being able to post our events on the park website. Instead of sending out calendar announcements, news releases and radio spots that do not see many, if any results, the park will work to use the state parks website and insure

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programs are posted accurately and timely. Continue to utilize our mailing list and send out the monthly program schedule by the 25th of each month to give people time to plan their schedules accordingly. Any special, unique, or newly developed and offered program should be marketed separately, reaching out to groups that are likely to attend (home school, geocaching, adventure clubs) and highlight it as a new event on the monthly emails and postings. If pre-publicity is not successful, post-publicity can help promote future programs.

3. Site Publicity

Skidaway Island State Park will work with the Marketing department to develop a site specific marketing plan. One idea is to host several media familiarization tours (with 2 to 5 writers or editors) to familiarize them with the site and its benefits and amenities. Tours would focus on experiences, benefits, facilities and programs that would be available when the possible stories are expected to run.

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

Event Publicity	Program Publicity	Site Publicity
Fall-o-Ween Festival	Junior Ranger Camp	Coastal State Parks & Historic Sites
Luminary Fun Night with Santa	Fossil Fridays	Savannah Camping
Easter Blast	“Wanna Be” Rangers (They have always “wanted to be” a Park Ranger)	Wormsloe’s Marine Boatmen invade Skidaway!
Earthfest	Senior Rangers (55 and above)	

PACKAGING

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

Package	Package Details
Birthday Party Special	Picnic shelter rental & take home craft and nature programs
Skidaway/Wormsloe Stay (Wormaway Getaway)	Overnight camping at Skidaway Island State Park and entrance into Wormsloe State Historic Site
Skidaway/Wormsloe Day (Skidloe Special)	Package entrance into Skidaway Island State Park and Wormsloe State Historic Site
Maymester savings discount	Beat all the Memorial Day Guests and enjoy 25% off your camping stay by coming during this off-season window (3 weeks before Memorial Day, includes weekdays and weekends)
Football Kick off September discount	The kids are back in school, so enjoy 30% off your camping stay by coming during this off-season window. (3 weeks after Labor Day, includes weekdays and weekends)

Embrace the summer heat discount	June, July, &/or August (except July 4 th) – 25% off
Wilderness Pioneer Camping Package	Camping and Wilderness Survival Programs (including lost prevention and make survival kits, knot tying, shelter building, and fire building)
Camping & tour Savannah	Tickets on trolley tours (Ghost, On/Off, Paula Dean), includes downtown shuttle there and back, and camping stay
Kayak Skidaway Narrows	A concession agreement with Moon River Kayak Tours or package deals with camping. Possibly as a Groupon offering
Tents & Tee Time Package	Package with camping at Skidaway and 1 to 2 rounds of golf at Bacon Park Golf Course. Possibly as a Groupon offering.
Hike & Hook Package	A concession agreement with Miss Judy Fishing Charters or package deals with camping or our new efficiency cabins.
Skidaway A La Cart	Includes a ranger led night hike Friday night. Choose your Saturday day activity - Kayak tour, downtown trolley tour, fishing charter or golf outing. Dinner voucher for Pearl's Saltwater Grill and Sunday Morning Breakfast at the Omelet House.

GROUP SALES

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

- Girl Scout Troops
- Schools (public & private)
- Families
- Special Interest Groups
- Boy Scout Troops
- Retired Adults
- Young Adults
- Businesses & Professionals
- Women's Groups
- Churches
- Colleges & Universities
- Foreigners traveling in U.S.

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Loyalty programs like “points” earned based on dollars spent or camping stays that can be redeemed for future visits or purchases at the site.
- Differential pricing based upon days of week, busy and slow periods, etc.
- Site specific, return stay coupons good for a specific time frame.

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 60% of customers repeat their visit in a 12-month period.
2. Brand confidence & customers-recruiting-customers = Customer referrals equal a minimum of 50% of “Where did you hear about us?” responses from visitors polled.

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Revenue Generation Plan

Revenue / Cost Recovery Goals

Skidaway Island State Park has set a financial goal of increasing annual revenues 2-6% annually between 2012 and 2015. The largest revenue growth opportunity is most likely Fiscal Year 2013, when the new efficiency cabins and campground sewer hook-up sites will be finished. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year. The 2011 growth is very high because it reflects already high revenues collected through April.

Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2010	Base Year	\$35,336	\$21,596	\$23,258	\$45,406	\$33,700	\$24,968	\$25,325	\$35,448	\$57,494	\$50,887	\$48,239	\$40,374	\$442,031
2011	6%	\$37,456	\$22,892	\$24,653	\$48,130	\$35,722	\$26,466	\$26,845	\$37,575	\$60,944	\$53,940	\$51,133	\$42,796	\$468,553
2012	0%	\$37,456	\$22,892	\$24,653	\$48,130	\$35,722	\$26,466	\$26,845	\$37,575	\$60,944	\$53,940	\$51,133	\$42,796	\$468,553
2013	3%	\$38,580	\$23,579	\$25,393	\$49,574	\$36,794	\$27,260	\$27,650	\$38,702	\$62,772	\$55,558	\$52,667	\$44,080	\$482,609
2014	2%	\$39,351	\$24,050	\$25,901	\$50,566	\$37,530	\$27,805	\$28,203	\$39,476	\$64,027	\$56,670	\$53,721	\$44,962	\$492,262
2015	2%	\$40,138	\$24,531	\$26,419	\$51,577	\$38,280	\$28,361	\$28,767	\$40,266	\$65,308	\$57,803	\$54,795	\$45,861	\$502,107

These projections would result in a total of 13% 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 125% 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 130% cost recovery in that year; however, this was not a sustainable cost recovery. Staffing shortages lend to higher cost recovery, however they present an operational shortfall that is not sustainable for the long-term achievement of park goals. Without an Interpretive Ranger, park programming can only be expanded so far with part time help and really sees challenges with regular turnover of part time help. We have gotten to a point of only being able to stay afloat and put out fires rather than achieve long term planning with continued staff that can work more and stay on for longer periods of time. Hiring procedures bring about the largest challenge for full time employee turnover. We have also seen these challenges with only 1 full time maintenance staff; his two days off or vacation lend to a stop in some completion of projects, with a lack of ability for any part time staff to make purchases, etc. that only a full time employee can do.

Revenue Generation Strategies

PRICING PLAN

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Yield Management Margin (%)	Yield Management Margin (\$)	Yield Management Margin (%)	Yield Management Margin (\$)
2	Skidaway Island			Upcharge +	Upcharge +	Discount -	Discount -
	Picnic Shelter	\$55	\$50	+ 5%	\$3	-50%	\$25
	Group Shelter (capacity)	\$260(150)	\$260	+ 20%	\$52	-42%	\$110
	Camping (RV/Tent)	\$28/25	\$30/25	+ 20%	\$6	-30%	\$9
	Camping (Sewer) - not built yet	FY2012	\$35				
	Pioneer Campsite	\$40	\$40	+ 10%	\$4	-50%	\$20
	Efficiency Cottages - not rolled in yet	FY2012	\$125				

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Sensory Awareness Night Hikes	Active, Educational, Fun	Spring & Fall	Weekly	400	\$2 per person	50%
Fall-o-ween Festival	Holiday Fun	October	Yearly	800	\$10 per person	150%
Frog Hike	Educational	Summer	Weekly	400	\$2 / person	50%
Easter Blast	Holiday Fun	April	Yearly	500	\$2 / person	120%
Carnival	Fun	March	Yearly	500	\$10/ person	150%
Junior Ranger Camp	Active, Fun, Educational	Summer	Yearly	50	\$80/ person	200%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Event planning & promotion	1 year	15% of gross receipts	Park Manager
Packaging and promotions with local businesses	1 year	Shared Revenue	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
Hire an Interpretive Ranger	July 2011	Increased programming revenue.
Fill Utility Worker position with General Trades Craftsman	July 2012	Improved maintenance services and more skilled work completion by onsite staff with less funds spent on repairs.

Management Techniques

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

Action	Timeline	Outcome
Continue use of volunteers for site and grounds maintenance	July 2011	Complete Maintenance Plan for park
Outsource new programming possibilities with area outfitters	January 2012	Increased annual revenue generation possibilities

Adjusted Levels of Service

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

Action	Timeline	Outcome
Continue adjusted mowing schedules for park maintenance	July 2011	Annual cost reduction of \$500

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

Skidaway Island State Park					
Operational Expenses	2010 (Actual)	2012	2013	2014	2015
REGULAR SALARIES	\$128,199	\$135,890	\$144,044	\$152,687	\$161,848
ANNUAL LEAVE PAY	\$1,134	\$1,191	\$1,191	\$1,250	\$1,313
OTHER SUPPLEMENTAL	\$0	\$0	\$0	\$0	\$0
OVERTIME	\$24	\$25	\$27	\$29	\$30
TEMPORARY/CASUAL LABOR	\$27,122	\$29,021	\$31,052	\$33,226	\$35,551
FICA	\$9,677	\$10,209	\$10,771	\$11,363	\$11,988
RETIREMENT	\$13,827	\$14,587	\$15,390	\$16,236	\$17,129
HEALTH INSURANCE	\$26,925	\$28,406	\$29,968	\$31,616	\$33,355
UNEMPLOYMENT INSURANCE	\$245	\$258	\$273	\$288	\$304
ASSESSMENTS BY MERIT	\$822	\$867	\$915	\$965	\$1,018
DRUG TESTING	\$0	\$0	\$0	\$0	\$0
PERSONAL SERVICES	\$207,975	\$220,455	\$233,630	\$247,660	\$262,537
POSTAGE	\$360	\$364	\$367	\$371	\$375
MOTOR VEHICLE EXPENSES	\$6,708	\$6,775	\$6,843	\$6,911	\$6,980
PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$21,586	\$21,802	\$22,020	\$22,240	\$22,462
REPAIRS & MAINTENANCE	\$1,551	\$1,567	\$1,582	\$1,598	\$1,614
EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0
WATER & SEWAGE	\$2,587	\$2,613	\$2,639	\$2,665	\$2,692
ENERGY	\$71,108	\$71,464	\$71,821	\$72,180	\$72,541
RENTS	\$2,708	\$2,735	\$2,762	\$2,790	\$2,818
INSURANCE & BONDING	\$2,824	\$2,852	\$2,881	\$2,910	\$2,939
FREIGHT	\$0	\$0	\$0	\$0	\$0
PURCHASING CARD	\$0	\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$5,677	\$5,734	\$5,791	\$5,849	\$5,908
CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0
TRAVEL	\$635	\$641	\$648	\$654	\$661
REGULAR EXPENSES	\$115,744	\$116,546	\$117,354	\$118,168	\$118,989
MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int	\$0	\$0	\$0	\$0	\$0
REAL ESTATE RENTALS	\$0	\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$943	\$962	\$981	\$1,001	\$1,021
PER DIEM & FEES	\$0	\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0	\$0
CONTRACTS	\$197	\$201	\$205	\$209	\$213
ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0	\$0
RESALE	\$16,067	\$16,388	\$16,716	\$17,050	\$17,391
TOTAL OTHER EXPENDITURES	\$17,207	\$17,551	\$17,902	\$18,260	\$18,625
GRAND TOTAL	\$ 340,926	\$ 354,552	\$ 368,886	\$ 384,088	\$ 400,151

Revenue Pro Forma

Revenue Pro Forma						
Skidaway Island State Park						
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY 2012	FY 2013	FY 2014	FY 2015
60001	Concession and TP Non-Food	\$ (21,213)	\$ (21,850)	\$ (22,505)	\$ (23,180)	\$ (23,876)
60002	Cancellation Fees	\$ (1,698)	\$ (1,749)	\$ (1,801)	\$ (1,855)	\$ (1,911)
60005	Camp Sites	\$ (274,433)	\$ (282,666)	\$ (291,146)	\$ (302,500)	\$ (313,088)
60015	Group Shelter	\$ (650)	\$ (670)	\$ (690)	\$ (710)	\$ (732)
60018	Wash & Dry	\$ (4,449)	\$ (4,583)	\$ (4,720)	\$ (4,862)	\$ (5,008)
60020	Short/Over	\$ 81	\$ 84	\$ 86	\$ 89	\$ 92
60025	Refunds	\$ 30,629	\$ 31,548	\$ 32,494	\$ 33,469	\$ 34,473
60027	Pioneer Camp	\$ (1,098)	\$ (1,131)	\$ (1,165)	\$ (1,200)	\$ (1,236)
60028	Picnic Shelters	\$ 55	\$ 57	\$ 58	\$ 60	\$ 62
60033	Campsites Sr. Citizen Discount	\$ 42,635	\$ 43,914	\$ 45,231	\$ 46,588	\$ 47,986
60036	Program Fees	\$ (5,282)	\$ (5,441)	\$ (5,604)	\$ (5,772)	\$ (5,945)
60037	Misc Park Receipts	\$ (111)	\$ (114)	\$ (118)	\$ (121)	\$ (125)
60041	Soft Drink Sales	\$ (1,573)	\$ (1,620)	\$ (1,669)	\$ (1,719)	\$ (1,770)
60042	Non-Cost Items (Ice)	\$ (1,296)	\$ (1,334)	\$ (1,374)	\$ (1,416)	\$ (1,458)
60073	Disables Veteran Discount	\$ 573	\$ 591	\$ 608	\$ 627	\$ 645
60075	TV Cable Rental	\$ 17,502	\$ 18,027	\$ 18,568	\$ 19,125	\$ 19,699
60080	CR Card ChgBacks-Parks	\$ 95	\$ 98	\$ 101	\$ 104	\$ 107
60082	Bad Checks	\$ 10	\$ 10	\$ 11	\$ 11	\$ 11
60090	Food/Bev Items to go	\$ (1,130)	\$ (1,164)	\$ (1,199)	\$ (1,235)	\$ (1,272)
60092	"Friends" Discount at Parks	\$ 1,092	\$ 1,125	\$ 1,159	\$ 1,194	\$ 1,229
60099	Sales Tax	\$ (1,250)	\$ (1,287)	\$ (1,326)	\$ (1,366)	\$ (1,407)
66002	Cancellation Fees	\$ (5,696)	\$ (5,867)	\$ (6,043)	\$ (6,224)	\$ (6,411)
66003	Refunds-ADV Reservation	\$ 30,032	\$ 30,933	\$ 31,861	\$ 32,817	\$ 33,801
66005	Camping - phone	\$ (73,904)	\$ (76,121)	\$ (78,405)	\$ (80,757)	\$ (83,180)
66008	Tent/Pioneer Camping	\$ (775)	\$ (798)	\$ (822)	\$ (847)	\$ (872)
66015	Group Shelter	\$ (14,715)	\$ (15,156)	\$ (15,611)	\$ (16,079)	\$ (16,562)
66019	Transfer Fees	\$ (110)	\$ (113)	\$ (117)	\$ (120)	\$ (124)
66028	Picnic Shelters	\$ (2,200)	\$ (2,266)	\$ (2,334)	\$ (2,404)	\$ (2,476)
69005	Camp Sites - website	\$ (141,594)	\$ (145,842)	\$ (150,217)	\$ (154,724)	\$ (159,807)
69008	Tent/Pioneer Camping	\$ (1,165)	\$ (1,200)	\$ (1,236)	\$ (1,273)	\$ (1,298)
69015	Group Shelter	\$ (8,305)	\$ (8,554)	\$ (8,811)	\$ (9,075)	\$ (9,302)
69028	Picnic Shelters - PW	\$ (2,090)	\$ (2,153)	\$ (2,217)	\$ (2,284)	\$ (2,352)
65001	Daily Park Pass	\$ (64,763)	\$ (66,706)	\$ (68,707)	\$ (70,768)	\$ (72,891)
65002	Annual Park Pass	\$ (5,993)	\$ (6,172)	\$ (6,357)	\$ (6,548)	\$ (6,745)
65003	"Friends" Membership Fees	\$ (9,901)	\$ (10,198)	\$ (10,504)	\$ (10,819)	\$ (11,144)
65004	Pay-Out to "Friends"	\$ 9,283	\$ 9,561	\$ 9,848	\$ 10,143	\$ 10,448
65005	Friends Incentive	\$ (300)	\$ (309)	\$ (318)	\$ (328)	\$ (338)
TOTAL	Park Pass	\$ (71,674)	\$ (73,825)	\$ (76,039)	\$ (78,320)	\$ (80,670)
TOTAL		\$ (442,033)	\$ (455,294)	\$ (468,953)	\$ (485,642)	\$ (502,107)

Total / Cost Recovery Pro Forma

Skidaway Island State Park						
TOTAL PRO FORMA		2010 (Actual)	2012	2013	2014	2015
Visitation		195,490	202,332	209,414	216,743	224,814
Operational Expenses		\$ 340,926	\$ 354,552	\$ 368,886	\$ 384,088	\$ 400,151
Earned Revenues		\$ 442,033	\$ 455,294	\$ 468,953	\$ 485,642	\$ 502,107
% Cost Recovery		130%	128%	127%	126%	125%