

Direction 2015
Sustainable
Business Planning

Georgia State Parks and Historic Sites

Planning Manual
Business & Management Plan



APRIL 2011

Business Planning Manual

Direction 2015



Purpose of the Planning Manual

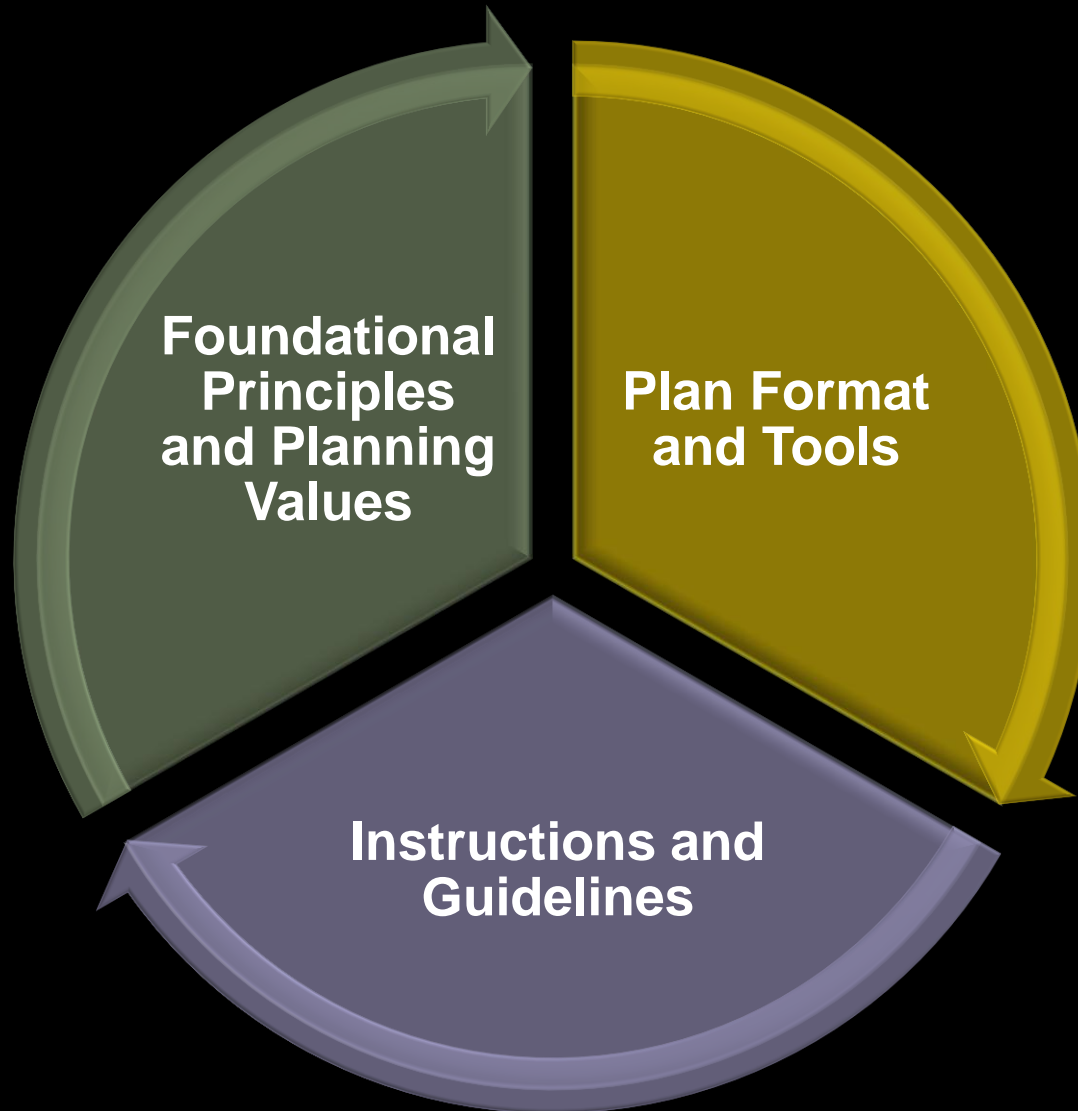


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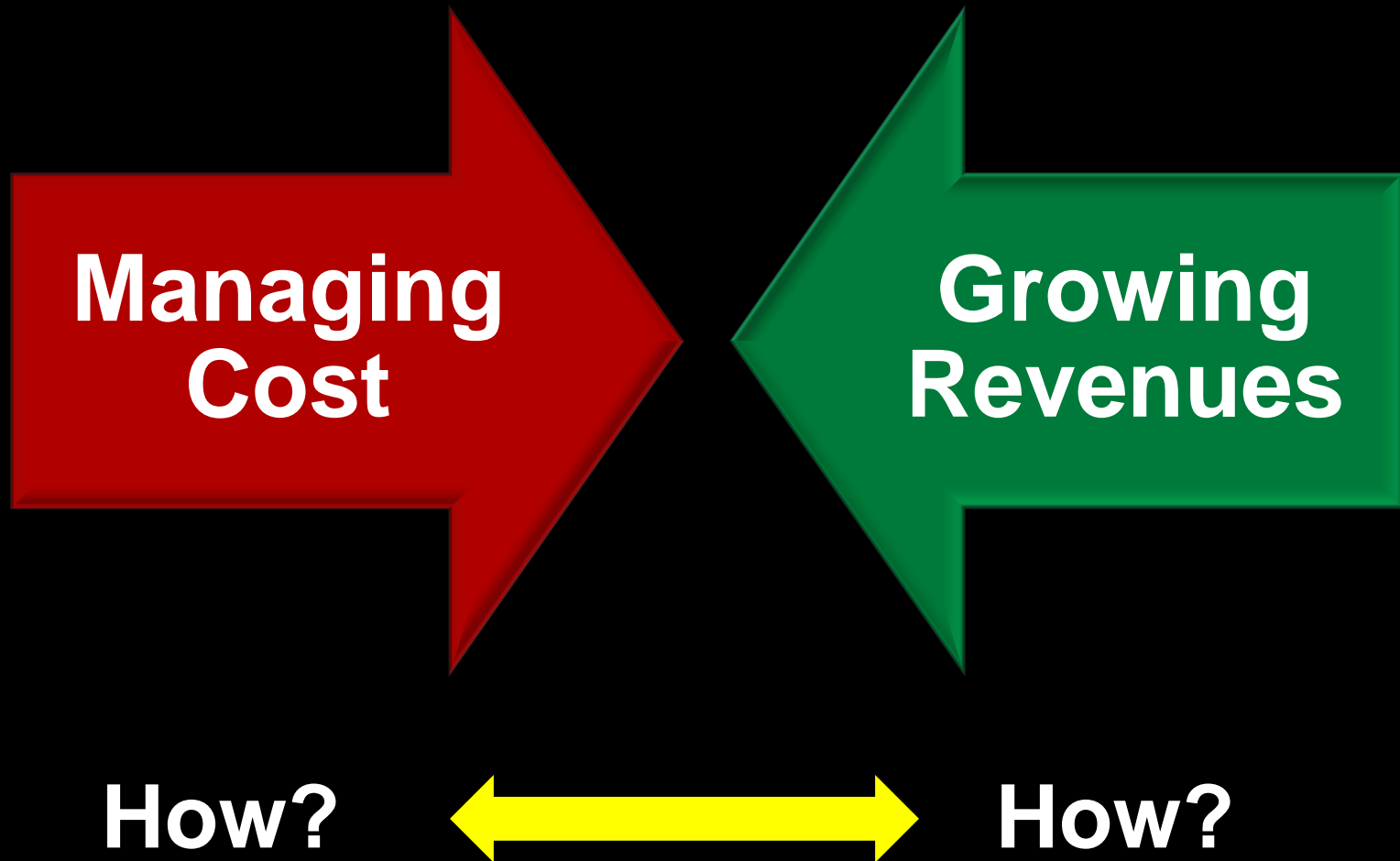
- **Introduction**
 - Best practices
 - Assumptions
 - Sustainability principles
- **Business Planning Process**
- **Developing an Executive Summary**
- **Developing a Site and Operations Assessment**
- **Developing a Business and Management Plan**
- **Glossary**
- **Developing an Action Plan**

Best Practices

- **Understand the total costs of providing services**
- **Establish appropriate and measureable performance goals for each service and function**
- **Reduce and eliminate wasteful spending in operations**
- **Establish and protect spending that reinforces the integrity of the site and its services**
- **Improve revenue generation through pricing, partnerships, programs, and other innovations**

Goal = 75% cost recovery as an agency

Creating Balance



Sustainability Thresholds

| Operational Function | Threshold / Resource Level |
|----------------------|---|
| Personnel | If personnel expenses exceed 65% of the total annual operational budget |

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|-------------------------------|--|
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| General Maintenance | If maintenance expenses are reduced to levels that do not permit the cleaning and maintenance of facilities / amenities for safe public use |

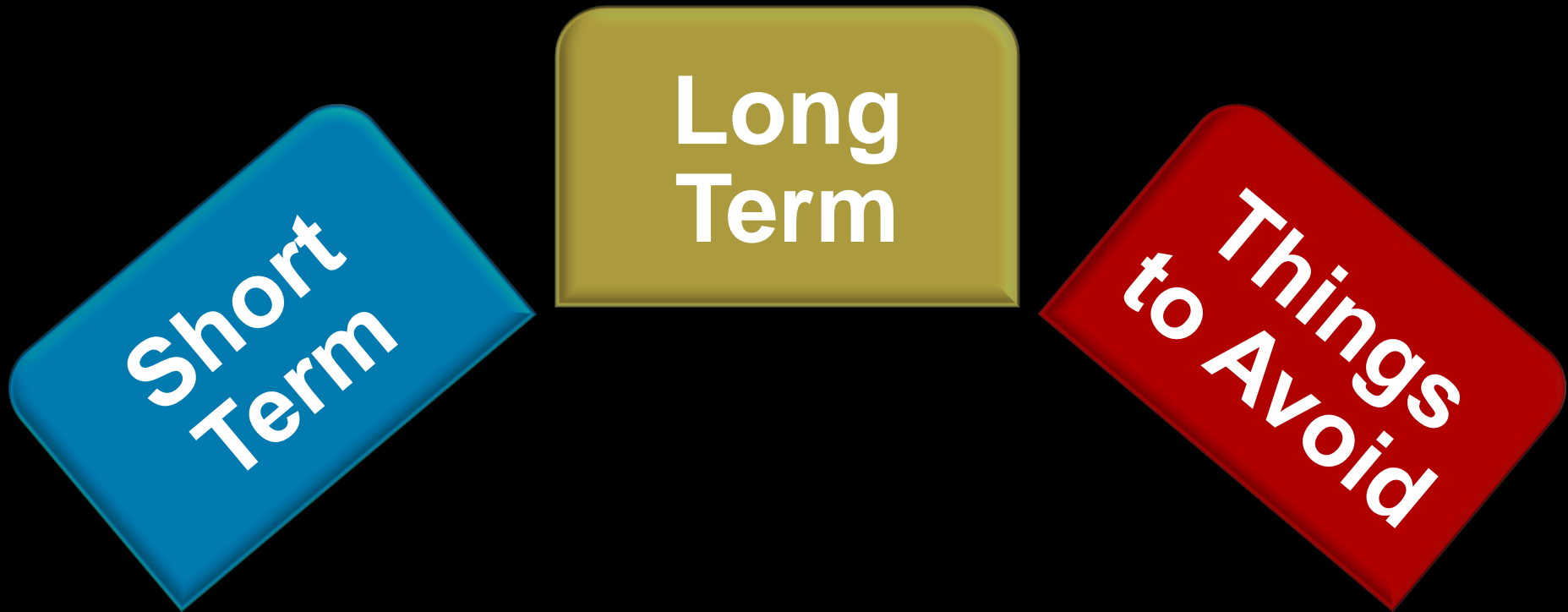
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| Earned Revenues | If earned revenues fall below the target recovery of total annual operational costs of the site |

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| Earned Revenues | If earned revenues fall below the target recovery of total annual operational costs of the site |
| Capital Asset Maintenance | If annual capital asset maintenance and repair resources are reduced to levels that are insufficient for keeping assets and amenities in safe working condition; or to less than 2-4% of the total value of assets not including land value |

Key Recommendations for Sites



Short-term Recommendations

- **Cost-based accounting**
- **Cost-of-service analysis**
- **Regular customer service evaluations and process**
- **Outsource and partner where it makes sense**
- **Understand your market**
- **Special events**
- **Manage labor costs to not exceed 65% of total budget**
- **Multiple experiences for all ages and types of visitors**
- **Maintenance, programming and operational standards**
- **Enhanced retail**

Short-term Recommendations

- **Cross-market locally**
- **Local tourism promotional partnerships**
- **Work with Friends of Georgia State Parks and Historic Sites**
- **Flexible and tiered pricing**
- **Track economic impact**
- **Manage and control labor costs**
- **Improved business and management training**
- **Seek 100% cost recovery with new facilities**
- **Avoid having just adult driven sites and amenities**
- **Grow experiences to meet demands of older, active adults**
- **Manage by multiple performance measures**

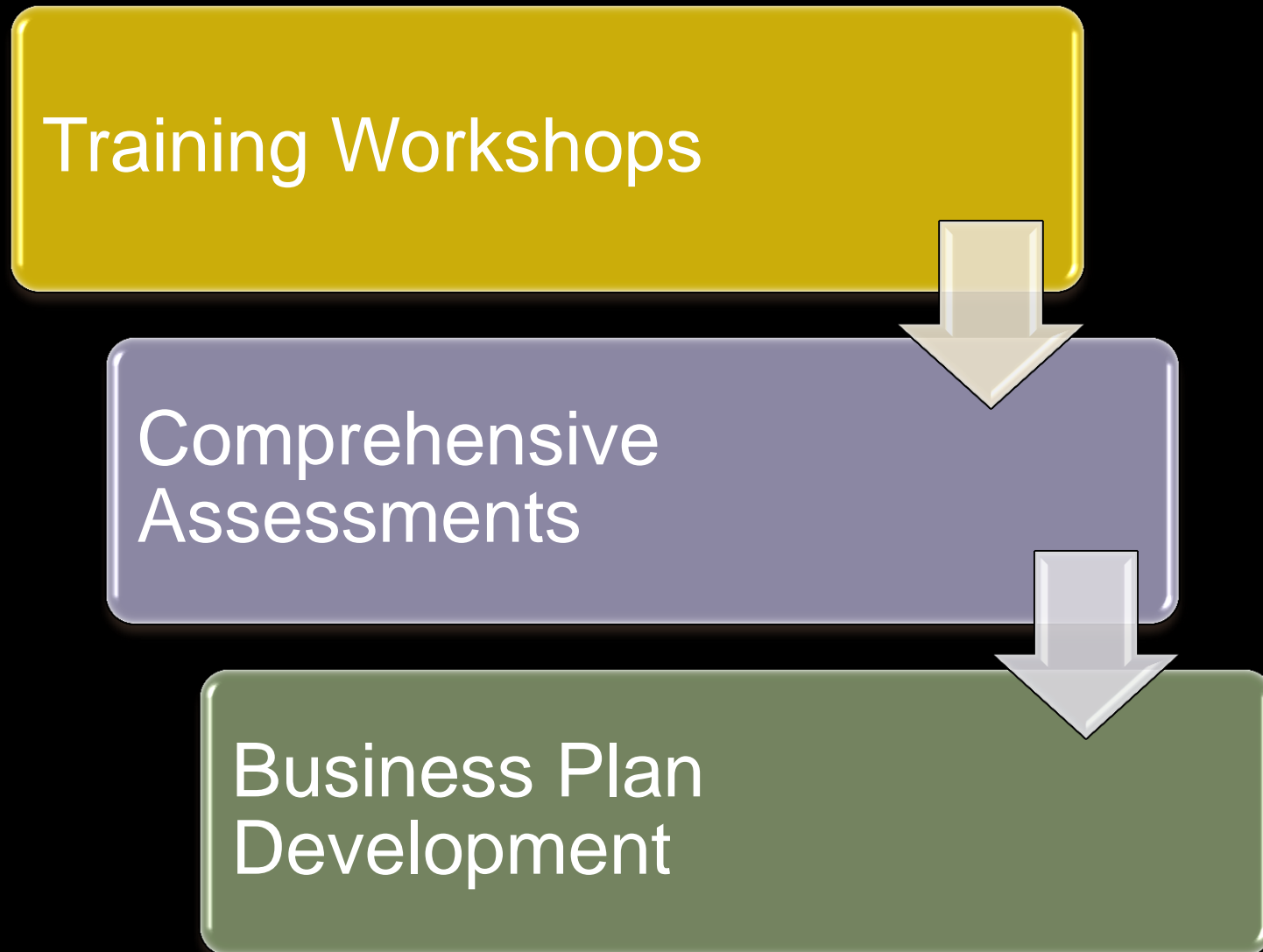
Long-term Recommendations

- Reserve fund or revolving account
- Improve recreational amenities and experiences overall
- Improve connectivity internally, to nearby parks, and local communities
- Improved retail POS and inventory system

Things to Avoid

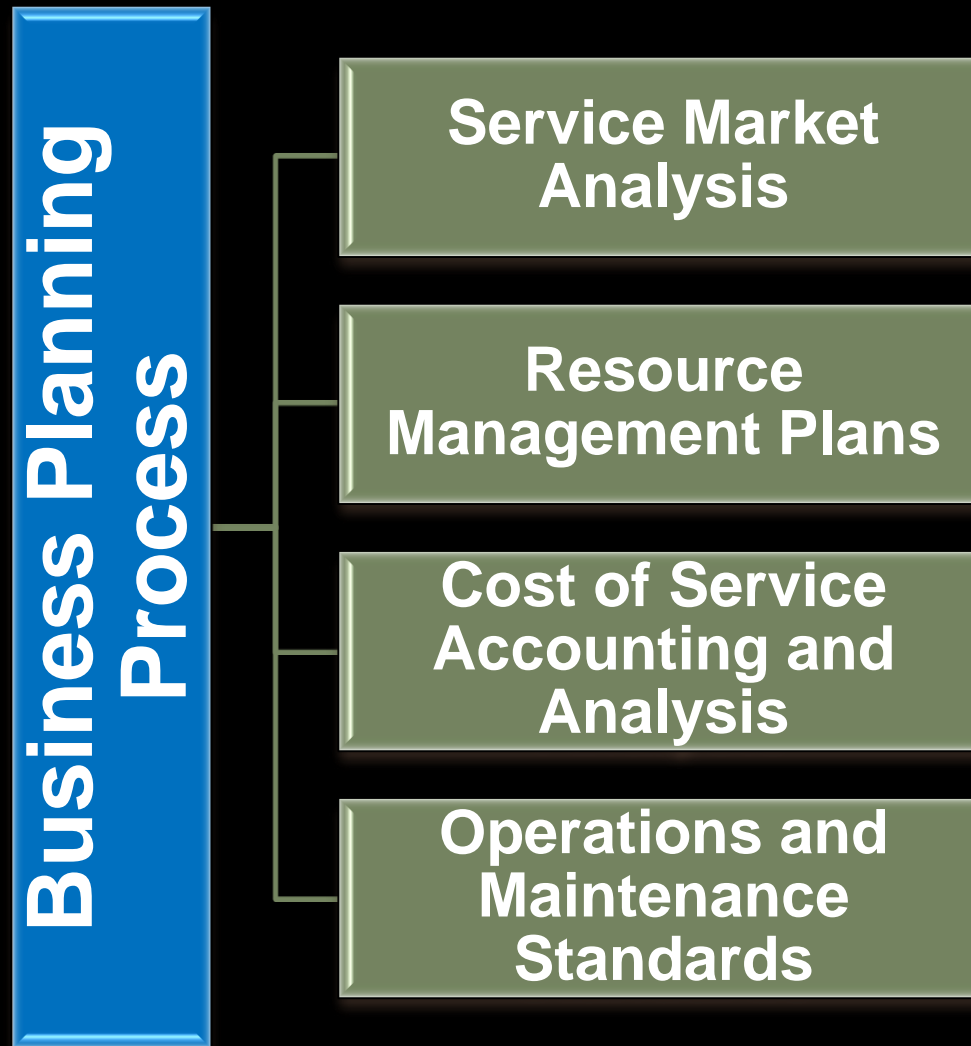
- **Don't starve the facility and infrastructure needs**
- **Don't avoid labor reductions**

Business Planning Process



Business Planning Process

Related Aspects



Business Planning Format

- **Executive Summary**
 - Site Fact Sheet
 - Site Summary and Key Attractions
 - Financial Targets
 - Key Recommendations
- **Assessment of Operations, Facilities and Finances**
 - Site and Facility Assessment
 - Operational Assessment
 - Financial Assessment
- **Business and Management Plan**
 - Business Goals
 - Classification of Programs and Services
 - Marketing and Sales Plan
 - Revenue Generation Plan
 - Expense Management Plan
 - Financial Pro Forma
- **Action Plan (monthly)**

Executive Summary

Financial Targets Table

| Little White House State Historic Site | Target Visitation Growth from 2010 | Target Change in Visitation | | |
|--|------------------------------------|-----------------------------|------------|-------------|
| Visitation Assumptions | 15% | 11,345 | | |
| | 2008 | 2009 | 2010 | 2015 Target |
| Visitors | 87,197 | 83,695 | 75,635 | 86,980 |
| Total Expenses | \$ 929,409 | \$ 835,794 | \$ 867,413 | \$ 843,000 |
| Total Revenues | \$ 667,489 | \$ 628,809 | \$ 618,705 | \$ 717,000 |
| Cost per Visitor | \$ 10.66 | \$ 9.99 | \$ 11.47 | \$ 9.69 |
| Revenue per Visitor | \$ 7.65 | \$ 7.51 | \$ 8.18 | \$ 8.24 |
| State Financial Support per Visitor | \$ (3.00) | \$ (2.47) | \$ (3.29) | \$ (1.45) |
| Total Cost Recovery | 72% | 75% | 71% | 85% |
| Change from 2010 Expenses | | | | \$ (24,413) |
| Percent Change from 2010 Expenses | | | | -2.81% |
| Change from 2010 Revenues | | | | \$ 98,295 |
| Percent Change from 2010 Revenues | | | | 15.89% |

Performing the Assessments

- **Site and Facility Assessment**
 - Site and facility inventory
 - Quality and current conditions
 - Facility needs
- **Operational Assessment**
 - Classification of programs and services
 - Staffing review
 - Visitation and occupancy
 - Customer service and satisfaction
- **Financial Assessment**
 - Operational expenses
 - Earned revenues
 - Cost recovery trends
 - Review of pricing

Site and Facility Assessments

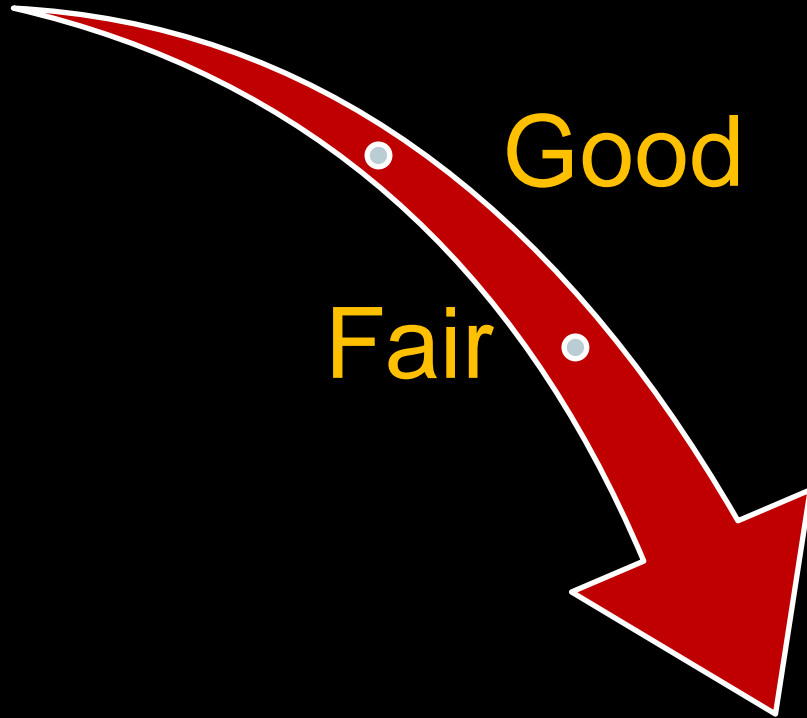
Excellent

Good

Fair

Poor

Facility Needs



Site and Facility Assessments

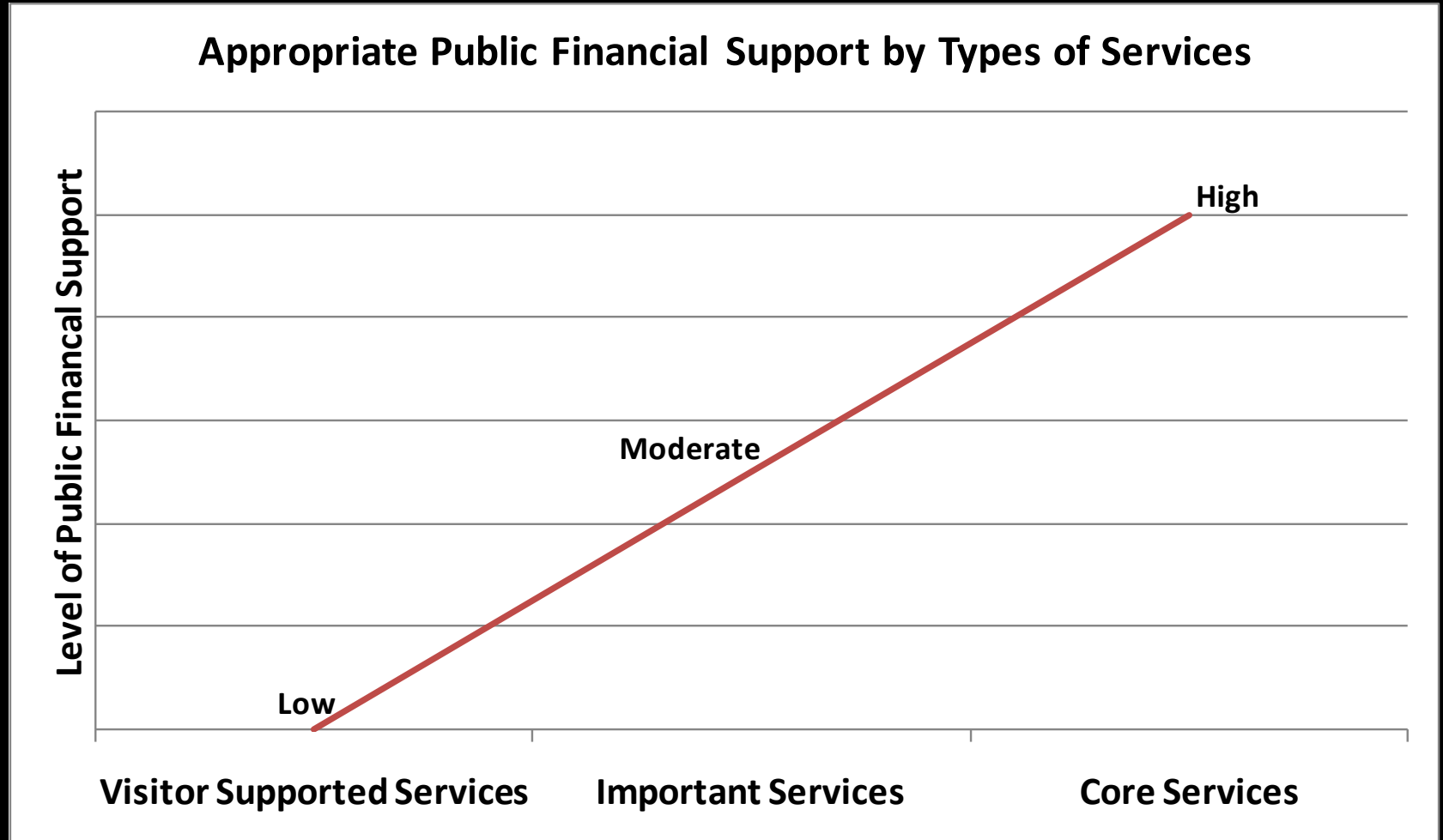
| Facility Need | Priority Assignment |
|---|---------------------|
| Event area / program space addition | High |
| Improved signage at entrance and roadway | High |
| Theater improvements including seat backs | High |
| Upgrade lighting in Museum | High |
| Updated / enhanced landscaping | High |
| Storage area of gift shop | Moderate |
| Interactive / updated displays and exhibits | Moderate |
| Memorial Fountain improvements | Moderate |
| Water irrigation system for landscaping | Moderate |
| Nature boardwalk | Low |
| Enlarge Visitor Center | Low |

Program and Service Classifications

- **Determine functional priorities:**
 - Core Services and Functions
 - Important and Visitor Supported Services



Program and Service Classifications



Staffing Review

FTE's

- Positions
- Filled Quantity
- Vacancies
- Hours

Part Time

- Positions
- Filled Quantity
- Vacancies
- Hours

Labor Support

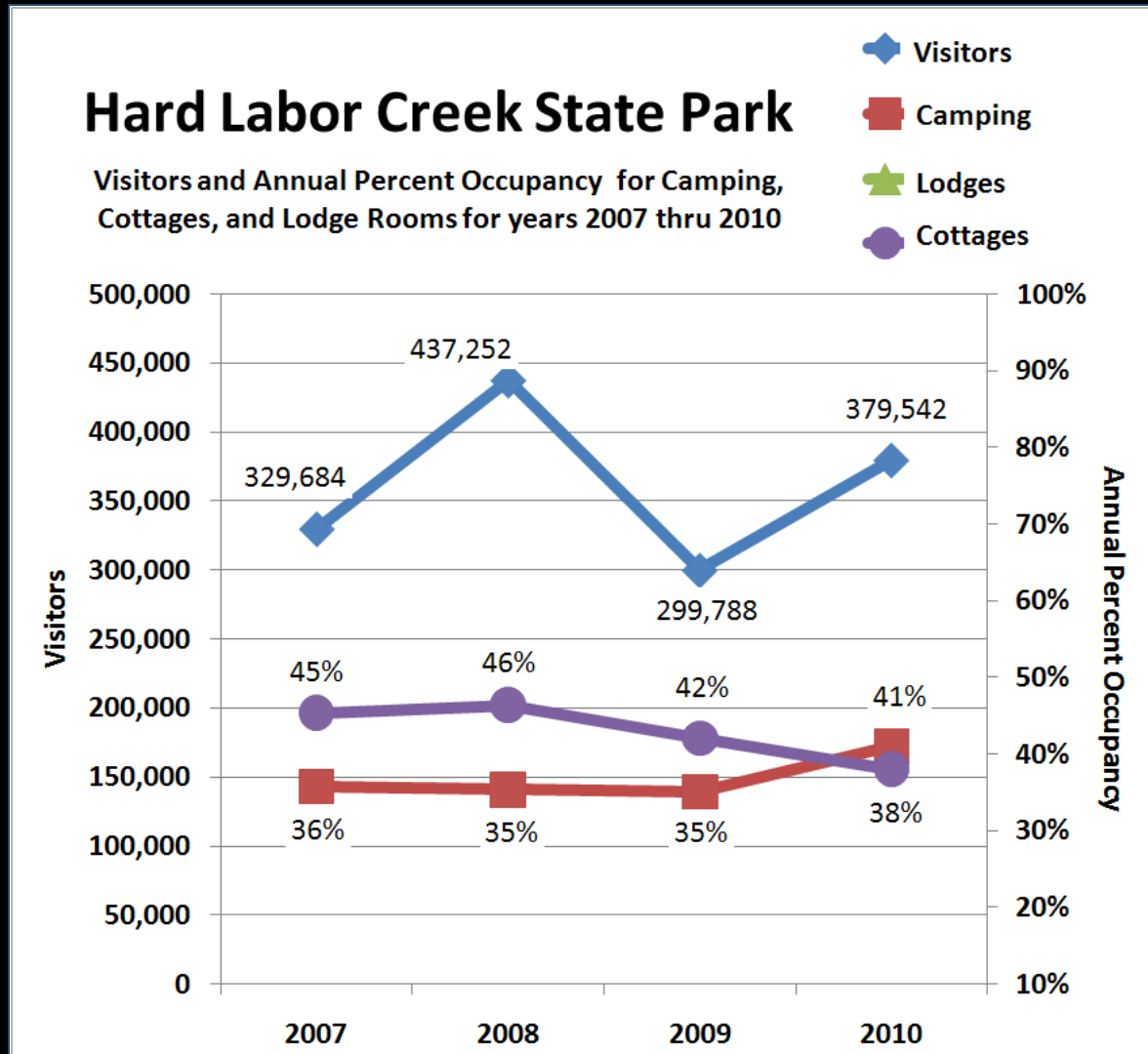
- Type
- Hours

Total Labor

Staffing Review

| Little White House | | | | |
|--|------------------------------|------------------------------|------------------------------|--------------------------|
| Account Code and Sub-Class Expenditure Descriptions | 2008 Year End Expenses | 2009 Year End Expenses | 2010 Year End Expenses | % Change from 2008 |
| REGULAR SALARIES | 450,623 | 435,519 | 407,833 | -9% |
| ANNUAL LEAVE PAY | 4,076 | 3,660 | 6,195 | 52% |
| OTHER SUPPLEMENTAL | 271 | 300 | 738 | 173% |
| TEMPORARY/CASUAL LABOR | 5,556 | 6,117 | 12,389 | 123% |
| FICA | 29,745 | 28,470 | 27,291 | -8% |
| RETIREMENT | 42,425 | 40,637 | 51,865 | 22% |
| HEALTH INSURANCE | 103,929 | 58,447 | 86,146 | -17% |
| UNEMPLOYMENT INSURANCE | 797 | 627 | 859 | 8% |
| ASSESSMENTS BY MERIT | 3,087 | 3,087 | 2,877 | -7% |
| PERSONAL SERVICES | 640,507 | 576,863 | 596,194 | -7% |

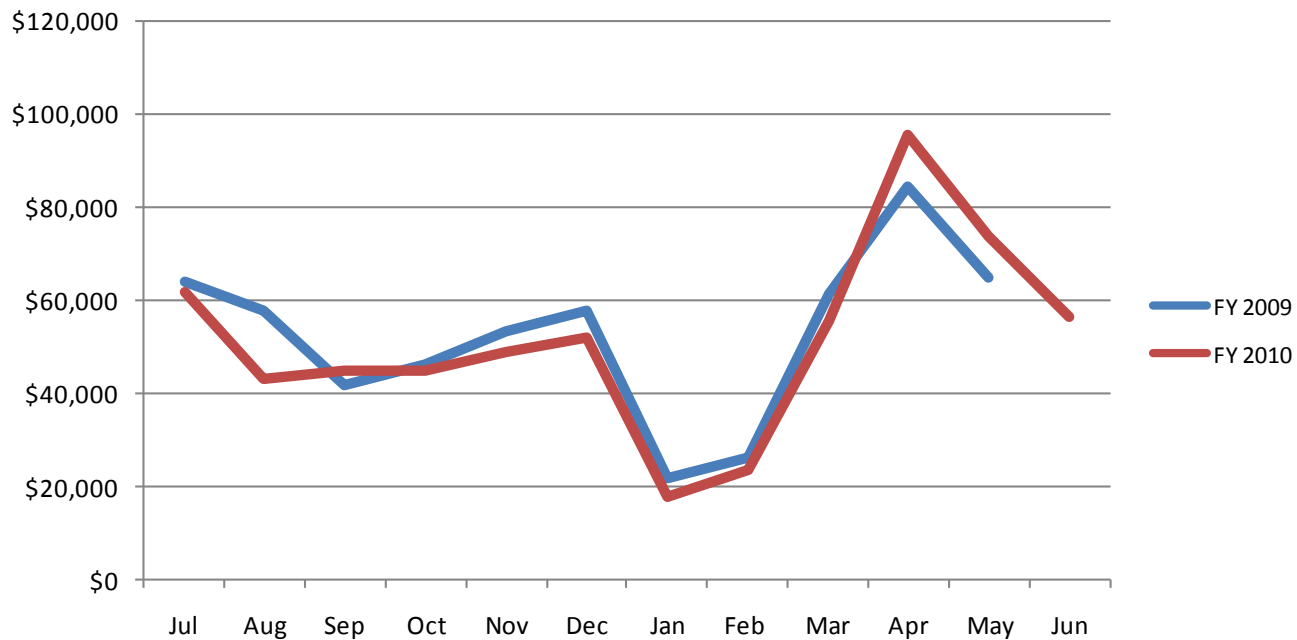
Visitation / Occupancy



Earned Revenues

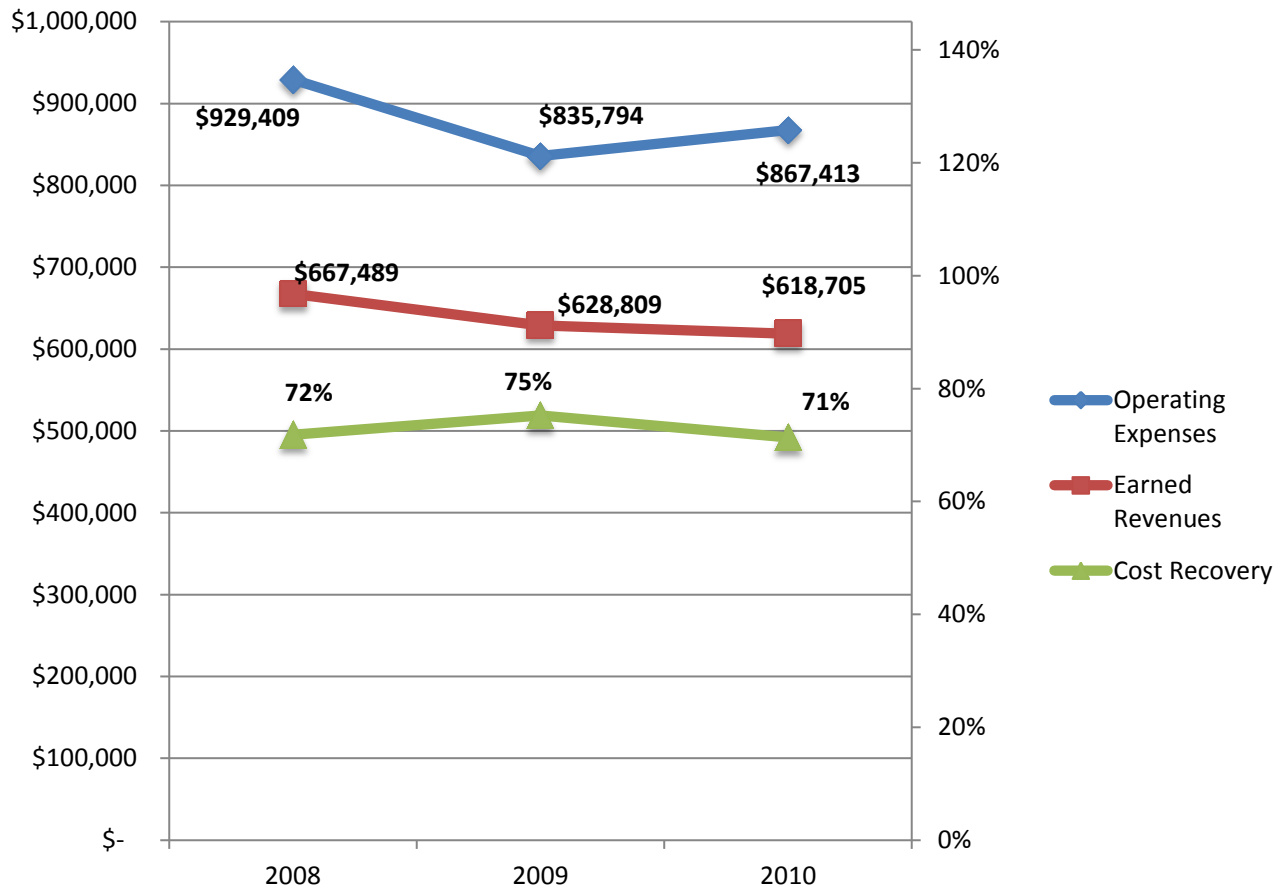
| FY 2009 - FY 2010 Monthly Revenue | | | | | | | | | | | | | |
|-----------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total |
| FY 2009 | \$64,232 | \$57,603 | \$41,985 | \$46,448 | \$53,294 | \$57,735 | \$21,859 | \$26,233 | \$61,212 | \$84,572 | \$64,771 | \$48,863 | \$627,035 |
| FY 2010 | \$61,730 | \$43,177 | \$44,970 | \$45,043 | \$48,770 | \$52,100 | \$17,826 | \$23,752 | \$55,509 | \$95,375 | \$73,836 | \$56,617 | \$616,563 |
| Avg | \$62,981 | \$50,390 | \$43,478 | \$45,746 | \$51,032 | \$54,918 | \$19,842 | \$24,993 | \$58,361 | \$89,973 | \$69,303 | \$52,740 | \$621,799 |
| % of Total Revenues | 10% | 8% | 7% | 7% | 8% | 9% | 3% | 4% | 9% | 14% | 11% | 8% | 100% |
| % change | -4% | -25% | 7% | -3% | -8% | -10% | -18% | -9% | -9% | 13% | 14% | 16% | -2% |

**Little White House State Historic Site Monthly Revenues
FY2009 - FY2010**



Cost Recovery Trends

Little White House State Historic Site
Operating Expenses, Revenues, and Cost Recovery
FY 2008 - 2010



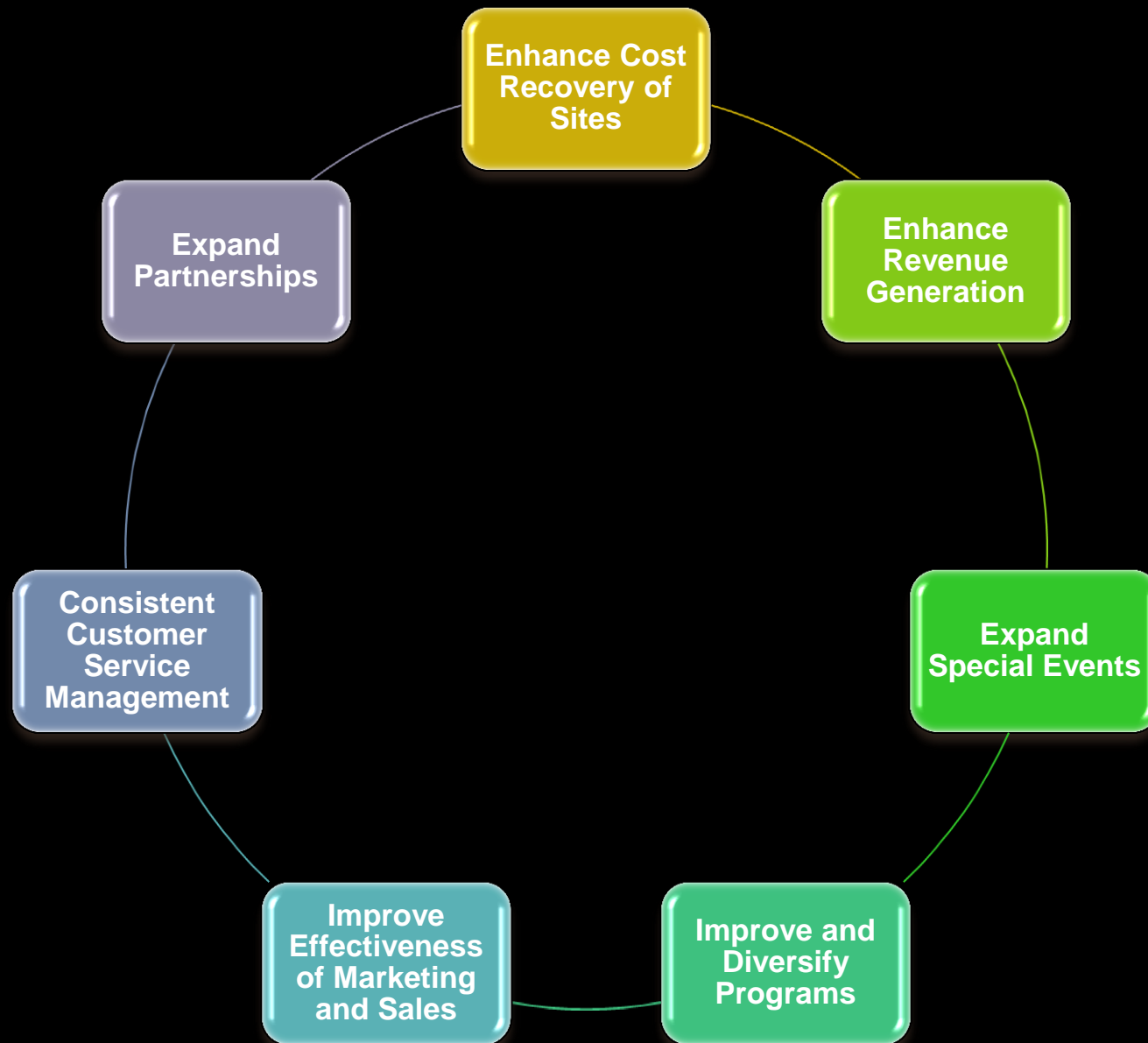
Review of Pricing

| | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | \$ Growth 2005 - 2010 | % Growth 2005 - 2010 |
|------------------------|------|------|--------|------|------|------|------|------|------|--------------------------|-------------------------|
| Adults | \$5 | \$5 | \$6 | \$6 | \$6 | \$6 | \$7 | \$7 | \$8 | \$2 | 33% |
| Seniors | \$4 | \$4 | \$5 | \$5 | \$5 | \$5 | \$6 | \$6 | \$7 | \$2 | 40% |
| Adult Groups | \$3 | \$3 | \$5 | \$5 | \$5 | \$5 | \$5 | \$5 | \$6 | \$1 | 20% |
| Youth (6 - 17) | \$2 | \$2 | \$3 | \$3 | \$3 | \$3 | \$4 | \$4 | \$5 | \$2 | 67% |
| Youth Groups (6 - 17) | \$1 | \$1 | \$2 | \$2 | \$2 | \$2 | \$2 | \$3 | \$4 | \$2 | 100% |
| Child/Groups (5 Under) | Free | Free | \$1.00 | \$1 | \$1 | \$1 | \$1 | \$1 | \$1 | \$0 | 0% |

Developing the Business and Management Plan

- **Summary of Business Goals**
- **Classification of Programs and Services**
- **Partnership Development Plan**
- **Marketing and Sales Plan**
- **Revenue Generation Plan**
- **Expense Management Plan**
- **Financial Pro Forma**

Summary of Business Goals



Classification of Programs and Services

| Core Services | |
|---|-----------------------|
| Program / Service | Target Cost Recovery |
| Protect the integrity of natural and cultural resources of the site through active management (i.e. CCC structures) | 0% cost recovery |
| Open and public access to the site and its resources | 50% cost recovery |
| Self-directed and site appropriate education, interpretation, and recreationa opportunities | 5 - 10% cost recovery |
| Public safety | 0% cost recovery |
| Site, grounds, facility, and infrastructure maintenance | 0% cost recovery |

Classification of Programs and Services

| Important Services | |
|---|-------------------------|
| Program / Service | Target Cost Recovery |
| Lake activities / beach area | 20 - 50% cost recovery |
| Picnicking / day use | 20% - 50% cost recovery |
| Nature trails | 0 - 20% cost recovery |
| Interpretive / recreation programs and events | 30% - 50% cost recovery |

Classification of Programs and Services

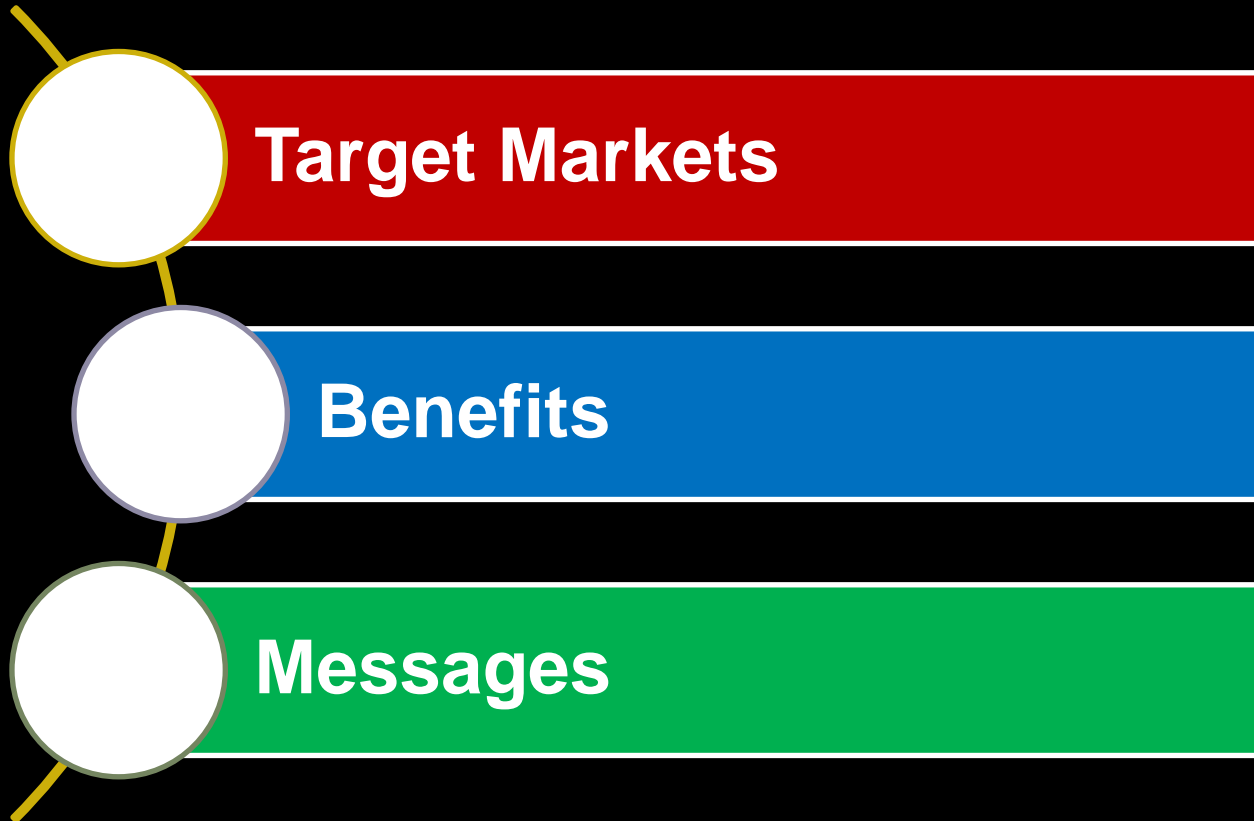
| Visitor Supported Services | |
|---|---------------------------|
| Program / Service | Target Cost Recovery |
| Equestrian activities | 80% - 100% cost recovery |
| RV camping | 100% - 120% cost recovery |
| Improved accommodations (cottages, yurts, etc.) | 100% - 150% cost recovery |
| Golf | 100% - 150% cost recovery |
| Visitor center / retail | 120% - 150% cost recovery |
| Tent camping | 80% - 100% cost recovery |
| Group shelters | 100% - 120% cost recovery |
| Group camping | 50% - 80% cost recovery |

Partnership Development Plan

| | Public Partners | Not-for-profit Partners | Private / Enterprise Partners |
|--------------------------------------|--|--|--|
| Operational Partners | <ul style="list-style-type: none"> • Roosevelt Institute For Rehabilitation | <ul style="list-style-type: none"> • The Wilderness Camp • Good Sheppard Therapeutic Camp | <ul style="list-style-type: none"> • AT&T Pioneers Southside Council of Atlanta |
| Vendor Partners | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Coca Cola • Georgia Power • Georgia EMC's • Georgia Poultry Federation |
| Service Partners | <ul style="list-style-type: none"> • City of Warm Springs | <ul style="list-style-type: none"> • Chamber of Commerce • March of Dimes | <ul style="list-style-type: none"> • |
| Co-branding Partners | <ul style="list-style-type: none"> • FDR State Park • Roosevelt Institute for Rehabilitation | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • The Bullock House • Callaway Gardens • Best Western • Hills and Dales • Wild Animal Safari |
| Funding Resource Development Partner | <ul style="list-style-type: none"> • | <ul style="list-style-type: none"> • Friends of Georgia State Parks and Historic Sites • Friends of Roosevelt's Little White House • Warm Springs Memorial Commission | <ul style="list-style-type: none"> • |

Marketing and Sales Plan

Positioning and Messaging



Marketing and Sales Plan

Marketing and Sales Goals

- 1. To produce more sales of overnight stays in cottages and the campground**
- 2. To produce more usage of reservable amenities (shelters, etc.)**
- 3. To produce more rounds of play at The Creek Golf Course**
- 4. To produce more participation in large, signature events and programs**
- 5. To produce improved performance of concessionaires on-site**

Marketing and Sales Plan

Marketing and Sales Goals

| Area of Focus | Current Performance | Goal by 2011 | Goal by 2012 | Goal by 2015 |
|-----------------------|---------------------|--------------|--------------|--------------|
| Cottage occupancy | 38% | 40% | 41% | 44% |
| Campground occupancy | 41% | 43% | 44% | 47% |
| Golf rounds | 15,426 | 17,000 | 12,000* | 24,000 |
| Program participation | 1,800 | 1,900 | 2,000 | 2,300 |

Marketing and Sales Plan

Marketing and Promotional Strategies

| Event Publicity | Program Publicity | Site Publicity |
|----------------------------|----------------------|--------------------------|
| Wine Festival | Artifact Day | FDR Remembered |
| Arts and Music Festival | Backyard Birding | WWII Commemorations |
| Swim the Warm Springs | Junior Ranger Camp | Cultural Crossroads Tour |
| Regional Culinary Festival | Georgia Outdoor Kids | |

| Event Publicity | Program Publicity | Site Publicity |
|---------------------------|---|---|
| Adventure Sport Triathlon | Leaf Watch | Family Lake Getaways |
| Golf Tournament Series | Georgia Outdoor Family | Remote and Rugged – Northern Georgia State Parks |
| Holiday Events | Hard Labor's Pack and Paddle for the Cure | Crossroads of the Civil War – Georgia History Trail |
| Trail Rides | Georgia Outdoor Kids | Georgia Golf Trail |

Marketing and Sales Plan

Packaging

| Suggested Package | Package Details |
|------------------------|---|
| FDR Trail | Entrance into Little White House State Historic Site and FDR State Park |
| Tour and Gifts | Guided tour and discount in gift shop |
| Season of Fun Passbook | Voucher book of 10 day entries into the site |

| Suggested Package | Package Details |
|------------------------|---|
| Tee's and Zzz's | 2-night cottage stay and golf round for two |
| Sportsman's Delight | 2 nights camping and fishing boat rental |
| Wonders of Wildlife | 2 nights camping at Hard Labor Creek State Park and entrance to Charlie Elliott Wildlife Center |
| Season of Fun Passbook | Voucher book of 10 nights of camping at Hard Labor Creek State Park |

Marketing and Sales Plan

Group Sales

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

Marketing and Sales Plan

Marketing and Sales Metrics

1. **Loyalty & Repeat Customers**: The proportion of repeat customers is a measure of increased brand loyalty. Currently, the Division doesn't appear to have easy but effective ways to measure repeat business. **Metric Goal = % of repeat customers within a 12 month period**
2. **Brand Confidence & Customers-Recruiting-Customers**: Increased brand confidence is demonstrated whenever customers help to recruit other customers through exceptional reviews (especially in social media) or word-of-mouth referrals. **Metric Goal = "Where/how did you hear about us" responses**

Revenue Generation Plan

Revenue / Cost Recovery Goals

| Year | % Growth from Previous Year | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Total |
|------|-----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|----------|----------|-----------|
| 2010 | Base Year | \$61,730 | \$43,177 | \$44,970 | \$45,043 | \$48,770 | \$52,100 | \$17,826 | \$23,752 | \$55,509 | \$95,375 | \$73,836 | \$56,617 | \$618,705 |
| 2011 | 3% | \$63,582 | \$44,472 | \$46,319 | \$46,395 | \$50,233 | \$53,663 | \$18,361 | \$24,465 | \$57,174 | \$98,236 | \$76,051 | \$58,315 | \$637,266 |
| 2012 | 3% | \$65,489 | \$45,806 | \$47,709 | \$47,787 | \$51,740 | \$55,273 | \$18,912 | \$25,198 | \$58,889 | \$101,183 | \$78,333 | \$60,065 | \$656,384 |
| 2013 | 3% | \$67,454 | \$47,181 | \$49,140 | \$49,220 | \$53,292 | \$56,931 | \$19,479 | \$25,954 | \$60,656 | \$104,219 | \$80,683 | \$61,867 | \$676,076 |
| 2014 | 3% | \$69,477 | \$48,596 | \$50,614 | \$50,697 | \$54,891 | \$58,639 | \$20,063 | \$26,733 | \$62,476 | \$107,345 | \$83,103 | \$63,723 | \$696,358 |
| 2015 | 3% | \$71,562 | \$50,054 | \$52,133 | \$52,218 | \$56,538 | \$60,398 | \$20,665 | \$27,535 | \$64,350 | \$110,566 | \$85,596 | \$65,635 | \$717,249 |

Revenue Generation Plan

Revenue Generation Strategies - PRICING

| Region | | Current Pricing (CY 2011) | Proposed Pricing (CY 2012) | Yield Management Margin |
|--------|---|------------------------------|-------------------------------|----------------------------|
| 3 | PARK RESERVABLES | | | |
| | F.D. ROOSEVELT | | | |
| | Picnic Shelter | \$50 | | +/-10% |
| | Group Shelter (capacity) | \$135(85) | | +/-10% |
| | Camping (RV/Tent) | \$28/25 | | +/-10% |
| | Camping (Back) | \$9 pp | | +/-10% |
| | Camping (Tent only) | | | |
| | Cottage (1 BR) | | | |
| | Year Round | \$100 | | +/-20% |
| | Peak - Spring Break, MDW - LD & Oct 1 - De | \$110 | | +/-10% |
| | Jan - MDW & LD - Sept (weekday) | | | |
| | Jan - MDW & LD - Sept (weekend) | | | |
| | Spring & MDW - LD & Oct - Dec (wd) | | | |
| | Spring & MDW - LD & Oct - Dec(we) | | | |
| | Cottage (2 BR) | | | |
| | Year Round | \$105 | | +/-20% |
| | Peak - Spring Break, MDW - LD & Oct 1 - De | \$115 | | +/-10% |
| | Jan - MDW & LD - Sept (weekday) | | | |
| | Jan - MDW & LD - Sept (weekend) | | | |
| | Spring & MDW - LD & Oct - Dec (wd) | | | |
| | Spring & MDW - LD & Oct - Dec(we) | | | |
| | Cottage (3 BR) | | | |
| | Year Round | \$125 | | +/-20% |
| | Peak - Spring Break, MDW - LD & Oct 1 - De | \$135 | | +/-10% |
| | Jan - MDW & LD - Sept (weekday) | | | |
| | Jan - MDW & LD - Sept (weekend) | | | |
| | Spring & MDW - LD & Oct - Dec (wd) | | | |
| | Spring & MDW - LD & Oct - Dec(we) | | | |
| | Pioneer Campsite | \$18 min/ 1\$ pp over 15 | | +/-10% |
| | Group Camp (capacity) | \$505(75) | | +/-10% |
| | Group Camp (capacity) | \$605(120) | | +/-10% |
| | Group Camp (Large-Off season (10/15-4/15) (capacity) | | | +/-20% |

Revenue Generation Plan

Revenue Generation Strategies - PROGRAMS

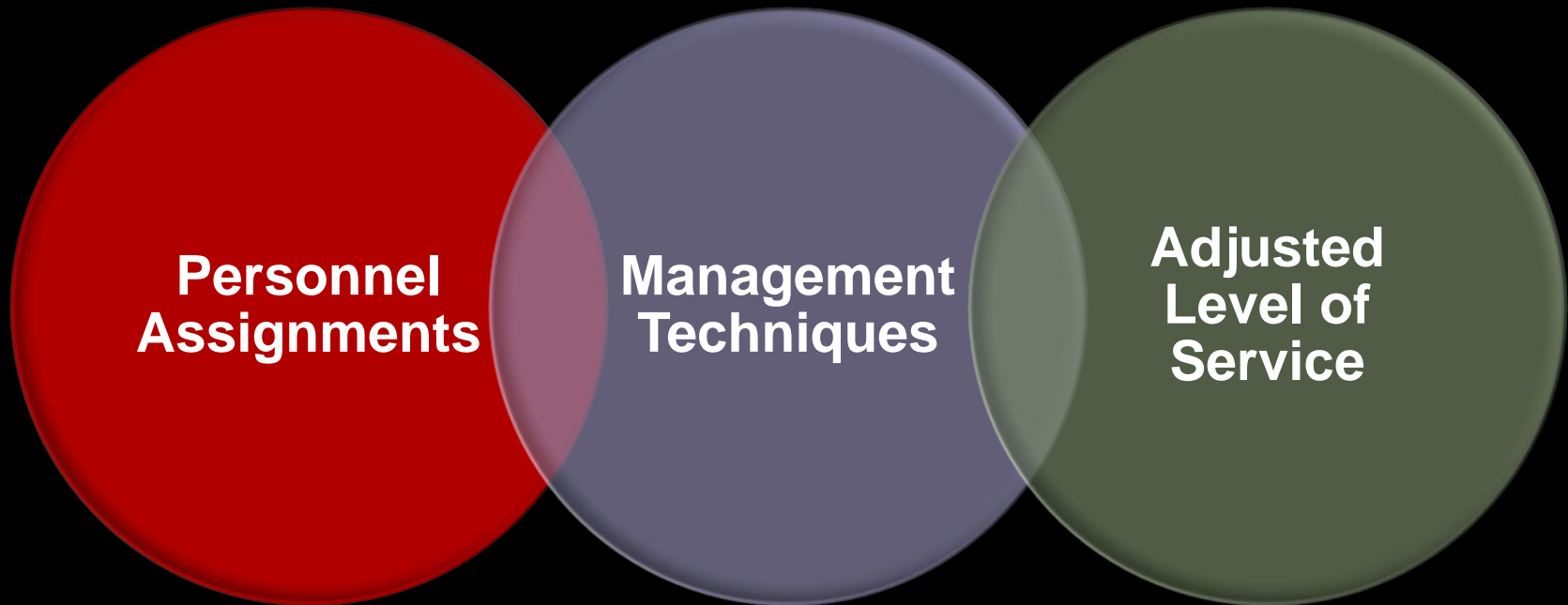
| Program / Event | Theme / Purpose | Scheduled Date/Season | Frequency | Target Participation | Target User Fee | Target Cost Recovery |
|------------------------------|----------------------------------|--------------------------------|----------------------|----------------------|-----------------|----------------------|
| Owl Prowl Interpretive Hike | Nature and wildlife appreciation | Saturdays, 8-10 pm, April, Oct | Once a week, 8 weeks | 12+ | \$8 | 85%+ |
| Tax Day Golf Tournament | Recreation | April 15 | Annual | 150+ | \$50 | 150%+ |
| Mom and Me Weekend | Family recreation / Girl Scouts | May 15 October 15 | Semi-annual | 75+ | \$30 | \$100%+ |
| Wine and Food Festival | Community Event | September 15 | Annual | 3,000+ | \$10 | 200%+ |
| Father and Son Hike and Bike | Family recreation / Boy Scouts | November 1 | Annual | 250+ | \$20 | 100%+ |
| Family Camping 101 | Family recreation | March, April, Sept., Nov. | Quarterly | 50+ | \$10 | 50%+ |

Revenue Generation Plan

Revenue Generation Strategies - PARTNERSHIPS

| Service / Partnership | Term of Service | Financial Objective | Contract Manager |
|--|-----------------|-------------------------------------|------------------|
| Food and coffee concessions | 1 year | 15% of gross receipts to park | Park manager |
| Event planning and promotion | 2 years | 15% of gross receipts | Regional manager |
| Landscaping | 2 years | Reduced personnel costs | Park manager |
| Waste collection | 1 year | No cost increase from previous year | Park manager |
| Packaging and promotions with local businesses | 1 year | Shared revenue | Regional manager |

Expense Management Plan



Financial Pro Forma

Expense Pro Forma

| Little White House | | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| State Historic Site | | | | | |
| Operational Expenses | 2010 (Actual) | 2012 | 2013 | 2014 | 2015 |
| REGULAR SALARIES | 407,833 | 404,978 | 402,143 | 399,328 | 396,533 |
| ANNUAL LEAVE PAY | 6,195 | 6,152 | 6,109 | 6,066 | 6,024 |
| OTHER SUPPLEMENTAL | 738 | 733 | 728 | 723 | 718 |
| OVERTIME | | 0 | 0 | 0 | 0 |
| TEMPORARY/CASUAL LABOR | 12,389 | 12,303 | 12,217 | 12,131 | 12,046 |
| FICA | 27,291 | 27,100 | 26,910 | 26,722 | 26,535 |
| RETIREMENT | 51,865 | 51,502 | 51,141 | 50,783 | 50,428 |
| HEALTH INSURANCE | 86,146 | 85,543 | 84,944 | 84,349 | 83,759 |
| UNEMPLOYMENT INSURANCE | 859 | 853 | 847 | 842 | 836 |
| ASSESSMENTS BY MERIT | 2,877 | 2,857 | 2,837 | 2,817 | 2,797 |
| DRUG TESTING | | | | | |
| PERSONAL SERVICES | 596,194 | 592,021 | 587,876 | 583,761 | 579,675 |
| POSTAGE | 836 | 830 | 824 | 818 | 812 |
| MOTOR VEHICLE EXPENSES | 6,711 | 6,664 | 6,617 | 6,571 | 6,525 |
| PRINTING & PUBLICATION | 500 | 497 | 493 | 490 | 486 |
| SUPPLIES & MATERIALS | 17,361 | 17,239 | 17,119 | 16,999 | 16,880 |
| REPAIRS & MAINTENANCE | 9,429 | 9,363 | 9,298 | 9,233 | 9,168 |
| EQUIPMENT >\$1000< \$5,000 | | 0 | 0 | 0 | 0 |
| WATER & SEWAGE | 302 | 300 | 298 | 296 | 294 |
| ENERGY | 64,057 | 63,609 | 63,164 | 62,721 | 62,282 |
| RENTS | 3,490 | 3,466 | 3,442 | 3,417 | 3,394 |
| INSURANCE & BONDING | 11,225 | 11,146 | 11,068 | 10,991 | 10,914 |
| FREIGHT | | 0 | 0 | 0 | 0 |
| PURCHASING CARD | | 0 | 0 | 0 | 0 |
| OTHER OPERATING EXPENSES | 1,083 | 1,075 | 1,067 | 1,060 | 1,053 |
| CLAIMS & BONDS & INTEREST | | 0 | 0 | 0 | 0 |
| TRAVEL | 846 | 840 | 834 | 828 | 822 |
| REGULAR EXPENSES | 115,840 | 115,029 | 114,224 | 113,424 | 112,630 |
| MOTOR VEHICLE EQUIPMENT | | 0 | 0 | 0 | 0 |
| EQUIPMENT PURCHASES >5000 | | 0 | 0 | 0 | 0 |
| CAPITAL\ LEASE Prin & Int | | 0 | 0 | 0 | 0 |
| REAL ESTATE RENTALS | | 0 | 0 | 0 | 0 |
| VOICE/DATA COMMUNICATIONS | 4,937 | 4,903 | 4,868 | 4,834 | 4,800 |
| PER DIEM & FEES | | 0 | 0 | 0 | 0 |
| PER DIEM & FESS EXPENSE | | 0 | 0 | 0 | 0 |
| CONTRACTS | 2,794 | 2,774 | 2,755 | 2,735 | 2,716 |
| ADVERTISING - PROCUREMENT CARD | | 0 | 0 | 0 | 0 |
| RESALE | 148,149 | 147,112 | 146,082 | 145,060 | 144,044 |
| TOTAL OTHER EXPENDITURES | 155,880 | 154,789 | 153,705 | 152,629 | 151,561 |
| GRAND TOTAL | \$ 867,913 | \$ 861,838 | \$ 855,805 | \$ 849,815 | \$ 843,866 |

Financial Pro Forma

Revenue Pro Forma

| Revenue Pro Forma | | | | | | |
|--|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Little White House State Historic Site | | | | | | |
| Revenue (Fund) Sources | Revenue Sources Description | FY 2010 (Actual) | FY 2012 | FY 2013 | FY 2014 | FY 2015 |
| 60001 | CONCESSION AND TP NON-FOOD | \$ (187,593) | \$ (193,221) | \$ (199,017) | \$ (204,988) | \$ (211,138) |
| 60008 | SWIMMING | \$ 88 | \$ 91 | \$ 93 | \$ 96 | \$ 99 |
| 60020 | SHORT/OVER | \$ 66 | \$ 68 | \$ 70 | \$ 72 | \$ 74 |
| 60022 | HIST. SITE ADMISSIONS | \$ (460,769) | \$ (474,592) | \$ (488,830) | \$ (503,495) | \$ (518,600) |
| 60025 | REFUNDS | \$ 5,432 | \$ 5,595 | \$ 5,763 | \$ 5,936 | \$ 6,114 |
| 60036 | PROGRAM FEES | \$ (7,138) | \$ (7,352) | \$ (7,573) | \$ (7,800) | \$ (8,034) |
| 60041 | SOFT DRINK SALES | \$ (6,828) | \$ (7,033) | \$ (7,244) | \$ (7,461) | \$ (7,685) |
| 60049 | MISC DONATIONS | \$ (200) | \$ (206) | \$ (212) | \$ (219) | \$ (225) |
| 60073 | DISABLED VET DISCOUNT | \$ 42 | \$ 43 | \$ 45 | \$ 46 | \$ 47 |
| 60080 | CR CARD CHGBACKS-PARKS | \$ 43 | \$ 44 | \$ 46 | \$ 47 | \$ 48 |
| 60090 | FOOD/BEV ITEMS TO GO | \$ (13,058) | \$ (13,450) | \$ (13,853) | \$ (14,269) | \$ (14,697) |
| 60092 | "Friends" Discount at Parks | \$ 141 | \$ 145 | \$ 150 | \$ 154 | \$ 159 |
| 60099 | SALES TAX | \$ 33,024 | \$ 34,015 | \$ 35,035 | \$ 36,086 | \$ 37,169 |
| 62004 | PROGRAM FEES | \$ (516) | \$ (531) | \$ (547) | \$ (564) | \$ (581) |
| TOTAL | | \$ (637,266) | \$ (656,384) | \$ (676,075) | \$ (696,358) | \$ (717,248) |

Financial Pro Forma

Total / Cost Recovery Pro Forma

| Little White House State Historic Site | | | | | |
|--|---------------|------------|------------|------------|------------|
| TOTAL PRO FORMA | 2010 (Actual) | 2012 | 2013 | 2014 | 2015 |
| Visitation | 77,904 | 79,462 | 81,846 | 84,301 | 86,980 |
| Operational Expenses | \$ 867,913 | \$ 861,838 | \$ 855,805 | \$ 849,815 | \$ 843,866 |
| Earned Revenues | \$637,266 | \$656,384 | \$676,075 | \$696,358 | \$717,248 |
| % Cost Recovery | 73% | 76% | 79% | 82% | 85% |

Developing an Action Plan

- Schedule / Month
- Strategies
 - Site and Facility Infrastructure Management
 - Partnership Development
 - Marketing / Sales
 - Revenue Generation
 - Expense Management
- Tasks
- Costs and Funding Sources
- Revenues / ROI / Cost Recovery
- Responsibilities
- Performance Metrics

Developing an Action Plan

[illegible]

Discussion

