

FORT MORRIS HISTORIC SITE

Business & Management Plan

Prepared June 2011; Finalized January 2013

Direction 2015 – Sustainable Business Planning

Table of Contents

Executive Summary 3

Site and Operations Assessment 6

 Site Inventory and Facility Assessment..... 6

 Operational Assessment 8

 Financial Performance Assessment 13

Business and Management Plan 16

 Business Goals 16

 Classification of Programs and Services..... 18

 Partnership Development Plan..... 19

 Marketing and Sales Plan..... 20

 Revenue Generation Plan 22

 Expense Management Plan 24

 Financial Pro Forma 25

Action Plan..... 28

Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Fort Morris State Historic Site 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	Fort Morris State Historic Site
Site Manager	Arthur Edgar
Region Manager	Tommy Turk
Date of Business Plan completion	June 13, 2001
Site size	56 acres
Total number of visitors (FY 2010)	8,364
Total operating budget (FY 2010)	\$ 71,979
Total earned revenues (FY 2010)	\$ 12,298
Operational cost recovery (FY 2010)	17%
Average operating cost per visitor (FY 2010)	\$ 8.61
Average earned revenue per visitor (FY 2010)	\$ 1.47
Average cost recovery ¹ (FY 2008 – 2010)	15%
Target cost recovery (FY 2015)	20%
Total full-time employees ²	1
Total part-time employees ³	0
Primary service markets ⁴	Savannah, Hinesville, Brunswick and Hilton Head SC
Primary attractors/visitor appeal factors	Historic Revolutionary War / War of 1812 fort, picnicking, nature trail
Leading opportunities for improved site performance	Improved interpretive opportunities

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

² Current employees, not including vacancies.

³ Current employees, not including vacancies.

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

Site Summary and Key Attractions

Fort Morris State Historic Site is made up of 56 acres, roughly 35 miles from downtown Savannah, Georgia. It is located 7 miles east of I-95 at exit 76 in Sunbury, Georgia.

Key Attractions

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

- Revolutionary War and War of 1812 Fort Site and special events
- Historic Site Museum , Exhibits, Artifacts and Gift Shop
- Nature Trail

Financial Targets

The table below details the total operating expenses and earned revenues for Fort Morris 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 20% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Fort Morris	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	15%	1,255		
	2008	2009	2010	2015 Target
Visitors	6,878	6,934	8,364	9,619
Total Expenses	\$ 121,672	\$ 133,739	\$ 71,979	\$ 72,274
Total Revenues	\$ 18,597	\$ 16,964	\$ 12,298	\$ 14,275
Cost per Visitor	\$ 17.69	\$ 19.29	\$ 8.61	\$ 7.51
Revenue per Visitor	\$ 2.70	\$ 2.45	\$ 1.47	\$ 1.48
State Financial Support per Visitor	\$ (14.99)	\$ (16.84)	\$ (7.14)	\$ (6.03)
Total Cost Recovery	15%	13%	17%	20%
Change from 2010 Expenses				\$ 295
Percent Change from 2010 Expenses				0.41%
Change from 2010 Revenues				\$ 1,977
Percent Change from 2010 Revenues				16.08%

Key Recommendations

Primary / Short Term Recommendations

1. Renovate 1970s era museum to more current curatorial and exhibit standards, with improved visitor interaction and appropriate artifact displays of recent discoveries.
2. Install boardwalk overlook within earthworks to enhance visitor experience and earthwork protection.
3. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
4. Strive for a 90% visitor comment card use with a satisfied or very satisfied level of comments. Find a way to track zip codes of visitors to better serve their needs by using demographic information.
5. Conduct at least 9 special events/programs per year.
6. Open the museum and fort for after hours private functions.
7. Seek and enhance local partnerships to help support operations, programs and service delivery and for cross marketing purposes. Enhance use of Friends of Fort Morris for events and support. Get involved with local chambers and tourism organizations.
8. Operate the site according to well-defined maintenance, program and operational standards. Keep a close eye on the site's infrastructure to ensure a smooth running operation.
9. Perform a thorough net cost-of-service analysis on major functions of site operations, including the detailed analysis of labor, by task, which has already been produced by site staff. Thereafter, update costs to deliver services on a biennial schedule.

Secondary / Long Term Recommendations

1. Complete the archaeological study of the site to uncover as much as the site's story as possible in order to better educate the public.
2. Enhance the earthworks with a historic reconstruction of fort features including the sally port gate, wood bridge, and cannon emplacement with replica cannon.
3. Improve the resale area and enhance the resale products.
4. Produce a new site film.
5. Acquire adjacent Sunbury property if it becomes available.

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 Fort Morris. 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 Fort Morris, and provides the assessed condition of each as reviewed in May 2011.

Site Asset / Amenity	Quantity	Condition
Total acreage	56	Good
Visitor Center/Museum	1	Fair
Earthen Fort	1	Fair grass coverage
Picnic Area	1	Fair
Primitive Camp	1	Fair
Nature Trail	1	Good
Manager's 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
Complete Museum Exhibit Upgrade	High
Earthwork Boardwalk and Overlook	High
Continue Archaeology	High
Historic Reconstruction of Fort Features	Medium

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 Fort Morris have been identified as **core services**:

- **Management and protection of cultural and natural resources, including but not limited to the historic earthen fort**
- **Artifact conservation and management**
- **Open and public access to the site and its resources**
- **Public and facility safety**

- **Facility maintenance, grounds maintenance and infrastructure upkeep**
- **Facilitation of historical and natural researchers**

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 Fort Morris have been identified as **important services**:

- **Educational programs, geo-caching and self-guided tours**
- **Site oriented programs, exhibits, educational materials and recreational options**

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 Fort Morris have been identified as **visitor supported services**:

- **Primitive camping**
- **Special events and programming**
- **Historic Fort**
- **Gift shop**

Staffing Assessment

Labor costs at Fort Morris represent the largest area of budgetary expense at an average of 60% 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
Historic Site Manager 1	1	0	2600
TOTAL	1	0	2,600

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
None	0	0	0
TOTAL	0	0	0

Labor Support

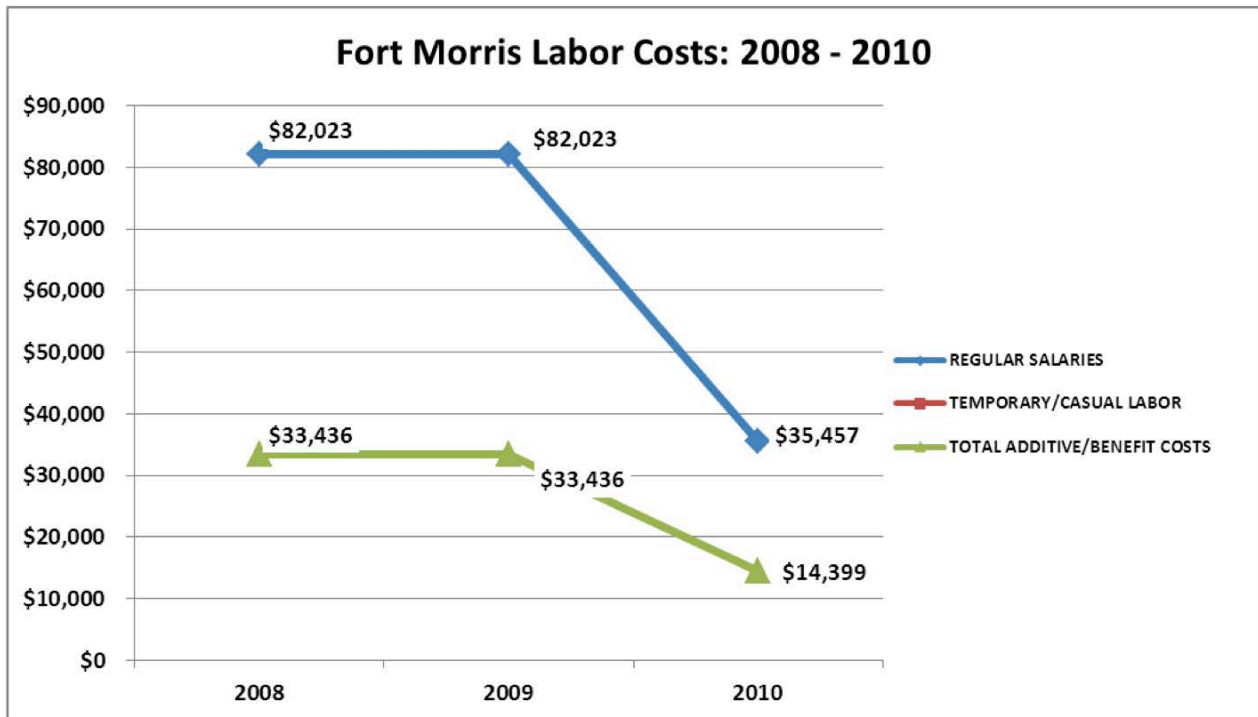
Labor Support	Annual Hours
Volunteers	1500
Community Service Workers	0
Engineering and Construction Crews	100
Resource Management Crews	0
TOTAL	1,600

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	2,600
Part Time Employees	0
Labor Support	1,600
TOTAL Annual Labor Hours	4200

LABOR BUDGET SUMMARY

	Fort Morris	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
	Account Code and Sub-Class Expenditure Descriptions				
	REGULAR SALARIES	\$82,023	\$82,023	35,457	-57%
	ANNUAL LEAVE PAY	\$1	\$1	1	0%
	OTHER SUPPLEMENTAL	\$1	\$1	1	0%
	TEMPORARY/CASUAL LABOR	\$1	\$1	1	0%
	FICA	\$6,275	\$6,275	2,712	-57%
	RETIREMENT	\$8,539	\$8,539	3,691	-57%
	HEALTH INSURANCE	\$18,181	\$18,181	7,859	-57%
	UNEMPLOYMENT INSURANCE	\$1	\$1	1	0%
	ASSESSMENTS BY MERIT	\$441	\$441	137	-69%
	PERSONAL SERVICES	115,463	115,463	49,860	-57%



Visitation

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 15% or over 1,000 visitors. This is largely attributed to decreased hours of operations.

Year	Total Visitation
2008	6,878
2009	6,934
2010	8,364

Financial Performance Assessment

Operational Expenses

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

Fort Morris State Historic Site				ss Plan
Operational Expenses	2008	2009	2010	% Change from 2008
REGULAR SALARIES	82,023	82,023	35,457	-57%
ANNUAL LEAVE PAY	1	1	1	0%
OTHER SUPPLEMENTAL OVERTIME	1	1	1	0%
TEMPORARY/CASUAL LABOR	1	1	1	0%
FICA	6,275	6,275	2,712	-57%
RETIREMENT	8,539	8,539	3,691	-57%
HEALTH INSURANCE	18,181	18,181	7,859	-57%
UNEMPLOYMENT INSURANCE	1	1	1	0%
ASSESSMENTS BY MERIT	441	441	137	-69%
DRUG TESTING	0	0		
PERSONAL SERVICES	115,463	115,463	49,860	-57%
POSTAGE	150	150	150	0%
MOTOR VEHICLE EXPENSES	2,000	2,000	1,500	-25%
PRINTING & PUBLICATION	1	1	1	0%
SUPPLIES & MATERIALS	7,200	7,200	5,200	-28%
REPAIRS & MAINTENANCE	1,006	1,006	2,072	106%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE	1	1	1	0%
ENERGY	8,400	8,400	7,314	-13%
RENTS	3,050	3,050	3,050	0%
INSURANCE & BONDING	941	941	1,562	66%
FREIGHT				
PURCHASING CARD	0	0	0	
OTHER OPERATING EXPENSES	1,500	1,500	1,500	0%
CLAIMS & BONDS & INTEREST				
TRAVEL	1	1	1	0%
REGULAR EXPENSES	24,250	24,250	22,351	-8%
MOTOR VEHICLE EQUIPMENT	1	1	1	0%
EQUIPMENT PURCHASES >5000	1	1	1	0%
CAPITAL LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	1,158	1,158	1,158	0%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	1	1	1	0%
ADVERTISING - PROCUREMENT CARD				
RESALE	4,000	4,000	972	-76%
TOTAL OTHER EXPENDITURES	5,161	5,161	2,133	-59%
GRAND TOTAL	\$ 144,864	\$ 144,864	\$ 71,979	-50%
Earned Revenues	\$18,597	\$16,964	\$12,298	-36%
% Cost Recovery	13%	12%	17%	33%

Earned Revenues

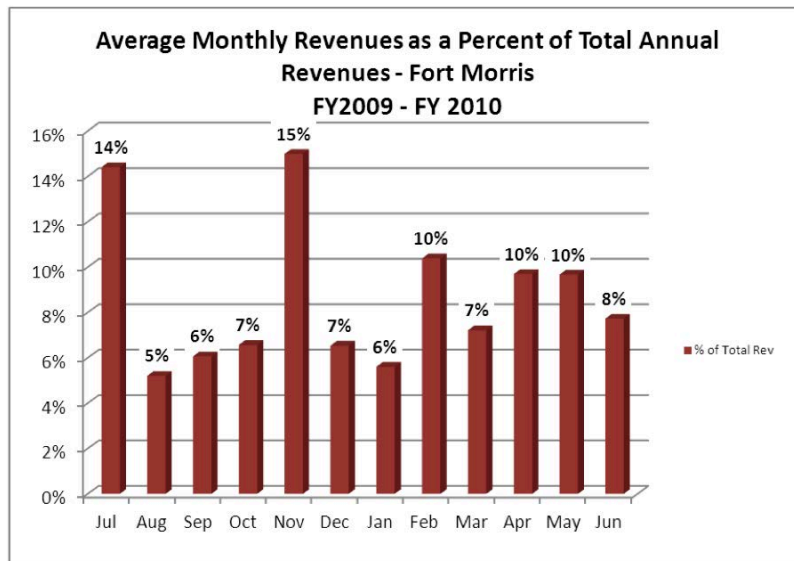
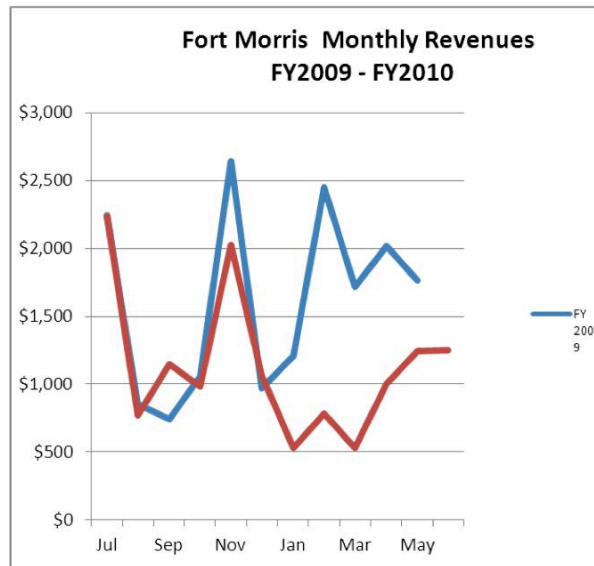
Earned revenues at Fort Morris have decreased since 2008, which is largely attributed to the corresponding decrease in hours of operations.

FY 2009 - FY 2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$2,242	\$853	\$744	\$1,058	\$2,639	\$968	\$1,211	\$2,449	\$1,717	\$2,015	\$1,762	\$1,151	\$18,809

Georgia State Parks and Historic Sites

FY 2010	\$2,237	\$768	\$1,144	\$984	\$2,026	\$1,065	\$532	\$782	\$530	\$1,000	\$1,246	\$1,252	\$12,298
Average	\$2,240	\$811	\$944	\$1,021	\$2,333	\$1,017	\$872	\$1,616	\$1,124	\$1,508	\$1,504	\$1,202	\$15,554
% of Total Revenue	14%	5%	6%	7%	15%	7%	6%	10%	7%	10%	10%	8%	100%
% Change	0%	-10%	54%	-7%	-23%	10%	-56%	-68%	-69%	-50%	-29%	9%	-35%

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



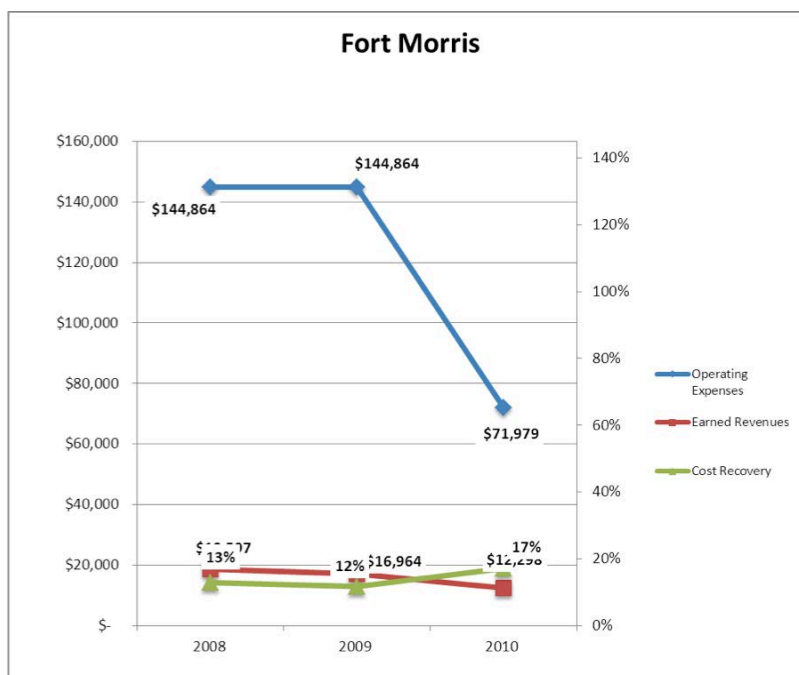
Cost

Fort Morris has achieved an average cost recovery of 14% of annual operational expenses through earned revenues from FY 2008 to FY 2010. This is detailed and illustrated in the table and graph below.

Recovery Trends

Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
------	----------------------	-----------------	-----------------------

2008	\$144,864	\$18,597	13%
2009	\$144,864	\$16,964	12%
2010	\$71,979	\$12,298	17%



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 Fort Morris since 2005, with the largest increase being \$1.00. A table detailing the rates for Fort Morris is provided below.

	2008	2009	2010
Fort Morris			
Adults	\$3.50	\$4.00	\$4.00
Seniors	\$3.00	\$3.50	\$3.50
Adult Groups	\$2.50	\$3.25	\$3.25
Youth (6 - 17)	\$2.50	\$2.75	\$2.75
Youth Groups (6 - 17)	\$1.50	\$2.50	\$2.50
Child/Groups (Under 6)	\$0.75	\$1.00	\$1.00

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Fort Morris.

Enhance Cost Recovery of Site Operations

Increase admission rates and work to attract more visitors through paid events and after hour rentals of non-traditional facilities.

Enhance Revenue Generation Strategies

By bringing more visitors and by branching out our outreach programming types, we will increase revenue. Expanding our gift shop would be an easy way to increase revenue without any extra staffing. Charging for services such as weddings, birthday parties and after hours events will help increase revenue.

Expand Special Events at the Site

Introduce new special events such as lectures and rent out the museum for after hour functions.

Improve the Diversity and Innovation of Recreational Activities

Encourage scout troops to use the primitive camping area and offer birding programs.

Improve the Effectiveness of Marketing and Sales

Increase marketing to the Savannah area to better reach the heritage tourism market. Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Our goal is to provide every visitor with some positive contact with a site staff member if just a “hello, how is your day?” We will keep our facilities clean and in good repair. The visitor’s experience is very important and we will strive for at least an 85% enjoyment rating.

Expand Partnership Opportunities

By becoming involved with local chambers and tourism councils we can jointly plan and promote events and services. We will piggyback on publicity and promotions from these organizations and offer our services where possible.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Fort Morris 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
Management and protection of cultural and natural resources, including but not limited to the historic earthen fort	0%
Artifact conservation and management	0%
Open public access to the resource	20%
Public and facility safety	0%
Facility, ground and infrastructure maintenance	0%
Facilitation of historical and natural researchers	20%

Important Services	
Program / Service	Target Cost Recovery
Educational programs, geo-caching and self-guided tours	20%
Site oriented programs, exhibits, educational materials and recreational options	20%

Visitor Supported	
Program / Service	Target Cost Recovery
Primitive Camping	100%
Special events and programming	25%
Historic Fort	25%
Gift Shop	140%

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"> Ft. McAllister State Historic Site 	<ul style="list-style-type: none"> City of Flemington 	
Vendor Partners			<ul style="list-style-type: none"> Georgia EMC Coca Cola Target Distribution Center
Service Partners		<ul style="list-style-type: none"> Chamber of Commerce Colonial Coast Travel Association 	
Co-branding Partners		<ul style="list-style-type: none"> Georgia Tourism Council Mellon Bluff Nature Center Midway Museum Seabrook Village 	
Funding Resource Development Partner	<ul style="list-style-type: none"> Region 2 Historic Sites 	<ul style="list-style-type: none"> Friends of Ft Morris 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Fort Morris are based on the following desired outcomes:

1. To be able to sustain and beyond by increase revenue.
2. To reach more people with our special events, programs and educational endeavors.
3. To see park/site use increase by 20% above present.

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
Visitation	5,809	6,390	7,029	9,619
Special Events	1,162	1,400	1,680	2,000

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Fort Morris will approach marketing and publicity planning using the following guidelines and themes:

1. Event publicity

Media needs to be cultivated with contacts several weeks in advance of a special event. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs and social media could 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.

Georgia State Parks and Historic Sites

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

Event Publicity	Program Publicity	Site Publicity
Revolutionary War Event	Junior Ranger Camp	State Historic Marker Program
Labor Day Commemoration	Colonial Christmas	
Independence Day Colonial Faire	Volunteer Workday	
Memorial Day Commemoration		

PACKAGING

Examples and suggested packages for Fort McAllister are provided in the table below.

Package	Package Details
Statewide Geo-Caching	Every park and site takes part
Colonial Coast Birding Trail	Produce a check off brochure to gather information on birds
One Day Trips	Set up trips between fort sites along the coast that provides discounts if several are visited. Example Find Fun at the Forts.

GROUP SALES

Types of groups within which specific target customers can be identified for Fort Morris are listed below:

- Revolutionary War history groups
- Active duty military and families
- School groups
- Community organizations
- Coastal Tourist
- Scout groups
- Church groups

INCENTIVIZING NEW AND REPEAT VISITATION

Fort Morris will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Discounts
- Group tour packages
- Allow overnight use of site and Museum.

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at Fort Morris:

1. Loyalty and repeat customers = 20%
2. Brand confidence & customers-recruiting-customers =20%

Revenue Generation Plan

Revenue / Cost Recovery Goals

Fort Morris has set a financial goal of increasing annual revenues 3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely August, September and October. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2010	Base Year	\$1,920	\$768	\$1,144	\$984	\$1,709	\$748	\$532	\$782	\$530	\$1,000	\$1,246	\$935	\$12,298
2011	3%	\$1,978	\$791	\$1,178	\$1,014	\$1,760	\$770	\$548	\$805	\$546	\$1,030	\$1,283	\$963	\$12,667
2012	3%	\$2,037	\$815	\$1,214	\$1,044	\$1,813	\$794	\$564	\$830	\$562	\$1,061	\$1,322	\$992	\$13,047
2013	3%	\$2,098	\$839	\$1,250	\$1,075	\$1,867	\$817	\$581	\$855	\$579	\$1,093	\$1,362	\$1,022	\$13,438
2014	3%	\$2,161	\$864	\$1,288	\$1,108	\$1,923	\$842	\$599	\$880	\$597	\$1,126	\$1,402	\$1,052	\$13,842
2015	3%	\$2,226	\$890	\$1,326	\$1,141	\$1,981	\$867	\$617	\$907	\$614	\$1,159	\$1,444	\$1,084	\$14,257

These projections would result in a total of 16% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative reduction of 3% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 21% 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 17% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

ADMISSION FEES			
Fort Morris Historic Site	Current Pricing (CY-2013)	Proposed Pricing (CY-2014)	Yield Management Margin (+/-)
Adults	\$4.50	\$4.50	25%
Seniors	\$4.00	\$4.00	25%
Adult Groups	\$3.50	\$3.50	25%
Youth (6 - 17)	\$3.00	\$3.00	25%
Youth Groups (6 - 17)	\$2.50	\$2.50	25%
Child/Groups (Under 6)	\$1.00	\$1.00	25%

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Lectures	Historical/Recreational	Mar & Aug	Twice a year	35	\$5	100%
Labor/Mem Day	Historical/Recreational	Sept & May	Twice a year	200	\$4	50%
Jr Ranger Camp	Historical/Recreational	June	Once per year	30	\$25	100%
July 4th	Historical/Recreational	July	Once per year	300	\$4	75%
RW encamp	Historical/Recreational	Nov & Apr	Twice a year	200	\$4	75%
Bird Program	Nature	tba	Once per year	50	\$4	50%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
City of Flemington	Annual	Sponsor of 3 special events	Site manager
Friends of Ft Morris	various	Support of all site programs	Site 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
Use hosts for maintenance	Current	Eliminate Labor Costs
Use hosts to run front desk	Current	Eliminate Labor Costs

Management Techniques

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

Action	Timeline	Outcome
Use of volunteers to cutgrass etc...	Current	Eliminate Labor Costs
Use volunteers for programming	Current	Eliminate Labor Costs

Adjusted Levels of Service

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

Action	Timeline	Outcome
Reduce grass cutting to every other week	Current	Reduce operating costs
Museum lights on only when visitors present	Current	Reduce 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

Fort Morris State Historic Site						
Operational Expenses	2010 (Actual)	2012	2013	2014	2015	
REGULAR SALARIES	\$35,457	\$35,209	\$34,962	\$34,718	\$34,475	
ANNUAL LEAVE PAY		\$0	\$0	\$0	\$0	
OTHER SUPPLEMENTAL		\$0	\$0	\$0	\$0	
OVERTIME		\$0	\$0	\$0	\$0	
TEMPORARY/CASUAL LABOR		\$0	\$0	\$0	\$0	
FICA	\$2,712	\$2,693	\$2,674	\$2,655	\$2,637	
RETIREMENT	\$3,691	\$3,665	\$3,640	\$3,614	\$3,589	
HEALTH INSURANCE	\$7,859	\$7,804	\$7,749	\$7,695	\$7,641	
UNEMPLOYMENT INSURANCE		\$0	\$0	\$0	\$0	
ASSESSMENTS BY MERIT	\$137	\$136	\$135	\$134	\$133	
DRUG TESTING						
PERSONAL SERVICES	\$49,856	\$49,507	\$49,160	\$48,816	\$48,475	
POSTAGE	\$150	\$149	\$148	\$147	\$146	
MOTOR VEHICLE EXPENSES	\$1,500	\$1,490	\$1,479	\$1,469	\$1,458	
PRINTING & PUBLICATION		\$0	\$0	\$0	\$0	
SUPPLIES & MATERIALS	\$5,200	\$5,164	\$5,127	\$5,092	\$5,056	
REPAIRS & MAINTENANCE	\$2,072	\$2,057	\$2,043	\$2,029	\$2,015	
EQUIPMENT >\$1000< \$5,000		\$0	\$0	\$0	\$0	
WATER & SEWAGE		\$0	\$0	\$0	\$0	
ENERGY	\$7,314	\$7,263	\$7,212	\$7,161	\$7,111	
RENTS	\$3,050	\$3,029	\$3,007	\$2,986	\$2,965	
INSURANCE & BONDING	\$1,562	\$1,551	\$1,540	\$1,529	\$1,519	
FREIGHT		\$0	\$0	\$0	\$0	
PURCHASING CARD		\$0	\$0	\$0	\$0	
OTHER OPERATING EXPENSES	\$1,500	\$1,490	\$1,479	\$1,469	\$1,458	
CLAIMS & BONDS & INTEREST		\$0	\$0	\$0	\$0	
TRAVEL		\$0	\$0	\$0	\$0	
REGULAR EXPENSES	\$22,348	\$22,192	\$22,036	\$21,882	\$21,729	
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	\$1,158	\$1,150	\$1,142	\$1,134	\$1,126	
PER DIEM & FEES		\$0	\$0	\$0	\$0	
PER DIEM & FESS EXPENSE		\$0	\$0	\$0	\$0	
CONTRACTS		\$0	\$0	\$0	\$0	
ADVERTISING - PROCUREMENT CARD		\$0	\$0	\$0	\$0	
RESALE	\$972	\$965	\$958	\$952	\$945	
TOTAL OTHER EXPENDITURES	\$2,130	\$2,115	\$2,100	\$2,086	\$2,071	
GRAND TOTAL	\$ 74,334	\$ 73,814	\$ 73,297	\$ 72,784	\$ 72,274	

Revenue Pro Forma

Revenue Pro Forma						
Fort Morris						
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY 2012	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP N	\$ 5,112	\$ 5,918	\$ 6,096	\$ 6,278	\$ 6,467
60002	cancelation fees		\$ -	\$ -	\$ -	\$ -
60004	cottages		\$ -	\$ -	\$ -	\$ -
60005	CAMPSITES		\$ -	\$ -	\$ -	\$ -
60007	BOATS		\$ -	\$ -	\$ -	\$ -
60014	DOG FEES		\$ -	\$ -	\$ -	\$ -
60015	GROUP SHELTER		\$ -	\$ -	\$ -	\$ -
60018	WASHER DRYER		\$ -	\$ -	\$ -	\$ -
60020	SHORT/OVER		\$ -	\$ -	\$ -	\$ -
60022	HISTORIC SITE ADMISSION	\$ 5,287	\$ 5,446	\$ 5,609	\$ 5,777	\$ 5,951
60025	REFUNDS		\$ -	\$ -	\$ -	\$ -
60027	PIONEER	\$ 15	\$ 15	\$ 16	\$ 16	\$ 17
60028	PICNIC SHELTER		\$ -	\$ -	\$ -	\$ -
60033	SENIOR CIT DISCOUNT		\$ -	\$ -	\$ -	\$ -
60034	GRIST MILL		\$ -	\$ -	\$ -	\$ -
60036	PROGRAM FEES	\$ 555	\$ 572	\$ 589	\$ 606	\$ 625
60037	MISC PARK REC		\$ -	\$ -	\$ -	\$ -
60041	SOFT DRINKS	\$ 455	\$ 469	\$ 483	\$ 497	\$ 512
60042	NON COST ITEMS		\$ -	\$ -	\$ -	\$ -
60073	DISABLED VETS		\$ -	\$ -	\$ -	\$ -
60082	BAD CHECKS		\$ -	\$ -	\$ -	\$ -
60090	FOOD TO GO		\$ -	\$ -	\$ -	\$ -
60092	FRIENDS DISCOUNTS	\$ 9	\$ 9	\$ 10	\$ 10	\$ 10
60099	SALES TAX	\$ 403	\$ 415	\$ 428	\$ 440	\$ 454
61100	CON AGREE		\$ -	\$ -	\$ -	\$ -
63608	INTEREST		\$ -	\$ -	\$ -	\$ -
65001	PARK PASS		\$ -	\$ -	\$ -	\$ -
65002	ANN PP		\$ -	\$ -	\$ -	\$ -
65003	FRIENDS MEMBERSHIP	\$ 481	\$ 495	\$ 510	\$ 526	\$ 541
65004	PAY-OUT TO FRIENDS		\$ -	\$ -	\$ -	\$ -
66002	CANCELLATION FEES		\$ -	\$ -	\$ -	\$ -
66003	REFUNDS ADV RES		\$ -	\$ -	\$ -	\$ -
66005	CAMPING		\$ -	\$ -	\$ -	\$ -
66006	cottages		\$ -	\$ -	\$ -	\$ -
69008	PIONEER		\$ -	\$ -	\$ -	\$ -
69015	GROUP SHELTER		\$ -	\$ -	\$ -	\$ -
69028	PICNIC SHELTER		\$ -	\$ -	\$ -	\$ -
66008	pioneer camp		\$ -	\$ -	\$ -	\$ -
66015	GROUP SHELTER		\$ -	\$ -	\$ -	\$ -
66019	TRANSFER FEES		\$ -	\$ -	\$ -	\$ -
66028	PICNIC SHELTER		\$ -	\$ -	\$ -	\$ -
69005	CAMPSITES		\$ -	\$ -	\$ -	\$ -
69006	COTTAGES		\$ -	\$ -	\$ -	\$ -
	TOTALS	\$ 13,567	\$ 13,339	\$ 13,739	\$ 14,152	\$ 14,275

Total / Cost Recovery Pro Forma

Fort Morris					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	8,615	8,787	9,051	9,322	9,619
Operational Expenses	\$ 74,334	\$ 73,814	\$ 73,297	\$ 72,784	\$ 72,274
Earned Revenues	\$ 13,567	\$ 13,339	\$ 13,739	\$ 14,152	\$ 14,275
% Cost Recovery	18%	18%	19%	19%	20%