

Little Ocmulgee State Park Business & Management Plan

Prepared 7/5/11; Finalized 3/8/12

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 Little Ocmulgee 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	Little Ocmulgee State Park
Site Manager	Jay Lewis
Region Manager	Tommy Turk
Date of Business Plan completion	July 5, 2011
Site size	1360 acres
Total number of visitors (FY 2010)	262,954
Total operating budget (FY 2010)	\$ 1,801,358
Total earned revenues (FY 2010)	\$ 1,456,062
Operational cost recovery (FY 2010)	81%
Average operating cost per visitor (FY 2010)	\$ 6.85
Average earned revenue per visitor (FY 2010)	\$ 5.54
Average cost recovery ¹ (FY 2008 – 2010)	76%
Target cost recovery (FY 2015)	91%
Total full-time employees ²	13
Total part-time employees ³	34
Primary service markets ⁴	Macon, Atlanta, Jacksonville, and Savannah
Primary attractors/visitor appeal factors	Golf course, lake, CCC history, and Splash Pad
Leading opportunities for improved site performance	Clean up lake for increased/improved boating, fishing & recreation; construct “Sports Bar” & exercise room, & renovate tennis courts; and make better use of amphitheater for concerts/performances.

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

Conveniently located off Highway 441 in south Georgia, this 1,360-acre park features a wide variety of amenities. Golfers can test their skills on the 18-hole Wallace Adams Golf Course with clubhouse, golf pro and junior/senior discounts. The 2.3-mile Oak Ridge Trail winds through scrub oaks and pines towards a vulture roost and boardwalk. During summertime, children will enjoy the park's splash pad where they can run through fountains and squirt their friends. A 60-room lodge offers hotel-style guest rooms, meeting facilities and a restaurant with golf course view. Facilities are available for meetings, reunions, weddings and other group gatherings.

Key Attractions

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

- Golf Course
- Lake
- Splash Pad
- Civilian Conservation Corps Structures
- Camping
- Cottages
- Hiking
- Restaurant
- Picnicking
- Interpretation/Programs
- Bike Rental
- Special Events
- Canoe and Paddle Boat Rental
- Miniature Golf

Financial Targets

The table below details the total operating expenses and earned revenues for Little Ocmulgee State Park over the last three years (2008 – 2010). This table also calculates total cost per visitor and revenues per visitor during these operating years, and details the target financial performance goals in the context of achieving at least 91% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Little Ocmulgee State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	15%	39,443		
	2008	2009	2010	2015 Target
Visitors	307,910	275,450	262,954	302,397
Total Expenses	\$ 2,249,749	\$ 1,991,537	\$ 1,801,358	\$ 1,750,000
Total Revenues	\$ 1,706,996	\$ 1,456,986	\$ 1,456,062	\$ 1,600,000
Cost per Visitor	\$ 7.31	\$ 7.23	\$ 6.85	\$ 5.79
Revenue per Visitor	\$ 5.54	\$ 5.29	\$ 5.54	\$ 5.29
State Financial Support per Visitor	\$ (1.76)	\$ (1.94)	\$ (1.31)	\$ (0.50)
Total Cost Recovery	76%	73%	81%	91%
Change from 2010 Expenses				\$ (51,358)
Percent Change from 2010 Expenses				-2.85%
Change from 2010 Revenues				\$ 143,938
Percent Change from 2010 Revenues				9.89%

Key Recommendations

Primary / Short Term Recommendations

1. Operate Little Ocmulgee State Park using cost-based accounting, including the net cost recovery achieved annually.
2. Conduct on-site surveys annually to assess how well customer satisfaction levels are being met. Sites should strive to have 90% of visitors responding to ‘Comment Cards’ report that they were either ‘satisfied’ or ‘very satisfied’ (or some comparable metric to be developed). Programs or services that fall below that standard should be critically reviewed, enhanced, and results monitored; those with a history of poor performance should be considered for elimination.
3. Pursue opportunities to employ concessionaires or private or public service providers on-site if they can be more cost-effective or provide desirable services, programs or amenities the Division cannot. Promote the use of the amphitheater as a venue for musical performances and outdoor dramas. Partner with concert promoter to stage concerts.
4. Utilize a minimum of 10 special events annually to help draw more visitors to the site.
5. Seek local partners and volunteers to help support operations, programs, and service delivery and for cross-marketing purposes.
6. Sustain sufficient non-labor operational funding or reduce staff so that required staff operational costs (with benefits) do not exceed 65% of the total operational budget.
7. Manage Little Ocmulgee according to well-defined maintenance, programming and operational standards, monitored and enforced by region managers and senior management.

8. Partner with Wheeler and Telfair Chambers of Commerce for promotion of the park.
9. Continue to work with the statewide and chapter Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.
10. Perform a thorough net cost-of-service analysis on major functions of site operations, including a detailed analysis of labor requirements by task. Thereafter, update costs to deliver services on a biennial schedule. This is being accomplished through the use of cost centers on employee grid sheets.
11. Review and update rates at the site on an annual basis to meet cost recovery targets for important and visitor supported services. This is currently being evaluated at Little Ocmulgee.
12. Enhance retail operations at Little Ocmulgee to increase site generated revenues. This includes experimenting with new items and removing items not selling on a regular basis.
13. Develop a more detailed analysis of labor requirements of all major park functions to match the right position with the right job at the right pay.
14. Develop funding to provide additional training to site staff for improved business management and marketing effectiveness.
15. Upgrade facilities and amenities that are likely to have a cost recovery level at or above 80%. This includes lodge room renovations, cottage renovation, swimming pool upgrades, lake improvements (weed control), etc. and amphitheater.
16. Add more youth and family focused services, programs and amenities at Little Ocmulgee that appeal to younger audiences, families and educational groups. Partner with local schools, churches and theater groups to bring performances to the amphitheater.
17. Add more services, programs and amenities at Little Ocmulgee that appeal to older adults such as senior fishing tournaments and partnering with assisted living and senior groups for senior day programs
18. Resolve weed issues in the lake in order to attract boaters and fishermen.

Secondary / Long Term Recommendations

1. Improve the recreational amenities at Little Ocmulgee to meet the needs of modern and emerging uses, including addressing the recreational preferences of a diverse public.
2. Engage local communities, user groups, and private organizations to improve connectivity between and within Little Ocmulgee through trail development and maintenance projects.
3. Install an improved retail point-of-sale and inventory tracking system.
4. Improve sustainability by generating revenue from various sources including lake activities if lake is cleaned up and maintained to a level guests can utilize it for recreational and sporting activities.

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

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

Site Inventory and Facility Assessment

Methodology

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

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

Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Total Acreage	1360	Good
Lodge Guest Rooms	60	Fair
Lodge Conference Rooms	4	Fair
Lodge Restaurant	1	Good
Lodge Swimming Pool	1	Fair
Lodge Tennis Courts	1	Poor
Family Group Shelter #1	1	Good
Amphitheater/Group Shelter #2	1	Good
Maintenance Complex	1	Good
Manager's Residence	1	Good
Asst. Manager's Residence	1	Good
Lodge Manager's Residence	1	Good
Intern Residence	1	Good
Lake Beach/Beach Restrooms	1	Closed
CCC Visitor Center/Museum	1	Good
Rental Cottages	10	Good/Fair
CCC Restrooms	2	Fair
Day-use Restrooms	2	Good
Campsites	54	Good
Campground Comfort Stations	2	Good/Fair
Picnic Shelters	7	Good/Fair
Miniature Golf Course	1	Good
Ranger's Station	1	Good
Splash Pad	1	Good
Lake and Beach	1	Poor

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
Renovate Lodge Guest Rooms	High
Renovate 10 Rental Cottages	High
Re-roof Various Park Facilities	High
Expand Capacity of Restaurant	High
Re-surface Lodge Tennis Courts	High
Renovate Group Shelter #2	Moderate
Replace Comfort Station #2	Low
Develop a lounge area for lodge guests	High
Renovate Lodge Swimming Pool	High
Resolve weed problems in lake	High
Renovate Lake Restrooms	Moderate
Renovate amphitheater	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 programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

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

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

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

The following programs and services at Little Ocmulgee State Park have been identified as **core services**:

- **Active management of the natural and historical resources of the site in order to protect their integrity**
- **Maintenance and upkeep of historic structures, grounds, facilities, and infrastructure**
- **Open and public access to the site and its resources**
- **Site appropriate education, interpretation, and recreational opportunities**
- **Public safety**

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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 programs and services at Little Ocmulgee State Park have been identified as **important**:

- **Organized interpretation and education programs**
- **Active Friends group which supports mission and vision of the site**
- **Active management of lodge (guest rooms, conference facilities, cottages & restaurant)**
- **Active management and maintenance of park facilities and amenities including campground, group shelters, picnic shelters, SplashPad, Visitor Center, day-use rentals (bicycles, canoes, pedal boats), volleyball court, nature trails, amphitheater and restrooms**

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 a 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 Little Ocmulgee State Park have been identified as **visitor supported services**:

- **Park visitor center**
- **Special events (holiday events (Easter, Christmas, Valentines), Spanish Moss Arts and Crafts program)**
- **Educational and recreational programs, such as hunter education, boating safety, canoe trips, school programs and junior ranger programs**

Staffing Assessment

Labor costs at Little Ocmulgee State Park represent the largest area of budgetary expense at an average of 70% of the total operating budget each year for the last three 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	2,340
Lodge Manager	0	1	2,340
Assistant Manager	1	0	2,340
Maintenance Engineer	1	0	2,080
AOC	1	0	2,080
Front desk Supervisor	1	0	2,080
Housekeeping Supervisor	1	0	2,080
Craftsman	1	0	2,080
Conference Supervisor	1	0	2,080
Conference Worker	1	0	2,080
Food Service Director	1	0	2,080
Food Service Supervisor	1	0	2,080
Maintenance Worker	1	0	2,080
Dining Room Supervisor	1	0	2,080
TOTAL	13	1	29,900

Part Time Employees

Position / Title	Quantity (PTE)	Vacancies	Hours
Maintenance	3		3,900
Housekeeping	6		9,048
Food/Beverage	20		30,160
Visitor Services	6		9,048
Security	2		3,016
Front Desk Clerks	4		6,200
TOTAL	34		61,372

Labor Support

Labor Support	Annual Hours
Volunteers	15,000
Community Service Workers	1,100
ParkPass Kiosk Attendants	800
Resource Management Crews	100
TOTAL	17,000

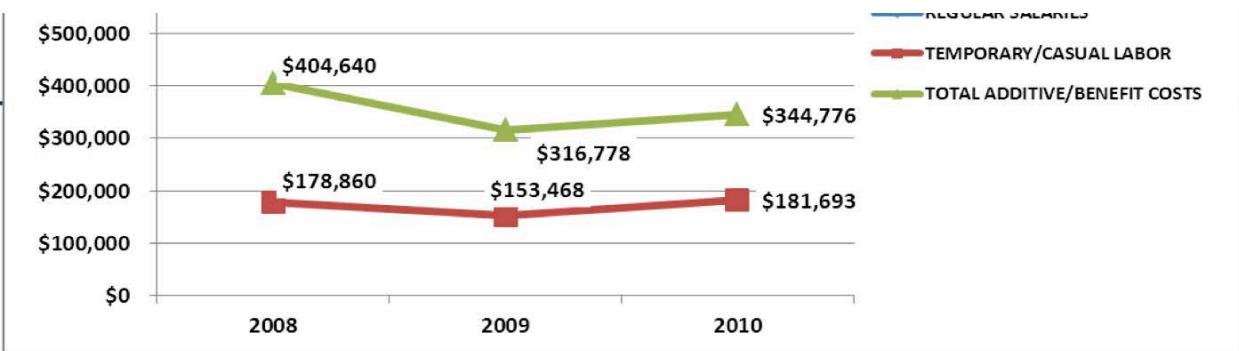
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Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	29,900
Part Time Employees	61,372
Labor Support	17,000
TOTAL Annual Labor Hours	108,272

LABOR BUDGET SUMMARY

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Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 17% or over 45,000 visitors. This is largely attributed to economic conditions as well as an increase in consumer fuel costs.

Year	Total Visitation
2008	307,910
2009	275,450
2010	262,954

Occupancy for the overnight accommodations at Little Ocmulgee State Park the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 11%. This is largely attributed to a decline in group bookings and the condition of the lake.

Year	Lodge Room Occupancy	Cottage Occupancy	Campsite Occupancy
2008	45.10%	61.80%	36.67%
2009	39.26%	51.09%	27.04%
2010	39.24%	53.48%	28.39%

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Little Ocmulgee State Park	2009	73%
	2010	88%

Financial Performance Assessment

Operational Expenses

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

Little Ocmulgee State Park				
Operational Expenses	2008	2009	2010	% Change from 2008
REGULAR SALARIES	846,550	858,643	647,027	-24%
ANNUAL LEAVE PAY	1,625	810	27,231	1576%
OTHER SUPPLEMENTAL	44,874	38,608	44,915	0%
OVERTIME	184	180	0	
TEMPORARY/CASUAL LABOR	178,860	153,468	181,693	2%
FICA	64,507	64,104	51,650	-20%
RETIREMENT	88,018	89,326	70,708	-20%
HEALTH INSURANCE	197,848	116,147	142,443	-28%
UNEMPLOYMENT INSURANCE	1,593	1,315	1,801	13%
ASSESSMENTS BY MERIT	6,174	6,468	6,028	-2%
PERSONAL SERVICES	1,430,234	1,329,069	1,173,497	-18%
POSTAGE	2,000	1,500	18	-99%
MOTOR VEHICLE EXPENSES	25,997	16,452	20,161	-22%
PRINTING & PUBLICATION	1,100	0	0	-100%
SUPPLIES & MATERIALS	110,229	67,897	67,229	-39%
REPAIRS & MAINTENANCE	26,286	13,253	23,249	-12%
EQUIPMENT >\$1000< \$5,000	0	5,840	1,632	
ENERGY	167,054	149,209	151,399	-9%
RENTS	11,894	13,087	10,662	-10%
INSURANCE & BONDING	15,690	15,038	18,890	20%
FREIGHT	63	62	41	-35%
OTHER OPERATING EXPENSES	54,040	45,704	26,739	-51%
TRAVEL	773	217	0	-100%
REGULAR EXPENSES	415,124	328,260	320,021	-23%
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000	5,926	0	0	
VOICE/DATA COMMUNICATIONS	16,985	9,562	27,296	61%
PER DIEM & FEES				
CONTRACTS	1,975	0	995	-50%
RESALE	379,504	324,646	279,549	-26%
TOTAL OTHER EXPENDITURES	404,391	334,208	307,840	-24%
GRAND TOTAL	\$ 2,249,749	\$ 1,991,537	\$ 1,801,358	-20%
Earned Revenues	\$ 1,751,456	\$ 1,493,582	\$ 1,439,836	-36%
% Cost Recovery	78%	75%	80%	3%

Earned Revenues

Earned revenues at Little Ocmulgee State Park have decreased significantly since 2008, which is largely attributed to the corresponding decrease in overall occupancy and visitation. This is primarily due to an economic downturn experienced throughout our state and country. Our group business (especially government) has also dropped due to restrictions on travel and training. The lake situation has also played a big part in the drop in attendance. Recreational boating and fishing has been seriously hampered by the weed infestation on the lake. Cottage and lodge occupancy has dropped off during normal fishing seasons since guests can no longer get boats out on the lake.

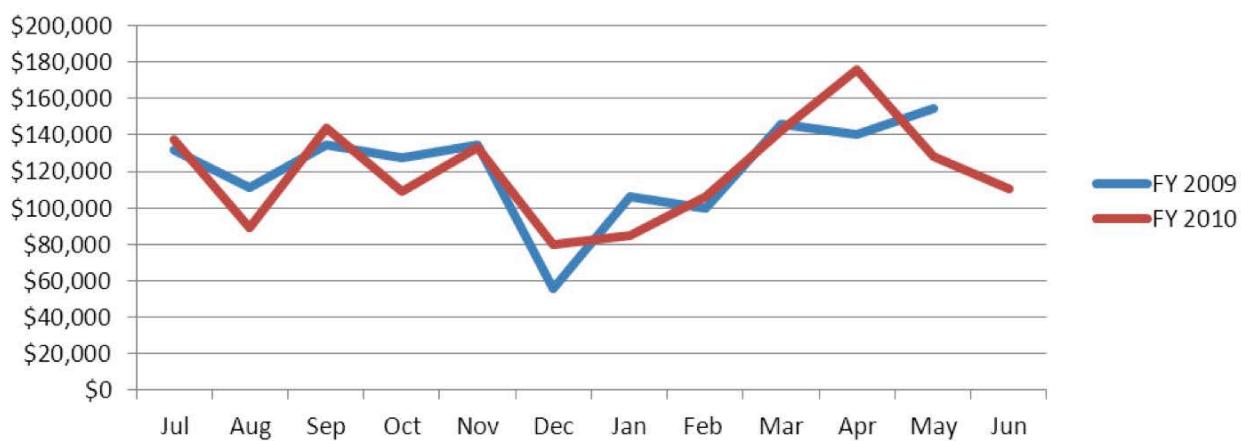
Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue decreased 4% from 2009 to 2010, with the largest **increases** in monthly revenues in September and February (7%), December (43%), and April (26%), etc., due to golf packages, group bookings and holiday parties by business and groups. The largest **decreases** in the months of August and January (-20%), May (-17%), and June (-26%) were due to school starting back in August and the inclement weather in January.

Little Ocmulgee State Park														
FY 2009 - FY 2010 Monthly Revenue		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$132,096	\$111,380	\$134,761	\$127,719	\$134,735	\$55,849	\$106,405	\$99,535	\$145,951	\$140,094	\$154,691	\$150,365	\$1,493,5	
FY 2010	\$137,403	\$88,971	\$143,561	\$108,931	\$133,474	\$79,779	\$84,691	\$106,035	\$142,264	\$175,849	\$128,158	\$110,721	\$1,439,8	
Avg	\$134,749	\$100,175	\$139,161	\$118,325	\$134,105	\$67,814	\$95,548	\$102,785	\$144,108	\$157,972	\$141,424	\$130,543	\$1,466,7	
% of Total Revenues	9%	7%	9%	8%	9%	5%	7%	7%	10%	11%	10%	9%	10%	
% change	4%	-20%	7%	-15%	-1%	43%	-20%	7%	-3%	26%	-17%	-26%	-	

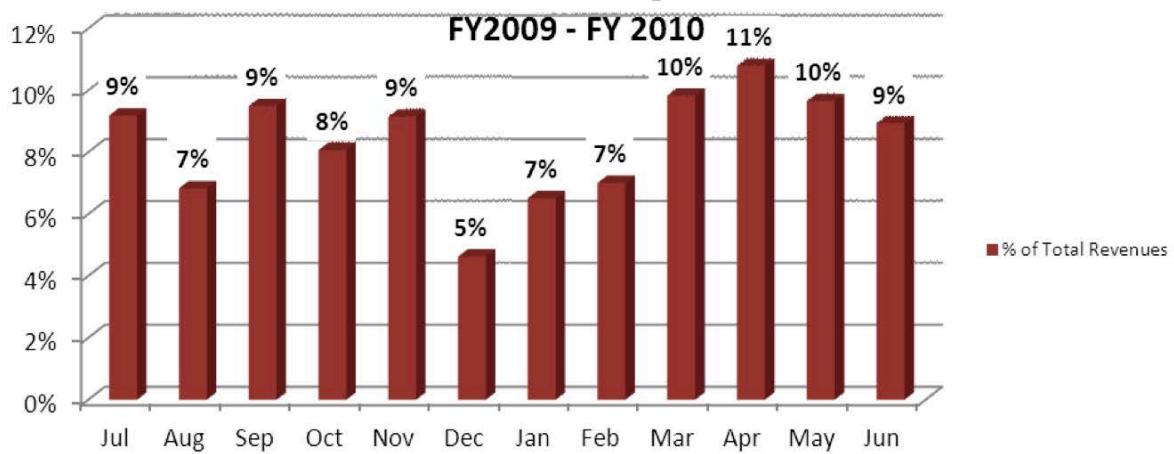
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The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.

Little Ocmulgee State Park Monthly Revenues FY2009 - FY2010



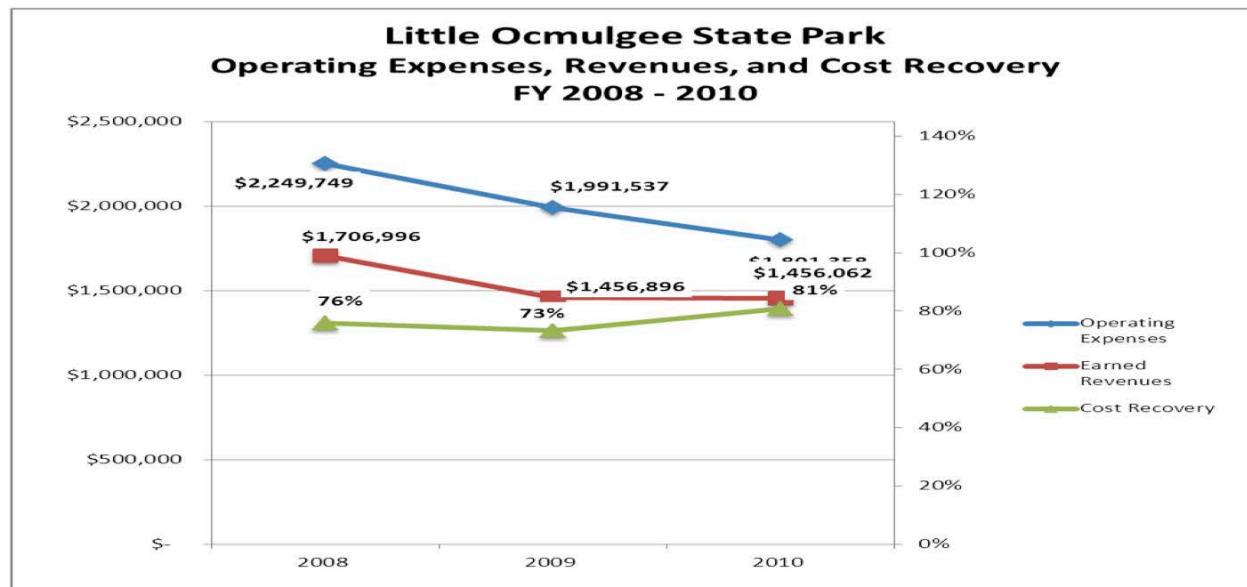
Average Monthly Revenues as a Percent of Total Annual Revenues - Little Ocmulgee State Park FY2009 - FY 2010



Cost Recovery Trends

Little Ocmulgee State Park has achieved an average cost recovery of 76% of annual operational expenses through earned revenues from FY 2008 to FY 2010 as detailed and illustrated in the table/graph below.

Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
2008	2,249,749	1,706,996	76%
2009	1,991,537	1,456,896	73%
2010	1,801,358	1,456,062	81%



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 Little Ocmulgee State Park since 2005, with the largest increase being in camping fees. A table detailing the rates for Little Ocmulgee State Park is provided below.

	2005	2006	2007	2008	2009	2010
Little Ocmulgee						
State Park						
Cottage - 1BR	\$85	\$90	\$90	\$90	\$90	\$95
Cottage - 2 BR	\$95	\$100	\$100	\$100	\$100	\$105
Lodge Double	\$70	\$70	\$70	\$75	\$80	\$80
Lodge Suite	\$125	\$125	\$125	\$125	\$130	\$130
Picnic Shelters	\$40	\$40	\$40	\$40	\$40	\$45
Group Shelter 1	\$95	\$100	\$100	\$100	\$110	\$115
Group Shelter #2	\$210	\$210	\$210	\$210	\$250	\$255
Camping RV	\$19	\$21	\$21	\$23	\$25	\$28
Camping Tent	\$17	\$19	\$19	\$21	\$23	\$25
Group Shelter 1	\$95	\$100	\$100	\$100	\$110	\$115

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Little Ocmulgee State Park is operating at a 75-77% cost recovery of operational expenses through earned revenues. The site is currently looking for ways to improve its cost recovery. One of the most efficient means is through evaluating our current workforce to ensure the right people are in the right positions and cut back as many full-time positions to part-time as possible. The site has already completed three rounds of these personnel cutbacks. We will also seek to expand revenue through additional special events and promoting the site as a venue for concerts and outdoor productions at the amphitheater. Events at the amphitheater will create spin-off business for the lodge and restaurant. Improvements to the lake will bring in more water skiers and fishermen for longer stays in the lakeside cottages. The site is also reducing operating costs by utilizing volunteers to the maximum capacity.

Enhance Revenue Generation Strategies

Increasing earned revenues will most likely result from the impacts of both increased visitation at the site and specific revenue enhancement strategies. Management staff is currently evaluating the site's fee structure to ensure that maximum revenues are being collected for each facility. Resource management personnel have also begun charging for school groups to attend interpretive programs. The site has also increased revenue sales through adding new resale items in high visibility areas such as the visitor center and lodge lobby area. Resolving the weed issue in the lake will attract boaters, skiers, and fishermen that will rent cottage and lodge rooms. A clean lake with boating and swimming activities will result in higher summer day use and overnight rentals.

Expand Special Events at the Site

Programming and special events have always been an important part of Little Ocmulgee State Park. In the past couple of years, several new programs have been added or resurrected. This has resulted in a direct impact to revenue through an increase in sales and parking fees. New ideas for special events include, but are not limited to, theatrical events, weddings, music festivals, and arts and crafts festivals.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Little Ocmulgee State Park is currently seeking to improve both the diversity and innovation of our programs. Recently, several new CCC interpretive displays were added throughout the park. An effort has also been made to reach out to school groups in an effort to provide new recreational and interpretive programs for students. This has resulted in a notable increase in school groups attending and paying for site-sponsored activities, including the Splash Pad, a unique feature in our area.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and promotional activities of Little Ocmulgee State Park could be improved to produce greater visitation, occupancy and revenues during peak, shoulder, and off seasons. Recently, the site has begun offering new lodging and food/beverage packages with varying degrees of success. The park and the golf course can both benefit by pooling their resources and advertising them together. The site has also partnered with the local Chamber of Commerce to market the site through various media and publications including billboards, magazines, and newspaper/radio advertisements. The Friends group has also provided financial support to help market the site. An increased emphasis has also been placed on improving our presence through the Internet and social media outlets.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Little Ocmulgee State Park plans to improve the consistency of managing and monitoring customer service and satisfaction by conducting on-site surveys annually to assess how well customer satisfaction levels are being met. Little Ocmulgee will strive to have 90% of visitors responding to comment cards that they were either “satisfied” or “very satisfied.” Programs that fall below that standard should be critically reviewed, enhanced, and results monitored; those with a history of poor performance will be evaluated and potentially considered for elimination. An emphasis will also be placed on providing customer service training to all front-line staff to ensure customer’s needs are being met in an efficient and timely manner.

Expand Partnership Opportunities

Given the breadth of partnership opportunities available to Little Ocmulgee, multiple priorities will drive partnership opportunities for the site. This will include growing our Friends group and volunteer base. We will also seek to establish new partnerships with local industries and other government entities.

Classification of Programs and Services

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

Core Programs / Services	Target Cost Recovery
Active management of the natural and historical resources of the site in order to protect their integrity	0%
Maintenance and upkeep of historic structures, grounds, facilities, and infrastructure	0%
Open and public access to the site and its resources	20 - 30%
Site appropriate education, interpretation, and recreational opportunities	20 - 100%
Public safety	0%

Core Programs / Services	Target Cost Recovery
Organized interpretation and education programs	100%
Active Friends group which supports mission and vision of the site	0%
Active management of lodge (lodge rooms, conference facilities, cottages, and restaurant)	120%
Active management and maintenance of park facilities and amenities	0%

Visitor Supported Programs / Services	Target Cost Recovery
Park Visitor Center	50%
Special Events	120%
Educational and recreational programs	120%

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"> • Wallace Adams Golf Course 	<ul style="list-style-type: none"> • Friends of LOSP 	<ul style="list-style-type: none"> • Concert Promoters (to be identified)
Vendor Partners			<ul style="list-style-type: none"> • Coca-Cola • Husqvarna • Georgia Power
Service Partners	<ul style="list-style-type: none"> • City of McRae • City of Alamo 	<ul style="list-style-type: none"> • Wheeler COC • Telfair COC • Friends of LOSP 	
Co-branding Partners	<ul style="list-style-type: none"> • General Coffee State Park • Gordonia-Alatamaha State Park 	<ul style="list-style-type: none"> • Telfair and Wheeler COC 	
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Georgia State Parks and Historic Sites • Friends of LOSP 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Little Ocmulgee State Park are based on the following desired outcomes:

1. To produce increased overall visitation, occupancy and revenues
2. To produce new lodging/food packages to increase visitation and revenue
3. To produce larger programs and special events with large visitation

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	262,954 vis./yr.	270,000 vis./ yr.	276,000 vis./ yr.	302,000 vis./ yr.
Special Events	Unknown	2 per year	3 per year	6 per year

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Little Ocmulgee State Park will approach marketing and publicity planning using the following guidelines and themes:

1. Event publicity

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

2. Program publicity

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

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 Little Ocmulgee State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Arts and Crafts Festival	Junior Ranger Camp	CCC Remembered
Concerts at Amphitheater		

PACKAGING

Examples and suggested packages for Little Ocmulgee State Park are provided in the table below.

Package	Package Details
Valentines Package	Discounts for lodging and food
Get Outdoors Package	Discounts for overnight stay and recreational activities
Anniversary Package	Discounts for lodging and food

GROUP SALES

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

- Families
- Businesses and professional groups
- Youth service organizations
- Schools
- Churches
- Colleges and Universities
- Activity or special interest clubs
- Associations
- Other public agencies
- Women's/Men's groups
- Community organizations
- Government

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Increased advertising on social media websites
- Group pricing options
- Peak/Off peak pricing options

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 75% of customers repeat their visit in a 12-month period.
2. Brand confidence & customers-recruiting-customers =increase customer referrals equal a minimum of 50% responses from visitors polled.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Little Ocmulgee State Park has set a financial goal of increasing annual revenues 3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely in the months of March-July and September-November. 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	\$137,403	\$87,533	\$144,115	\$109,144	\$147,348	\$76,797	\$84,691	\$106,035	\$142,264	\$175,799	\$113,584	\$115,409	\$1,440,122
2011	3%	\$141,525	\$90,159	\$148,438	\$112,418	\$151,768	\$79,101	\$87,232	\$109,216	\$146,532	\$181,073	\$116,992	\$118,871	\$1,483,325
2012	3%	\$145,771	\$92,864	\$152,892	\$115,791	\$156,321	\$81,474	\$89,849	\$112,493	\$150,928	\$186,505	\$120,501	\$122,437	\$1,527,825
2013	3%	\$150,144	\$95,650	\$157,478	\$119,265	\$161,011	\$83,918	\$92,544	\$115,867	\$155,456	\$192,100	\$124,116	\$126,111	\$1,573,660
2014	3%	\$154,648	\$98,519	\$162,203	\$122,843	\$165,841	\$86,436	\$95,320	\$119,343	\$160,119	\$197,863	\$127,840	\$129,894	\$1,620,870
2015	3%	\$159,288	\$101,475	\$167,069	\$126,528	\$170,817	\$89,029	\$98,180	\$122,924	\$164,923	\$203,799	\$131,675	\$133,791	\$1,669,496

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 91% 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 81% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Yield Management Margin (%)
2	Little Ocmulgee			
	Picnic Shelter	\$45	\$50	10%
	Group Shelter (capacity)	\$255	\$275	10%
	Camping (RV/Tent)	\$28/25	\$28/25	10%
	Cottage (1 BR)			
	Non-Peak	\$80	\$80	20%
	Peak	\$95	\$95	20%
	Cottage (2 BR)			
	Non-Peak	\$90	\$90	20%
	Peak	\$105	\$105	20%
	Lodge Rooms			
	Doubles and King	\$70	\$80	20%
	Suite	\$130	\$150	10%

Georgia State Parks and Historic Sites

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
CCC Reunion	Interpret Park CCC History	Spring	Annually		\$5.00	120%
Restaurant Themed Events	Increase Restaurant business and visibility	Major seasonal holidays	Monthly		\$25+ per person	150%
Performances at Amphitheater	Increase park attendance and occupancy	Spring & Fall	6 times per year	250	\$10 - \$25 depending on performance	125%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Grass cutting by volunteers (Husqvarnah)	Summer months	Reduction in labor costs and less wear on site equipment	Friends Group
Concert Promoter (amphitheater)	2 years	15% of gross receipts	Region Manager/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
Convert operation of Splash Pad to volunteers	Summer 2012	Annual labor cost reduction

Management Techniques

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

Action	Timeline	Outcome
Increased use of volunteers for site and grounds maintenance	Ongoing	Annual labor cost reduction Reduced wear on site equipment
Re-assign visitor center clerk to front desk when needed	Ongoing	Annual labor cost reduction

Adjusted Levels of Service

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

Action	Timeline	Outcome
Adjust Park visitor center hours during non-peak months	Winter 2012	Annual labor cost reduction

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

Little Ocmulgee State Park	2010 (Actual)	2012	2013	2014	2015
REGULAR SALARIES	\$647,027	\$642,498	\$638,001	\$633,535	\$629,100
ANNUAL LEAVE PAY	\$27,231	\$27,040	\$26,851	\$26,663	\$26,476
OTHER SUPPLEMENTAL	\$44,915	\$44,600	\$44,288	\$43,978	\$43,670
TEMPORARY/CASUAL LABOR	\$181,693	\$180,422	\$179,159	\$177,905	\$176,659
FICA	\$51,650	\$51,289	\$50,930	\$50,573	\$50,219
RETIREMENT	\$70,708	\$70,214	\$69,722	\$69,234	\$68,749
HEALTH INSURANCE	\$142,443	\$141,446	\$140,456	\$139,473	\$138,497
UNEMPLOYMENT INSURANCE	\$1,801	\$1,788	\$1,776	\$1,763	\$1,751
ASSESSMENTS BY MERIT	\$6,028	\$5,986	\$5,944	\$5,902	\$5,861
PERSONAL SERVICES	\$1,173,497	\$1,165,282	\$1,157,125	\$1,149,025	\$1,140,982
POSTAGE	\$18	\$18	\$18	\$18	\$18
MOTOR VEHICLE EXPENSES	\$20,161	\$20,020	\$19,880	\$19,741	\$19,603
SUPPLIES & MATERIALS	\$67,229	\$66,759	\$66,291	\$65,827	\$65,367
REPAIRS & MAINTENANCE	\$23,249	\$23,087	\$22,925	\$22,765	\$22,605
EQUIPMENT >\$1000< \$5,000	\$1,632	\$1,620	\$1,609	\$1,597	\$1,586
ENERGY	\$151,399	\$150,339	\$149,287	\$148,242	\$147,204
RENTS	\$10,662	\$10,587	\$10,513	\$10,439	\$10,366
INSURANCE & BONDING	\$18,890	\$18,758	\$18,627	\$18,496	\$18,367
FREIGHT	\$41	\$41	\$41	\$40	\$40
OTHER OPERATING EXPENSES	\$26,739	\$26,552	\$26,366	\$26,182	\$25,998
REGULAR EXPENSES	\$320,021	\$317,781	\$315,557	\$313,348	\$311,154
MOTOR VEHICLE EQUIPMENT		\$0	\$0	\$0	\$0
EQUIP PURCHASES >5000		\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int		\$0	\$0	\$0	\$0
REAL ESTATE RENTALS		\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$27,296	\$27,105	\$26,915	\$26,727	\$26,540
PER DIEM & FEES		\$0	\$0	\$0	\$0
CONTRACTS	\$995	\$988	\$981	\$974	\$967
RESALE	\$279,549	\$277,592	\$275,649	\$273,719	\$271,803
TOTAL OTHER EXPENSES	\$307,840	\$305,685	\$303,545	\$301,420	\$299,310
GRAND TOTAL	\$1,801,358	\$1,788,748	\$1,776,227	\$1,763,793	\$1,751,447

Revenue Pro Forma

Little Ocmulgee State Park						
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY 2012	FY 2013	FY 2014	FY 2015
62001	Lodge Rooms	572,534	589,710	607,402	625,624	644,393
62002	Restaurant	495,600	510,468	525,782	541,555	557,802
62004	Program Fees	35	36	37	38	39
62005	Conference Room Fee Rental	15,304	15,763	16,236	16,723	17,225
62006	Cottages	177,359	182,680	188,160	193,805	199,619
62008	Pioneer Camping	230	237	244	251	259
62014	Misc (Copies, etc.)	117	121	125	128	132
62015	Tips	(1,125)	(1,159)	(1,194)	(1,230)	(1,267)
62016	Hunting & Fishing Comm.	12	13	13	13	14
62017	Banquet Sales	56,580	58,278	60,026	61,827	63,681
62020	Short/Over	(399)	(411)	(423)	(436)	(449)
62021	Bicycles	1,333	1,372	1,414	1,456	1,500
62022	Mini Golf	3,564	3,671	3,781	3,894	4,011
62025	Picnic Shelters	5,671	5,841	6,016	6,197	6,383
62026	Concessions	31,169	32,104	33,067	34,059	35,081
62027	Boating Rental	1,020	1,051	1,082	1,115	1,148
62029	Vending (Full Service Commission)	641	660	680	701	722
62030	Washer/Dyer	1,079	1,111	1,144	1,179	1,214
62031	VISA/MC Charges	(81)	(84)	(86)	(89)	(92)
62035	AM Express Charges	(6,121)	(6,305)	(6,494)	(6,689)	(6,889)
62036	Group Shelter	25,240	25,997	26,777	27,580	28,408
62038	Conference Equipment Rental	265	273	281	290	298
62042	Non-Cost Items (Ice, Wood)	982	1,011	1,042	1,073	1,105
62046	Camp Sites	145,907	150,284	154,792	159,436	164,219
62048	Sr. Disc Camp Sites	(18,217)	(18,764)	(19,326)	(19,906)	(20,503)
62049	Pet Fees for Dogs	720	742	764	787	810
62051	Service Charge Wages	(1,182)	(1,217)	(1,254)	(1,291)	(1,330)
62052	Pedal Boats	915	942	971	1,000	1,030
62059	H & F Sales	22	23	24	24	25
62065	Alcohol/Beverage	8,872	9,138	9,412	9,694	9,985
62073	Disabled Vet Disc	(837)	(862)	(888)	(915)	(942)
62076	Discover Card Charges	(260)	(267)	(275)	(284)	(292)
62080	CR Card Chgbck-Park Lodge	(156)	(161)	(165)	(170)	(176)
62081	House Service Charge (3%)	3,650	3,759	3,872	3,988	4,108
62084	Regular Golf/Green Fees	101	0	0	0	0
62086	Electric Golf Cart	106	0	0	0	0
62092	Friends Discount-Rm,Cttg,Cmp,Resale	(739)	(761)	(784)	(807)	(832)
62093	SPLASH PAD Daily & Annual Pass	4,947	0	0	0	0
62098	Hotel/Motel Tax-Lodges	(35,509)	(36,574)	(37,671)	(38,802)	(39,966)
62099	Sales Tax	(83,867)	(86,383)	(88,974)	(91,643)	(94,393)
63908	Bad Debt Collection	22	22	23	23	24
97008	Other Revenue-Tip Credit	34,333	35,362	36,423	37,516	38,642
TOTAL		\$ 1,439,836	\$ 1,477,723	\$ 1,522,055	\$ 1,567,716	\$ 1,614,748

Georgia State Parks and Historic Sites

Total / Cost Recovery Pro Forma

Little Ocmulgee State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	262,954	276,259	284,547	293,084	302,395
Operational Expenses	\$ 1,801,358	\$ 1,788,748	\$1,776,227	\$ 1,763,793	\$1,751,447
Earned Revenues	(\$1,439,836)	(\$1,477,723)	(\$1,522,055)	(\$1,567,716)	(\$1,614,748)
% Cost Recovery	81%	83%	86%	89%	91%