

George L. Smith Business & Management Plan

Prepared May 2011; Finalized January 2013

Direction 2015 – Sustainable Business Planning

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Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of George L. Smith 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	George L. Smith
Site Manager	Matthew Muhmel
Region Manager	Tommy Turk
Date of Business Plan completion	May 29, 2011
Site size	1,634 acres
Total number of visitors (FY 2010)	97,199
Total operating budget (FY 2010)	\$309,633
Total earned revenues (FY 2010)	\$223,038
Operational cost recovery (FY 2010)	72%
Average operating cost per visitor (FY 2010)	\$3.19
Average earned revenue per visitor (FY 2010)	\$2.29
Average cost recovery ¹ (FY 2008 – 2010)	74%
Target cost recovery (FY 2015)	94%
Total full-time employees ²	3
Total part-time employees ³	5
Primary service markets ⁴	Augusta, Savannah, Statesboro
Primary attractors/visitor appeal factors	Camping, cottages, lake, historic mill
Leading opportunities for improved site performance	Partnerships with local outfitters and attractions. Increased involvement with local community.

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

² Current employees, not including vacancies.

³ Current employees, not including vacancies.

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

Site Summary and Key Attractions

The 1,634-acre site of George L. Smith State Park is located in a rural setting roughly 80 miles from major population centers like Savannah and Augusta, 30 miles from Statesboro and 11 miles from Metter and Swainsboro. It is roughly 13 miles from Interstate 16 and directly off Highway 80. The relative isolation of George L. Smith State Park will prove a challenge to achieving the identified cost recovery target, but the relative location to nearby Georgia Southern University may help to achieve this goal.

Key Attractions

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

- Lake
- Cottages
- Campground
- Historic Mill House
- Canoe Trails
- Hiking Trails
- Day Use Areas
- Boating and Fishing
- Programs and Events

Financial Targets

The table below details the total operating expenses and earned revenues for George L. Smith 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 94% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

George L. Smith State Park	Target Visitation Growth from FY-2010	Target Change in Visitation		
	Visitation Assumptions	6%	5,832	
	FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	104,364	107,210	97,199	103,031
Total Operational Expenses	\$318,768	\$297,846	\$309,633	\$280,264
Total Earned Revenues	\$231,138	\$234,819	\$223,038	\$263,608
Cost per Visitor	\$3.05	\$2.78	\$3.19	\$2.72
Revenue per Visitor	\$2.21	\$2.19	\$2.29	\$2.56
State Financial Support per Visitor	(\$0.84)	(\$0.59)	(\$0.89)	(\$0.16)
Total Cost Recovery	72.5%	78.8%	72.0%	94.1%
Change in Expenses between 2010 & 2015				(\$29,369)
Percent Change in Expenses between 2010 & 2015				-9.5%
Change in Revenues between 2010 & 2015				\$40,570
Percent Change in Revenues between 2010 & 2015				18.2%

Key Recommendations

Primary / Short Term Recommendations

1. Utilize at least 3 special events annually to draw more visitors to site.
2. Seek local partners to help support operations, programs and services including rental agreements and discounts for cross-marketing purposes.
3. Create a local Friends Chapter to help raise funds or provide volunteers for facility and amenity improvements and program support for trail clean-up, site improvements, seasonal programming, and special events.
4. Partner with local Chambers of Commerce or other organizations to help promote George L. Smith.
5. Perform a thorough net cost-of-service analysis on major functions of site operations to determine which areas to improve or remove.
6. Review and update rates on an annual basis to recover total net cost of services. Track total economic impact on local communities and share with local businesses, and officials to demonstrate the impact of George L. Smith.
7. Utilize Grist Mill to increase local farmer involvement, increasing programming and revenue. Provide public grinding events at least monthly.
8. Construct and upgrade facilities and amenities including hike-in and paddle-in campsites at the site which are likely to have cost recovery greater than 100%.
9. Add more services and programs such as backpacking, outdoor adventure and survival that appeal to local demographic and college community.
10. Partner with local kayak outfitter to offer cottage/camping packages that include kayak tours and lessons.

Secondary / Long Term Recommendations

1. Improve recreational amenities including kayak rentals, alternative camping choices, and providing guests with outdoor games equipment to address modern and diverse uses.
2. Engage the local community, user groups, and private organizations to improve connectivity between George L. Smith, Gordonia-Alatamaha and Magnolia Springs through cross promotions and marketing. Install an improved retail point-of-sale and inventory tracking system.
3. Improve and promote lake fishing opportunities with seasonal fishing events and tournaments.
4. Add paddle-in platform camping on the lake.
5. Conduct monthly corn grinding at the mill as water levels permit.

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 George L. Smith. 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 George L. Smith, and provides the assessed condition of each as reviewed in May 2011.

Site Asset / Amenity	Quantity	Condition
Total Acreage	1,632	Good
Lake Acreage	412	Good
Office/Gift Shop	1	Poor
Historic Mill House	1	Fair
Office Day Use Restroom	1	Good
Rental Cabins	8	Good
Campsites	25	Good
Playground 1	1	Fair
Playground 2	1	Good
Playground Day Use Restrooms	1	Good
Hiking Trails	2	Good
Group Shelter	1	Good
Pioneer Area	1	Good
Picnic Shelters	4	Good
Comfort Station	1	Fair
Boat Ramp 1	1	Fair
Boat Ramp 2	1	Good
Maintenance Facility	1	Good
Boat Ramp Day Use Restroom	1	Good
Day-Use Picnic Areas	8	Good
Managers Residence	1	Good
Asst. Managers Residence	1	Good

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified. Each need has been aligned with a priority category of high, moderate, or low to support future decision making regarding project sequencing, investment of public resources, and meeting community expectations. The priority assignment for each need is not a measure of importance. Rather, these recommended priorities reflect a phased implementation approach over the next several years.

Facility Need	Priority Assignment
New Office/Visitor Center/Gift Shop	High
Historic Mill House Preservation	High
Campground Renovation	Low
Comfort Station Replacement	Moderate
Replace Boat Ramp 1	Moderate
Replace Playground 1	Moderate

Operational Assessment

The Operational Assessment includes:

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

Inventory and Classification of Programs and Services

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

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

Programs and services at the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the 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 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 George L. Smith have been identified as **core services**:

- **Active management of the natural and cultural resources of the site to protect their integrity for future generations**
- **Artifact management such as Civilian Conservation Corps Memorabilia**
- **Public access to the site and its resources**
- **Public safety**
- **Maintenance of grounds, facilities and infrastructure**

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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 services offered at George L. Smith have been identified as **important services**:

- **Rentals of overnight facilities such as cabins, walk-in sites, pioneer camping, and backcountry camping**
- **Self-guided interpretation and education programs**

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 services offered at George L. Smith have been identified as **visitor supported services**:

- **Retail area and gift shop**
- **Ranger led interpretation**
- **Special events related to the mission of the site**
- **Boat rentals**
- **Concessions**
- **Corn Grinding**
- **Group Shelter Rentals**

- Cottage Rentals
- Camping
- Picnic Shelters

Staffing Assessment

Labor costs at George L. Smith represent the largest area of budgetary expense at an average of 72% of the total operating budget each year for the last three complete years, which is higher than the target of total labor costs (including benefits) not exceeding 65% of the site's total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Manager	1	0	2600
Assistant Park Manager	1	0	2600
Maintenance Worker	1	0	2080
TOTAL	3	0	7,280

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Clerk	2	0	3016
Housekeeper	2	0	3016
Maintenance	1	0	1508
TOTAL	5	0	7,540

Labor Support

Labor Support	Annual Hours
Volunteers	1300
Community Service Workers	160
TOTAL	1,460

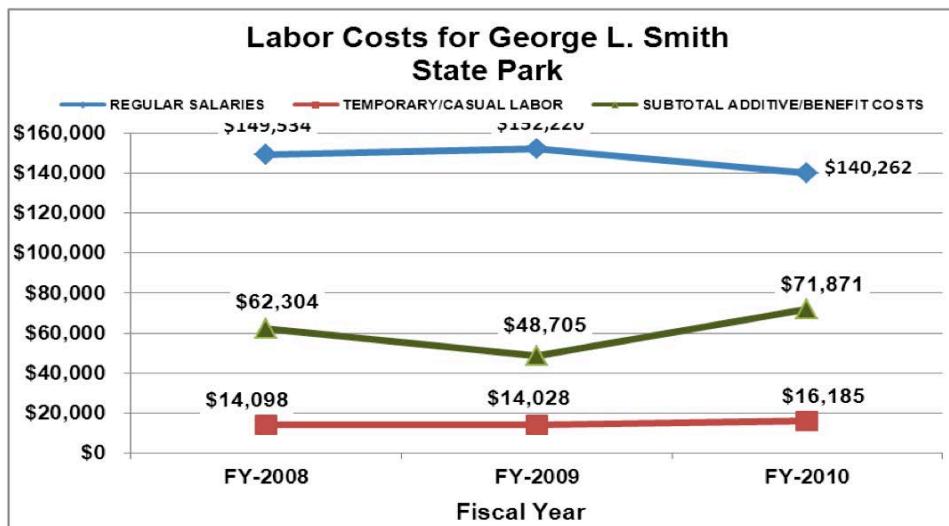
Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	7,280
Part Time Employees	7,540
Labor Support	1,460
TOTAL Annual Labor Hours	16,280

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LABOR BUDGET SUMMARY

George L. Smith State Park		FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
Account Codes	Account Code and Sub-Class Expenditure Descriptions				
501000	REGULAR SALARIES	\$149,534	\$152,220	\$140,262	-6.2%
502000	ANNUAL LEAVE PAY	\$0	\$0	\$5,940	
503000	OTHER SUPPLEMENTAL	\$0	\$0	\$0	
511000	OVERTIME	\$0	\$0	\$0	
513000	TEMPORARY/CASUAL LABOR	\$14,098	\$14,028	\$16,185	14.8%
514000	FICA	\$10,708	\$10,984	\$10,582	-1.2%
516000	HEALTH INSURANCE	\$34,158	\$20,019	\$30,365	-11.1%
518000	UNEMPLOYMENT INSURANCE	\$228	\$179	\$246	7.9%
520000	ASSESSMENTS BY MERIT	\$882	\$882	\$822	-6.8%
522001	DRUG TESTING	\$0	\$0	\$0	
	SUBTOTAL ADDITIVE/BENEFIT COSTS	\$62,304	\$48,705	\$71,871	15.4%
TOTAL	PERSONAL SERVICES	\$225,936	\$214,953	\$228,319	1.1%



Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 7% or over 7,000 visitors. This is largely attributed to the economic downturn and correctly calculating visitation numbers starting in 2010.

Year	Total Visitation
2008	104,364
2009	107,210
2010	97,199

Occupancy for the overnight accommodations at George L. Smith the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 6%. This is largely attributed to the economic downturn.

Year	Camping Occupancy	Cottage Occupancy
2008	40%	50%
2009	36%	40%
2010	34%	37%

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
George L. Smith	2009	100%
	2010	83%

Financial Performance Assessment

Operational Expenses

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

George L. Smith State Park				
	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
Operational Expenses				
REGULAR SALARIES	\$149,534	\$152,220	\$140,262	-6.2%
ANNUAL LEAVE PAY	\$0	\$0	\$5,940	
OTHER SUPPLEMENTAL OVERTIME				
TEMPORARY/CASUAL LABOR	\$14,098	\$14,028	\$16,185	14.8%
FICA	\$10,708	\$10,984	\$10,582	-1.2%
RETIREMENT	\$16,328	\$16,641	\$23,916	46.5%
HEALTH INSURANCE	\$34,158	\$20,019	\$30,365	-11.1%
UNEMPLOYMENT INSURANCE	\$228	\$179	\$246	7.9%
ASSESSMENTS BY MERIT	\$882	\$882	\$822	-6.8%
DRUG TESTING				
PERSONAL SERVICES	\$225,936	\$214,953	\$228,319	1.1%
POSTAGE	\$267	\$301	\$338	26.5%
MOTOR VEHICLE EXPENSES	\$13,840	\$11,066	\$13,575	-1.9%
PRINTING & PUBLICATION				
SUPPLIES & MATERIALS	\$13,931	\$9,118	\$13,938	0.1%
REPAIRS & MAINTENANCE	\$4,690	\$6,037	\$5,089	8.5%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE				
ENERGY	\$32,398	\$33,442	\$32,964	1.7%
RENTS	\$2,052	\$1,722	\$1,528	-25.5%
INSURANCE & BONDING	\$4,019	\$5,882	\$5,927	47.5%
FREIGHT		\$40	\$55	
PURCHASING CARD				
OTHER OPERATING EXPENSES	\$3,622	\$2,369	\$1,099	-69.6%
CLAIMS & BONDS & INTEREST				
TRAVEL	\$26	\$41		
REGULAR EXPENSES	\$74,844	\$70,018	\$74,512	-0.4%
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000	\$6,967	\$2,500		
CAPITAL LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	\$2,903	\$2,745	\$887	-69.4%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS				
ADVERTISING - PROCUREMENT CARD				
RESALE	\$8,119	\$7,630	\$5,915	-27.2%
TOTAL OTHER EXPENDITURES	\$17,989	\$12,875	\$6,802	-62.2%
GRAND TOTAL	\$318,768	\$297,846	\$309,633	-2.9%
Earned Revenues	\$231,138	\$234,819	\$223,038	-3.5%
% Cost Recovery	72.5%	78.8%	72.0%	-0.7%

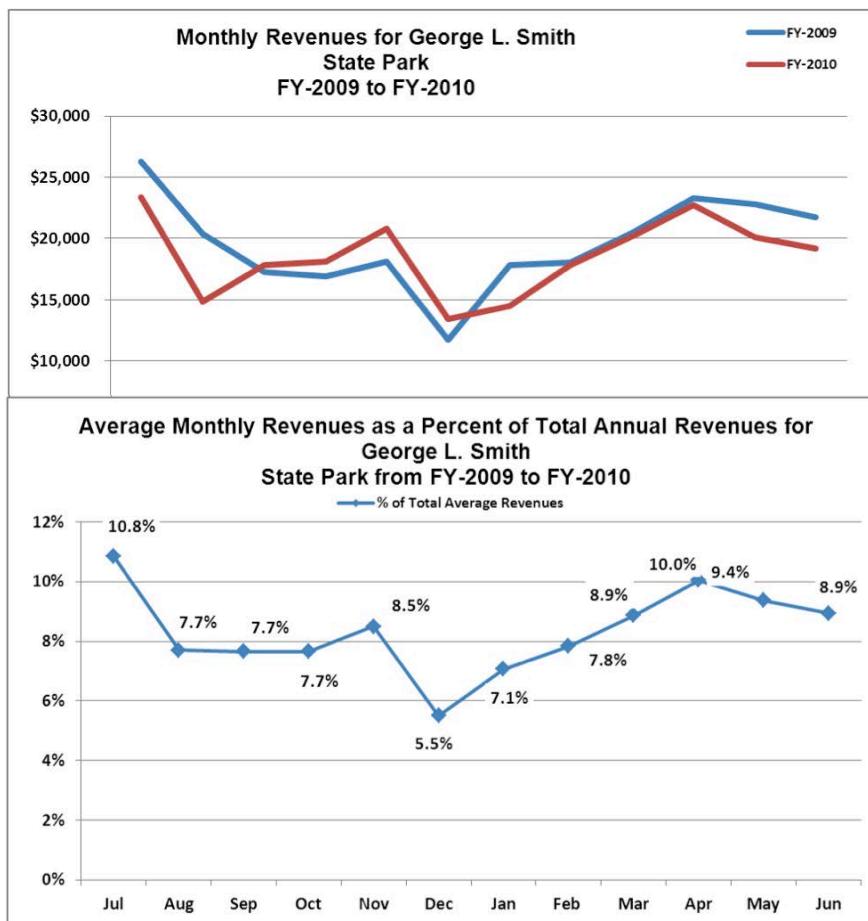
Earned Revenues

Earned revenues at George L. Smith have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation.

Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue decrease 5% from 2009 to 2010, with the largest **increases** in monthly revenues in November (15%), and December (15%), and the largest **decreases** in the months of August (-27%), and January (-19%).

George L. Smith State Park													
FY-2009 to FY-2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2009	\$26,274	\$20,389	\$17,287	\$16,919	\$18,135	\$11,726	\$17,855	\$18,043	\$20,421	\$23,273	\$22,777	\$21,711	\$234,810
FY-2010	\$23,392	\$14,875	\$17,796	\$18,129	\$20,799	\$13,448	\$14,520	\$17,849	\$20,202	\$22,706	\$20,132	\$19,190	\$223,038
Average Revenues	\$24,833	\$17,632	\$17,542	\$17,524	\$19,467	\$12,587	\$16,187	\$17,946	\$20,312	\$22,990	\$21,455	\$20,451	\$228,924
% of Total Average Revenues	10.8%	7.7%	7.7%	7.7%	8.5%	5.5%	7.1%	7.8%	8.9%	10.0%	9.4%	8.9%	
% change btwn FY-2009 & FY-2010	-11.0%	-27.0%	2.9%	7.2%	14.7%	14.7%	-18.7%	-1.1%	-1.1%	-2.4%	-11.6%	-11.6%	-5.0%

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

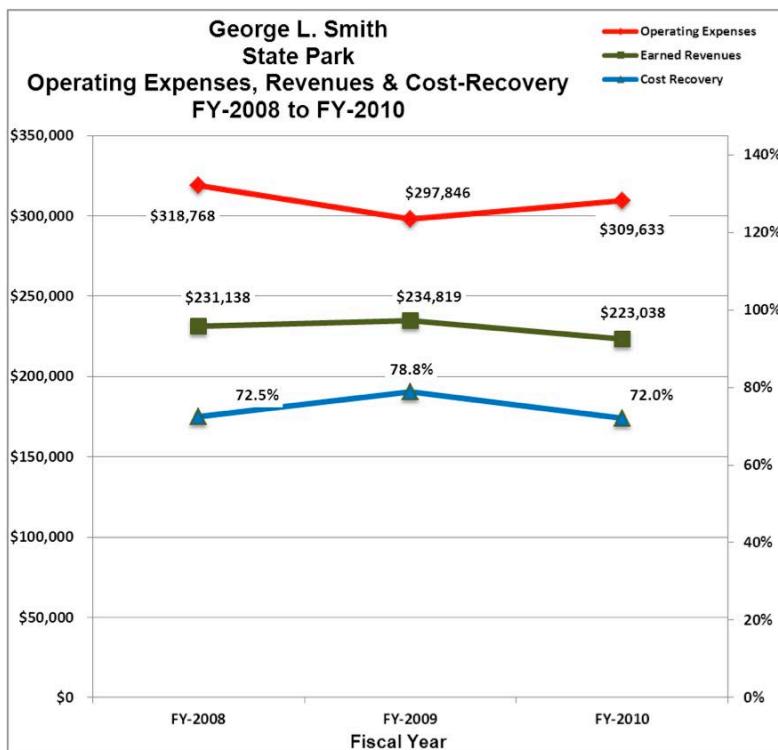


Georgia State Parks and Historic Sites

Cost Recovery Trends

George L. Smith has achieved an average cost recovery of 74% 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	\$318,768	\$231,138	72%
2009	\$297,846	\$234,819	78%
2010	\$309,633	\$223,038	72%



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 George L. Smith since 2005, with the largest increase being cottages and campsites. A table detailing the rates for George L. Smith is provided below.

STATE PARKS	FY-2005	FY-2006	FY-2007	FY-2008	FY-2009	FY-2010	Comments
George L. Smith State Park							
Picnic Shelter	\$35.00	\$35.00	\$35.00	\$35.00	\$40.00	\$40.00	
Group Shelter (capacity)	\$85.00	\$85.00	\$85.00	\$85.00	\$100.00	\$105.00	
Camping RV/Tent	\$20.00	\$20.00	\$20.00	\$23.00	\$26.00	\$26.00	
Cottage							
Peak	\$75.00	\$75.00	\$75.00	\$100.00	\$105.00	\$105.00	
Non-Peak	\$85.00	\$85.00	\$85.00	\$110.00	\$115.00	\$115.00	
Pioneer Campsite	\$25.00	\$25.00	\$25.00	\$40.00	\$43.00	\$43.00	

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Improve revenues through increased programming and events along with increased amenities to draw more visitors to the site.

Enhance Revenue Generation Strategies

Increase by attracting more visitation through events, programs and amenities. Partner with local outfitter to offer cottage/camping packages for guided kayak trips and lessons.

Expand Special Events at the Site

Hold monthly corn grinding programs at historic mill. Add more special events during the year.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Promote the recreational, cultural and natural aspects of the park to a younger crowd, focusing on the local college community and offering more adventure based programming.

Improve the Effectiveness of Marketing and Sales

Expand marketing to focus on groups that fit the description of those interested in related activities, and market to groups in the market area who do not currently use services offered.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Conduct on-site surveys, respond to online comment card reports and assess customer satisfaction levels.

Expand Partnership Opportunities

Establish a Friends of George L. Smith State Park Chapter, seek co-branding partners, expand the market area through partners, and gain community support.

Classification of Programs and Services

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

Core Services	
Program / Service	Target Cost Recovery
Active management of the natural and cultural resources of the site to protect their integrity for future generations	0%
Artifact management such as Civilian Conservation Corps Memorabilia	0%
Public access to the site and its resources	0%
Public safety	0%
Maintenance of grounds, facilities and infrastructure	0%

Important Services	
Program / Service	Target Cost Recovery
Rentals of overnight facilities such as cabins, walk-in sites, pioneer camping, and	25%-85%
Self-guided interpretation and education programs	40%-60%

Visitor Supported	
Program / Service	Target Cost Recovery
Retail area and gift shop	100%-125%
Ranger led interpretation	100%
Special events related to the mission of the site	125%
Boat rentals	120%-150%
Concessions	125%-150%
Corn Grinding	150%
Group Shelter Rentals	140%
Cottage Rentals	125%
Camping	130%
Picnic Shelters	150%

Partnership Development Plan

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

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
Operational Partners	<ul style="list-style-type: none"> • Emanuel Sheriff's Office / EMS • Twin City Police Department • Metter Office WRD 		<ul style="list-style-type: none"> • Mill Pond Kayak (local outfitter)
Vendor Partners			<ul style="list-style-type: none"> • Coca Cola
Service Partners	<ul style="list-style-type: none"> • Twin City 	<ul style="list-style-type: none"> • Chamber of Commerce • Rotary Club 	
Co-branding Partners	<ul style="list-style-type: none"> • Magnolia Springs • Gordonia 		<ul style="list-style-type: none"> • Mill Pond Kayak • Georgia Southern University • Raptor Center • Splash in the Boro
Funding Resource Development Partner			

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for George L. Smith are based on the following desired outcomes:

1. Increased Cottage Occupancy
2. Increased Campground Occupancy
3. Increased Shelter 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	Current Performance	Goal by 2011	Goal by 2012	Goal by 2015
Overall Visitation	97,199	82,534	95,000	103,031
Corn Grinding	250	300	500	1,000

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

George L. Smith will approach marketing and publicity planning using the following guidelines and themes:

1. Event publicity

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

2. Program publicity

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

3. Site Publicity

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

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

Event Publicity	Program Publicity	Site Publicity
Pine Tree Festival	Junior Ranger Camp	Local Flyers
Rattlesnake Roundup	Corn Grinding	
Mule Roundup	Cane Grinding/Syrup Making	

PACKAGING

Examples and suggested packages for George L. Smith are provided in the table below.

Package	Package Details
Camp and Canoe	Rent site, get canoes
Stay and Swim	Package Deal with Splash in the Boro
Camp and Tour	Package Deal with GSU Raptor Center
Cottage/Camping/Kayaking	Overnight accommodations with kayak lessons and guided trips

GROUP SALES

Types of groups within which specific target customers can be identified for George L. Smith are listed below:

- Families
- Businesses
- Colleges and Universities
- Youth Service Organizations
- Schools
- Community Organizations
- Churches
- Special Interest Groups
- Other Public Agencies

INCENTIVIZING NEW AND REPEAT VISITATION

George L. Smith will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Differential Pricing Based on Slow Time and Availability
- Co-Branding With Other Recreational Service Providers

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at George L. Smith:

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

Georgia State Parks and Historic Sites

Revenue Generation Plan

Revenue / Cost Recovery Goals

George L. Smith has set a financial goal of increasing annual revenues 3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely increase cottage and camping occupancy. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

	George L. Smith State Park													
Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2010	Base Year	\$23,392	\$14,875	\$17,796	\$18,129	\$20,799	\$13,448	\$14,520	\$17,849	\$20,202	\$22,706	\$20,132	\$19,190	\$223,038
FY-2011	3%	\$24,094	\$15,321	\$18,330	\$18,673	\$21,423	\$13,852	\$14,956	\$18,384	\$20,808	\$23,387	\$20,736	\$19,766	\$229,729
FY-2012	3%	\$24,817	\$15,781	\$18,880	\$19,233	\$22,065	\$14,267	\$15,404	\$18,936	\$21,432	\$24,089	\$21,358	\$20,359	\$236,621
FY-2013	3%	\$25,561	\$16,254	\$19,446	\$19,810	\$22,727	\$14,695	\$15,866	\$19,504	\$22,075	\$24,812	\$21,999	\$20,970	\$243,720
FY-2014	4%	\$26,584	\$16,904	\$20,224	\$20,603	\$23,636	\$15,283	\$16,501	\$20,284	\$22,958	\$25,804	\$22,879	\$21,809	\$253,469
FY-2015	4%	\$27,647	\$17,581	\$21,033	\$21,427	\$24,582	\$15,894	\$17,181	\$21,095	\$23,876	\$26,836	\$23,794	\$22,681	\$263,608

These projections would result in a total of 18% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative reduction of 8% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 94% in FY 2015 at these projected revenue levels. This is higher than the annual financial performance of the site in FY 2010, which was operated at 72% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

PARK RESERVABLES		Current Pricing (CY-2011)	Proposed Pricing (CY-2012)	Yield Management Margin (+/-)
George L. Smith State Park				
Picnic Shelter		\$40	\$40	25%
Group Shelter (75)		\$105	\$115	15%
Camping RV/Tent		26	26	20%
Cottage (2 BR)				
Non-Peak		\$105	\$110	20%
Peak		\$115	\$125	15%
Pioneer Campsite		\$43	\$45	20%

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Living History	Civil War/Programming	2011/2012	Annually	College, Local, Historians	Parkpass	120%
Car Show	Recreation/Programming	2012	Annually	Car Buffs, Local	Entry Fee, Parkpass	120%
Cane Grinding/Syrup Making	Cultural/Programming	Indefinite	Annually	Local, Repeat	Parkpass, \$5.00/bottle	150%
Corn Grinding	Cultural/Programming	Indefinite	Monthly	Local, Repeat, Farmers	Parkpass, \$1.50	125%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Program Vendor Concessions	Per event	15% of gross receipts	Park Manager
Packaging and Promotions with other Businesses	2 years	Shared Revenue	Park Manager
Special Events	Per event	15% of gross receipts	Park Manager

Expense Management Plan

Personnel Assignments

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

Action	Timeline	Outcome
Eliminate Full Time Clerk Position	July 2012	Reduced Labor Costs
Eliminate Full Time Housekeeper Position	July 2012	Reduced Labor Costs
Eliminate 1 Full Time Maintenance Position	July 2012	Reduced Labor Costs

Management Techniques

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

Action	Timeline	Outcome
Increased Use of Volunteers	July 2012	Reduced Labor Costs
Contract Event Sponsors	July 2012	Increased Revenue
Increase the number of vendors at events	July 2012	Increased Revenue

Adjusted Levels of Service

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

Action	Timeline	Outcome
Adjust mowing and landscaping schedules for all areas of park	July 2012	Reduced Operating Costs
Close areas of park to public during slow times	July 2012	Reduced Operating Costs

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

George L. Smith State Park		FY-2010 (Actual)	FY-2011 (Actual)	FY-2012 (Actual)	FY-2013	FY-2014	FY2-015
Account	Operational Expenses						
501000	REGULAR SALARIES	\$140,262	\$107,934	\$88,223	\$83,869	\$85,546	\$87,256
502000	ANNUAL LEAVE PAY	\$5,940		\$3,812			
503000	OTHER SUPPLEMENTAL	\$0					
511000	OVERTIME	\$0					
513000	TEMPORARY/CASUAL LABOR	\$16,185	\$26,703	\$50,373	\$53,721	\$55,000	\$55,000
514000	FICA	\$10,582	\$8,225	\$7,418	\$7,194	\$7,337	\$7,484
515000	RETIREMENT	\$23,916	\$11,141	\$9,595	\$9,754	\$9,949	\$10,148
516000	HEALTH INSURANCE	\$30,365	\$27,030	\$27,703	\$22,949	\$23,407	\$23,876
518000	UNEMPLOYMENT INSURANCE	\$246	\$405	\$578	\$600	\$600	\$600
520000	ASSESSMENTS BY MERIT	\$822	\$822	\$961	\$1,000	\$1,000	\$1,000
522001	DRUG TESTING	\$0					
	TOTAL PERSONAL SERVICES	\$228,319	\$182,260	\$188,663	\$179,087	\$182,839	\$185,364
611000	POSTAGE	\$338	\$141	\$148	\$200	\$200	\$200
612000	MOTOR VEHICLE EXPENSES	\$13,575	\$9,215	\$12,201	\$13,000	\$13,000	\$13,000
613000	PRINTING & PUBLICATION	\$0					
614000	SUPPLIES & MATERIALS	\$13,938	\$15,618	\$14,770	\$15,000	\$15,000	\$15,000
615000	REPAIRS & MAINTENANCE	\$5,089	\$3,896	\$8,325	\$7,000	\$7,500	\$7,500
616000	EQUIPMENT >\$1000 < \$5,000	\$0					
617000	WATER & SEWAGE	\$0					
618000	ENERGY	\$32,964	\$32,835	\$26,673	\$36,000	\$36,000	\$38,000
619000	RENTS	\$1,528	\$2,037	\$1,628	\$2,000	\$2,000	\$2,000
620000	INSURANCE & BONDING	\$5,927	\$5,305	\$5,316	\$5,900	\$6,000	\$6,000
622000	FREIGHT	\$55	\$17				
626000	PURCHASING CARD	\$0					
627000	OTHER OPERATING EXPENSES	\$1,099	\$2,232	\$4,274	\$4,300	\$4,500	\$4,500
700000	CLAIMS & BONDS & INTEREST	\$0					
640000	TRAVEL	\$0		\$446			
	TOTAL REGULAR EXPENSES	\$74,512	\$71,296	\$73,781	\$83,400	\$84,200	\$86,200
701&722	MOTOR VEHICLE EQUIPMENT	\$0					
720000	EQUIPMENT PURCHASES >5000	\$0					
713 & 716	CAPITAL LEASE Prin & Int	\$0					
648000	REAL ESTATE RENTALS	\$0					
871-872000	VOICE/DATA COMMUNICATIONS	\$887	\$1,166	\$1,985	\$2,000	\$2,000	\$2,200
651000	PER DIEM & FEES	\$0					
652000	PER DIEM & FESS EXPENSE	\$0					
653000	CONTRACTS	\$0					
626001-780	ADVERTISING - PROCUREMENT CARD	\$0					
610000	RESALE	\$5,915	\$5,000	\$5,123	\$6,000	\$6,500	\$6,500
	TOTAL OTHER EXPENDITURES	\$6,802	\$6,166	\$7,108	\$8,000	\$8,500	\$8,700
	GRAND TOTAL OPERATIONAL EXPENSES	\$309,633	\$259,722	\$269,552	\$270,487	\$275,539	\$280,264

Georgia State Parks and Historic Sites

Revenue Pro Forma

	George L. Smith 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	\$6,302	\$6,491	\$6,686	\$6,886	\$7,162	\$7,448
60002	CANCELLATION FEES	\$133	\$137	\$141	\$145	\$151	\$157
60004	COTTAGES	\$65,269	\$67,227	\$69,244	\$71,321	\$74,174	\$77,141
60005	CAMP SITES	\$34,644	\$35,683	\$36,754	\$37,856	\$39,371	\$40,946
60007	BOATS	\$12,470	\$12,844	\$13,229	\$13,626	\$14,171	\$14,738
60014	DOG FEES	\$920	\$948	\$976	\$1,005	\$1,046	\$1,087
60018	WASH & DRY	\$168	\$173	\$178	\$183	\$190	\$198
60020	OVER/SHORT	\$58	\$60	\$62	\$64	\$66	\$69
60025	REFUNDS	(\$9,280)	(\$9,558)	(\$9,845)	(\$10,140)	(\$10,545)	(\$10,967)
60027	PIONEER CAMPING	\$523	\$539	\$555	\$571	\$594	\$618
60028	PICNIC SHELTERS	\$375	\$386	\$398	\$410	\$426	\$443
60033	CAMPSITE SR. CITIZENS DISCOUNT	(\$6,183)	(\$6,369)	(\$6,560)	(\$6,757)	(\$7,027)	(\$7,308)
60036	PROGRAM FEES	\$899	\$926	\$954	\$982	\$1,022	\$1,063
60041	SOFTDRINK SALES	\$3,862	\$3,978	\$4,097	\$4,220	\$4,389	\$4,565
60042	NON-COST ITEMS (ICE, WOOD)	\$1,221	\$1,258	\$1,295	\$1,334	\$1,388	\$1,443
60059	H&F SALES TO NORTHLAKE	\$12	\$13	\$13	\$13	\$14	\$14
60066	SPECIAL PARK CLUBS	\$130	\$134	\$138	\$142	\$148	\$154
60073	DISABLED VET DISCOUNT	(\$749)	(\$771)	(\$794)	(\$818)	(\$851)	(\$885)
60090	FOOD/BEVERAGES TO GO	\$643	\$662	\$682	\$703	\$731	\$760
60092	FRIENDS DISCOUNT AT PARKS	(\$1,575)	(\$1,622)	(\$1,670)	(\$1,721)	(\$1,789)	(\$1,861)
60099	SALES TAX	\$109	\$112	\$115	\$119	\$123	\$128
61100	MISC. CONCESSION AGREEMENTS	\$98	\$100	\$103	\$107	\$111	\$115
63908	OTHER/MISC	\$157	\$161	\$166	\$171	\$178	\$185
66002	CANCELLATION FEES	\$2,208	\$2,274	\$2,342	\$2,413	\$2,509	\$2,610
66003	REFUNDS-ADV. RESERVATIONS	(\$20,800)	(\$21,424)	(\$22,067)	(\$22,729)	(\$23,638)	(\$24,584)
66005	CAMPING	\$19,165	\$19,740	\$20,332	\$20,942	\$21,780	\$22,651
66006	COTTAGES	\$32,874	\$33,861	\$34,876	\$35,923	\$37,360	\$38,854
66008	TENT/PIONEER CAMPING	\$336	\$346	\$356	\$367	\$382	\$397
66015	GROUP SHELTER	\$5,310	\$5,469	\$5,633	\$5,802	\$6,034	\$6,276
66019	TRANSFER FEES	\$90	\$93	\$95	\$98	\$102	\$106
66028	PICNIC SHELTERS	\$2,540	\$2,616	\$2,695	\$2,776	\$2,887	\$3,002
66082	BAD CHECKS	(\$220)	(\$227)	(\$233)	(\$240)	(\$250)	(\$260)
69005	CAMPING	\$27,246	\$28,063	\$28,905	\$29,772	\$30,963	\$32,202
69006	COTTAGES	\$38,195	\$39,341	\$40,521	\$41,737	\$43,406	\$45,142
69008	TENT/PIONEER CAMPING	\$1,058	\$1,090	\$1,122	\$1,156	\$1,202	\$1,250
69015	GROUP SHELTER	\$3,555	\$3,662	\$3,771	\$3,885	\$4,040	\$4,202
69028	PICNIC SHELTERS	\$1,275	\$1,313	\$1,353	\$1,393	\$1,449	\$1,507
	TOTAL EARNED REVENUES	\$223,038	\$229,729	\$236,621	\$243,720	\$253,468	\$263,607
	Revenue Projection Goal		\$ 229,729	\$ 236,621	\$ 243,720	\$ 253,469	\$ 263,608

Total / Cost Recovery Pro Forma

George L. Smith State Park						
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
Visitation	97,199	82,534	95,000	98,000	100,000	103,031
Operational Expenses	\$309,633	\$259,722	\$269,552	\$270,487	\$275,539	\$280,264
Earned Revenues	\$223,038	\$229,729	\$236,621	\$243,720	\$253,468	\$263,607
% Cost Recovery	72.0%	88.5%	87.8%	90.1%	92.0%	94.1%