

# **Fort Yargo State Park Business & Management Plan**

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**Prepared June 2011; Finalized December 2012**

**Direction 2015 – Sustainable Business Planning**

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## Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Fort Yargo 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	Fort Yargo State Park
Site Manager	Raymond Smith
Region Manager	Eric Bentley
Date of Business Plan completion	June 15, 2011
Site size	1,816 acres
Total number of visitors (FY 2010)	382,061
Total operating budget (FY 2010)	\$495,887
Total earned revenues (FY 2010)	\$300,988
Operational cost recovery (FY 2010)	66%
Average operating cost per visitor (FY 2010)	\$1.29
Average earned revenue per visitor (FY 2010)	\$0.85
Average cost recovery <sup>1</sup> (FY 2008 – 2010)	62%
Target cost recovery (FY 2015)	78%
Total full-time employees <sup>2</sup>	5
Total part-time employees <sup>3</sup>	8
Primary service markets <sup>4</sup>	Winder, Gwinnett County, Atlanta, Athens, Gainesville
Primary attractors/visitor appeal factors	Camping, Yurts, Mountain Biking & Hiking Trails, Lake/Beach, Disc Golf and Camp Twin Lakes
Leading opportunities for improved site performance	Additional Yurts, Cottages, Campsites, Premium Campsites, Improved Day-use Facilities

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

<sup>2</sup> Current employees, not including vacancies.

<sup>3</sup> Current employees, not including vacancies.

<sup>4</sup> Major population centers within a two-hour drive from the site

## Site Summary and Key Attractions

The 1,816-acre site of Fort Yargo State Park is located in a city setting in Winder, roughly 25 miles from major population centers in Georgia like Athens and Gainesville, 10 miles from Gwinnett County and 50 miles from Atlanta. It is roughly 10 miles from Interstate 85 and 30 miles from Interstate 20. Due to the site being located in close proximity to Atlanta it has become a premier location to host triathlons, bike races and disc golf tournaments. The location of the site near a major interstate is one of the greatest advantages in meeting the cost recovery goal.

### Key Attractions

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

- 12.5 miles of mountain biking trails
- 260-acre lake with beach and 2 boat ramps
- 40 RV campsites, 10 walk-in campsites
- 6 Yurts
- 7 miles of hiking trail
- 5 picnic shelters
- 3 cottages
- 2 group shelters
- Tennis and basketball courts
- Day use/picnic areas
- Colonial Fort
- Miniature golf

## Financial Targets

The table below details the total operating expenses and earned revenues for Fort Yargo 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 78% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Fort Yargo State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	5%	19,103		
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2015 Target</b>
<b>Visitors</b>	345,725	463,311	382,061	426,570
<b>Total Expenses</b>	\$ 730,090	\$ 674,979	\$ 494,135	\$ 482,147
<b>Total Revenues</b>	\$ 460,375	\$ 392,719	\$ 325,051	\$ 375,707
<b>Cost per Visitor</b>	\$ 2.11	\$ 1.46	\$ 1.29	\$ 1.13
<b>Revenue per Visitor</b>	\$ 1.33	\$ 0.85	\$ 0.85	\$ 0.88
<b>State Financial Support per Visitor</b>	\$ (0.78)	\$ (0.61)	\$ (0.44)	\$ (0.25)
<b>Total Cost Recovery</b>	63%	58%	66%	78%
<b>Change from 2010 Expenses</b>				\$ (11,988)
<b>Percent Change from 2010 Expenses</b>				-2.43%
<b>Change from 2010 Revenues</b>				\$ 50,656
<b>Percent Change from 2010 Revenues</b>				15.58%

## Key Recommendations

### Primary / Short Term Recommendations

1. Complete 2 campground comfort station replacements with bond funds
2. Renovate miniature golf facilities
3. Build and complete mountain bike comfort station
4. Replace roofing on all three cottages

### Secondary / Long Term Recommendations

1. Remove beach pavilion and construct a smaller, more economical beach concession building with bathrooms for the purpose of promoting quality manageable facilities in this premier area. This will also allow the staff the ability to upkeep the facility annually using site operational funds.
2. Replacement of boat rental house
3. Construct 25-campsite loop with restrooms based on consistent over 40% annual occupancy rate.
4. Remodel 25% of campsites to include sewage and 50 amp service to make the non-water front sites more marketable.
5. Construct a picnic shelter at Campground # 1 to encourage RV group camping.

## 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 Yargo 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 Fort Yargo State Park, and provides the assessed condition of each as reviewed in May 2011.

Site Asset / Amenity	Quantity	Condition
Group Shelters	2	Good
Picnic Shelters	5	1,2,3,& 5-Good
Total Acreage	1816	Good
Park Office	1	Good
Walk-in Campsites	9	Excellent
RV Campsites	40	Good
Fishing Docks	6	Good
Pioneer Campsite	1	Good
Boat Docks	2	Good
Beach	1	Good
Maintenance Buildings	3	Pole barn-Excellent, New Barn-Excellent
Birdberry Trail	1	Good
Disc Golf	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
Walk-in Campground Comfort Station needs to be built	High
Repaving Campground Road	High
Picnic Area 2 Comfort Station Replacement	High
Remove Beach Pavilion and create a smaller concession facility	High
Add additional 25 campsites based on 40% annual occupancy	Low
Replace Campground Comfort Station x2	High
Remodel Nature Center to include Bathrooms	Moderate
Resurface Tennis/Basketball Courts	Moderate
Remodel campground to include sewage and 50 amp at 25% non-water front sites	Moderate
Renovate Cottages	Moderate
Replace Canvas on Yurts x5	Moderate
Replace Jon Boats (8), Canoes (18) and Paddle Boats(8).	Moderate
Replace boat ramps	Low
Replace roof to Shelter #4	Moderate
Replace greens and remodel miniature golf area (in-house with volunteers)	Low
Replace roof at the Birdberry Gazebo	Low
Renovate Maintenance Building/Office	Low

## 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 Yargo State Park have been identified as **core services**:

- **Active management of the natural and cultural resources of the site in order to protect their integrity**
- **Open and public access to the site and its resources**
- **Site appropriate education, interpretation, and recreational opportunities**



- **Effectively manage the Marbury Creek Watershed**
- **Public safety to protect visitors and the natural resources**
- **Maintenance of grounds, facilities and infrastructure**
- **Self-guided interpretation and education programs**

### **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 Yargo State Park have been identified as **important services**:

- **Day use facilities such as mountain bike trails, tennis and basketball courts and access to the lake for recreational use.**

### **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.
- Camping, Yurts, Cottages, Pioneer Sites to be used for overnight facilities at the site.

The following programs and services offered at Fort Yargo State park have been identified as **visitor supported services**:

- **Gift Shop**
- **Mountain bike races**
- **Ranger guided interpretation**
- **Special events / programs related to the mission of the site**
- **Special events / programs not related to the mission of the site or outside the normal programming standards (e.g. wedding receptions, etc.)**
- **Mini golf rentals**
- **Camping, Yurts, Cottages, Pioneer Sites to be used for overnight facilities at the site**
- **Day use facilities such as picnic shelters and group shelters.**
- **Day use and boat rentals at the beach**

### Staffing Assessment

Labor costs at Fort Yargo State park represent the largest area of budgetary expense at an average of 55% of the total operating budget each year for the last three complete years, which is lower than the target of total labor costs (including benefits) not exceeding 65% of the site's total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

#### Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Manager III	1	0	2500
Assistant Park Manager II	0	1	2500
Law Enforcement Ranger	0	1	2080
Senior Ranger	1	0	2500
Office Clerk: Secretary	0	1	2080
Ranger I	1	0	2080
<b>TOTAL</b>	<b>3</b>	<b>3</b>	<b>13,740</b>

#### Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
PSW (Clerk)	5	3	6032
PSW (Maintenance Worker)	4	4	6032
PSW (Housekeeper)	0	1	1040
Seasonal Naturalist	0	1	1508
<b>TOTAL</b>	<b>9</b>	<b>9</b>	<b>14,612</b>

#### Labor Support

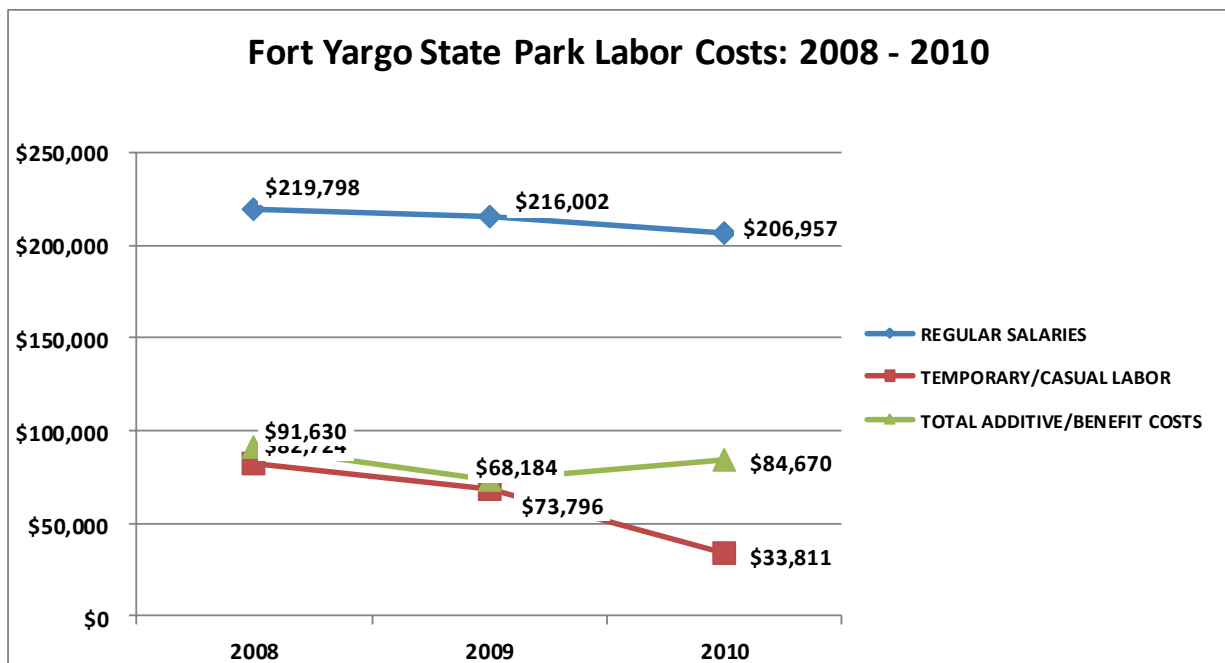
Labor Support	Annual Hours
Volunteers	9350
Community Service Workers	23360
Engineering and Construction Crews	80
Resource Management Crews	20
<b>TOTAL</b>	<b>32,810</b>

#### Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	13,740
Part Time Employees	14,612
Labor Support	32,810
<b>TOTAL Annual Labor Hours</b>	<b>61,162</b>

LABOR BUDGET SUMMARY

Fort Yargo State Park					
Account Code and Sub-Class Expenditure Descriptions		2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
REGULAR SALARIES		219,798	216,002	206,957	-6%
ANNUAL LEAVE PAY		1	4,013	1	0%
OTHER SUPPLEMENTAL		271	92	1	-100%
TEMPORARY/CASUAL LABOR		82,724	68,184	33,811	-59%
FICA		16,792	16,574	16,012	-5%
RETIREMENT		24,018	23,791	21,544	-10%
HEALTH INSURANCE		50,208	29,057	45,872	-9%
UNEMPLOYMENT INSURANCE		341	269	1	-100%
ASSESSMENTS BY MERIT		1	1	1,242	124100%
<b>PERSONAL SERVICES</b>		394,154	357,983	325,441	-17%



### Visitation and Occupancy

Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by 11% or over 36,336 visitors. This is largely attributed to the addition of 5 Yurts and improved day use facilities.

Year	Total Visitation
2008	345,725
2009	463,311
2010	382,061

Occupancy for the overnight accommodations at Fort Yargo State Park the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing approximately by 6%. This is largely attributed to the downturn in the economy causing more people to stay closer to home rather than traveling out of state. In regards to the decrease with cottage occupancy, it would appear guests are choosing the inexpensive overnight options offered at the park like yurts and camping since those facilities have not declined in respect to occupancy rate.

Year	Campsite Occupancy	Cottage Occupancy
2008	47.49%	50.16%
2009	41.72%	51.45%
2010	48.85%	41.83%

### Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Fort Yargo State Park	2009	68%
	2010	90%

## Financial Performance Assessment

### Operational Expenses

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

<b>Fort Yargo State Park</b>				
<b>Operational Expenses</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change from 2008</b>
REGULAR SALARIES	219,798	216,003	206,957	-6%
ANNUAL LEAVE PAY	1	4,012	1	0%
OTHER SUPPLEMENTAL	1	92	1	0%
OVERTIME	34			
TEMPORARY/CASUAL LABOR	82,724	68,184	33,811	-59%
FICA	16,792	16,574	16,012	-5%
RETIREMENT	24,018	23,791	21,544	-10%
HEALTH INSURANCE	50,208	29,057	45,872	-9%
UNEMPLOYMENT INSURANCE	341	269	0	-100%
ASSESSMENTS BY MERIT	1	1	1,243	124200%
DRUG TESTING	0	0	0	
<b>PERSONAL SERVICES</b>	<b>393,917</b>	<b>357,983</b>	<b>325,441</b>	<b>-17%</b>
POSTAGE	368	355	658	79%
MOTOR VEHICLE EXPENSES	54,432	63,340	23,105	-58%
PRINTING & PUBLICATION	327	0	26	-92%
SUPPLIES & MATERIALS	92,580	86,073	40,260	-57%
REPAIRS & MAINTENANCE	18,227	18,604	6,494	-64%
EQUIPMENT >\$1000< \$5,000	1	1	1	0%
WATER & SEWAGE	1	1	1	0%
ENERGY	119,485	120,113	75,959	-36%
RENTS	3,352	6,400	2,692	-20%
INSURANCE & BONDING	4,207	10,203	6,484	54%
FREIGHT	1	1	1	0%
PURCHASING CARD	0	0	0	
OTHER OPERATING EXPENSES	5,006	1,343	1,340	-73%
CLAIMS & BONDS & INTEREST	0	0		
TRAVEL	1	71	477	47600%
<b>REGULAR EXPENSES</b>	<b>297,988</b>	<b>306,505</b>	<b>157,498</b>	<b>-47%</b>
MOTOR VEHICLE EQUIPMENT	9,504			-100%
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	5,670	7,762	3,980	-30%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	3,617	1	1	-100%
ADVERTISING - PROCUREMENT CARD				
RESALE	138,459	10,000	8,973	-94%
<b>TOTAL OTHER EXPENDITURES</b>	<b>157,249</b>	<b>17,763</b>	<b>12,954</b>	<b>-92%</b>
<b>GRAND TOTAL</b>	<b>\$ 849,155</b>	<b>\$ 682,251</b>	<b>\$ 495,893</b>	<b>-42%</b>
<b>Earned Revenues</b>	<b>\$460,375</b>	<b>\$392,719</b>	<b>\$325,051</b>	<b>-36%</b>
<b>% Cost Recovery</b>	<b>54%</b>	<b>58%</b>	<b>66%</b>	<b>21%</b>

### Earned Revenues

Earned revenues at Fort Yargo State Park have decreased since 2008, which is exclusively attributed to the removal of Will-A-Way group camp from Fort Yargo State Parks operation resulting in a decrease in overall revenue. However, the removal of Will-A-Way will save thousands of state funds annually on capitol funds in respects to repairs and renovations

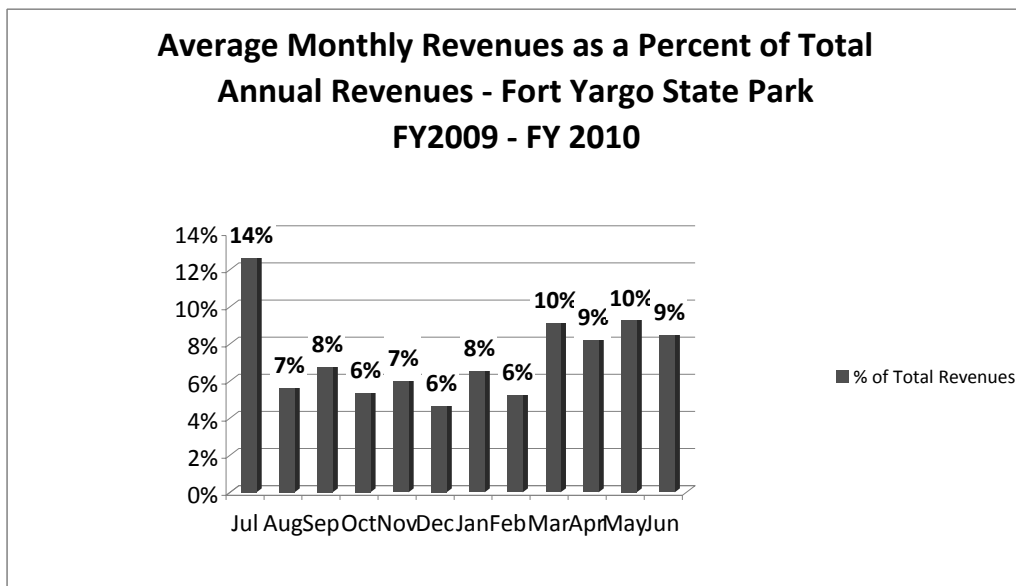
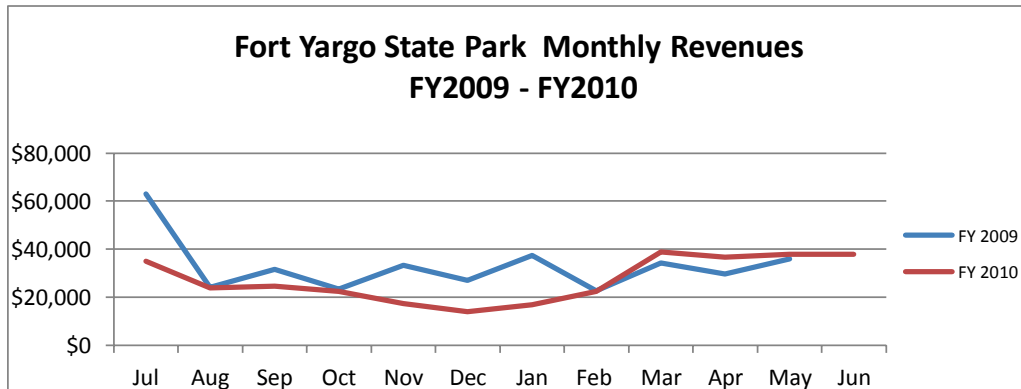
Monthly earned revenues for the last two years (see table below) indicate that the total annual revenue decreased 17% from 2009 to 2010, with the largest **increases** in monthly revenues in March (13%), April (23%), and June (25%), etc., and the largest **decreases** in the months of Nov (-48%), Dec (-48%), Jan (-55%), and July (-45%), etc.

#### Fort Yargo State Park

##### FY 2009 - FY 2010 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
<b>FY 2009</b>	\$63,121	\$23,990	\$31,620	\$23,425	\$33,251	\$26,930	\$37,433	\$22,545	\$34,226	\$29,740	\$36,048	\$30,391	\$392,720
<b>FY 2010</b>	\$35,010	\$23,940	\$24,465	\$22,412	\$17,255	\$13,975	\$16,813	\$22,524	\$38,749	\$36,601	\$37,970	\$37,970	\$327,684
<b>Avg</b>	\$49,066	\$23,965	\$28,043	\$22,919	\$25,253	\$20,453	\$27,123	\$22,535	\$36,488	\$33,171	\$37,009	\$34,181	\$360,202
<b>% of Total Revenues</b>	14%	7%	8%	6%	7%	6%	8%	6%	10%	9%	10%	9%	100%
<b>% change</b>	-45%	0%	-23%	-4%	-48%	-48%	-55%	0%	13%	23%	5%	25%	-17%

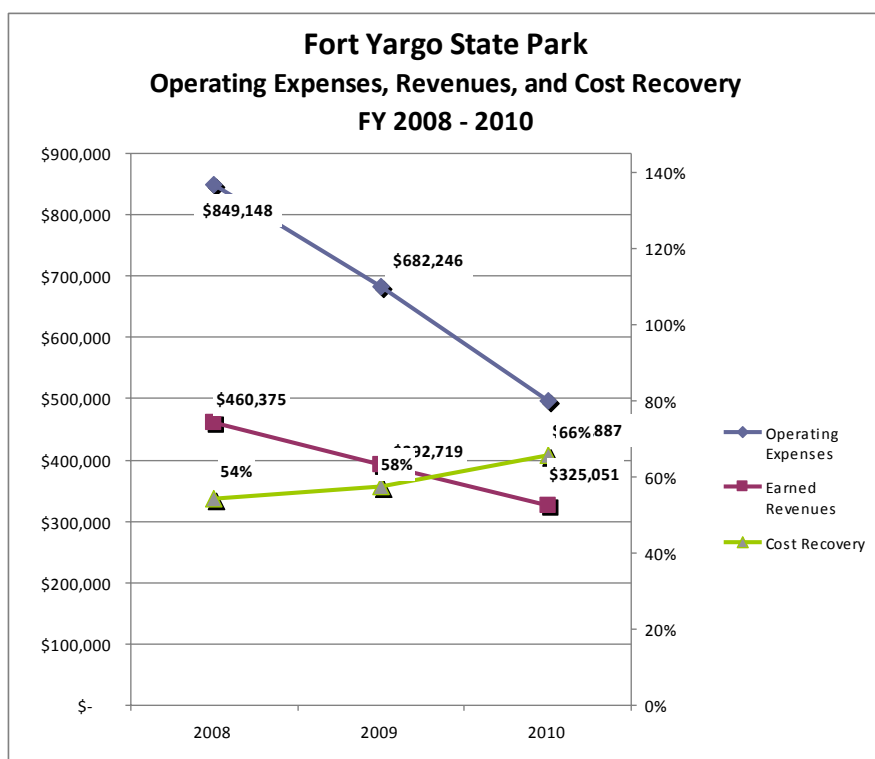
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



### Cost Recovery Trends

Fort Yargo State Park has achieved an average cost recovery of 62% of annual operational expenses through earned revenues from FY 2008 to FY 2010. This is detailed and illustrated in the table and graph below.

Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
2008	730,090	460,375	63%
2009	674,979	392,719	58%
2010	494,135	325,051	66%



### 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 Yargo State Park since 2007, with the largest increase being Walk-in campsites. A table detailing the rates for Fort Yargo State Park is provided below.

Fort Yargo State Park	2006	2007	2008	2009	2010	\$ Growth 2006 - 2010	% Growth 2006 - 2010
Picnic Shelter (35 capacity)	\$ 30.00	\$ 30.00	\$ 30.00	\$ 40.00	\$ 45.00	\$ 15.00	33%
Nature Center (50 capacity)	\$ 60.00	\$ 60.00	\$ 70.00	\$ 80.00	\$ 85.00	\$ 25.00	29%
Beach Pavilion (100 capacity)	\$ 60.00	\$ 60.00	\$ 70.00	\$ 95.00	\$ 95.00	\$ 35.00	37%
Group Shelter A (80 capacity)	\$ 85.00	\$ 85.00	\$ 100.00	\$ 100.00	\$ 105.00	\$ 20.00	19%
Group Shelter B (100 capacity)	\$ 125.00	\$ 125.00	\$ 125.00	\$ 150.00	\$ 155.00	\$ 30.00	19%
Camping RV/Tent	\$ 22.00	\$ 24.00	\$ 25.00	\$ 25.00	\$ 28.00	\$ 6.00	21%
Camping Walk-in	\$ 10.00	\$ 15.00	\$ 15.00	\$ 20.00	\$ 23.00	\$ 13.00	57%
Yurts (6 capacity)					\$ 65.00	\$ 65.00	100%
Cottage (2 bedroom)	\$ 85.00	\$ 90.00	\$ 100.00	\$ 125.00	\$ 130.00	\$ 45.00	35%
Pioneer (Campsite (75 capacity)	\$ 40.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 55.00	\$ 15.00	27%



## 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 Yargo State Park.

#### **Enhance Cost Recovery of Site Operations**

Control employee's hours, increase site visitation, occupancy and reduce operations cost.

#### **Enhance Revenue Generation Strategies**

- Increase retail return on investment and total sales through economical redesign of office resale area.
- Increase visitation and occupancy in the off-season by offering competitive seasonal discounts.
- Yearly, offer competitive deals for facilities with significant vacancies on the weekends: for example, 25-30% off no minimum stay on last minute deals (2-3 days upon arriving).
- Implement aggressive fee for service programs and events that adds value to guest experience and increases park revenue.

#### **Expand Special Events at the Site**

Increase programming and special event efforts by having a seasonal programmer and concessionaires.

#### **Improve the Diversity and Innovation of Recreational and Interpretive Programs**

Add / improve interpretation of site through improved signage.

#### **Improve the Effectiveness of Marketing and Sales**

Advertise winter discounts to improve occupancy during off-season.

#### **Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction**

Encourage all guests to go on-line and fill out a customer satisfaction survey to rate their experience at Fort Yargo State Park.

#### **Expand Partnership Opportunities**

Reach out to local community services such as YMCA or Anytime Fitness to create an outdoor exercise program.

## Classification of Programs and Services

The tables below summarize the classifications of programs and services at Fort Yargo 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 Services	
Program / Service	Target Cost Recovery
Active management of the natural and cultural resources of the site in order to protect their integrity	0%
Open and public access to the site and its resources	5%
Site appropriate education, interpretation, and recreational opportunities	150%
Effectively manage the Marbury Creek Watershed	0%
Public safety to protect visitors and the natural resources	0%
Maintenance of grounds, facilities and infrastructure	0%
Self-guided interpretation and education programs	0%

Important Services	
Program / Service	Target Cost Recovery
Day use facilities such as mountain bike trails, tennis and basketball courts and access to the lake for recreational use.	5%-15%

Visitor Supported	
Program / Service	Target Cost Recovery
Gift Shop	200%
Mountain bike races	125%
Ranger guided interpretation	150%
Special events / programs related to the mission of the site	150%
Special events / programs not related to the mission of the site or outside the normal programming standards (e.g., wedding receptions, etc.)	150%
Mini Golf Rentals	120%
Camping, Yurts, Cottages, Pioneer Sites to be used for overnight facilities at the site.	150% - 200%
Day use facilities such as Picnic Shelters and Group Shelters.	50%
Day use and boat rentals at the beach	200%

## 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
<b>Operational Partners</b>	<ul style="list-style-type: none"> <li>City of Winder Police &amp; EMS</li> <li>Barrow County Sheriff Department and EMS</li> <li>WRD</li> <li>DOC</li> <li>DHR</li> </ul>	<ul style="list-style-type: none"> <li>Camp Twin Lakes</li> </ul>	
<b>Vendor Partners</b>			<ul style="list-style-type: none"> <li>Coca Cola</li> <li>Georgia Power</li> </ul>
<b>Service Partners</b>	<ul style="list-style-type: none"> <li>City of Winder</li> <li>Georgia Power</li> <li>Jackson EMC</li> </ul>	<ul style="list-style-type: none"> <li>Barrow County Chambers of Commerce</li> <li>Yargo Area Biking Association</li> <li>Fort Yargo Living History Society</li> </ul>	
<b>Co-branding Partners</b>	<ul style="list-style-type: none"> <li>Hard Labor Creek State Park</li> <li>Victoria Bryant State Park</li> <li>Barrow County Chamber of Commerce</li> </ul>		<ul style="list-style-type: none"> <li>Chateau Elan</li> <li>Stone Mountain Park</li> </ul>
<b>Funding Resource Development Partner</b>		<ul style="list-style-type: none"> <li>Friends of Fort Yargo State Park</li> </ul>	

## Marketing and Sales Plan

### Marketing and Sales Goals

Marketing and sales goals for Fort Yargo State Park are based on the following desired outcomes:

1. Increase Yurt rentals by 5%-10% over the next year through marketing the experience and rarity of Yurt Camping.
2. Increase Cottage rentals by 5%-10% over the next year through advertising of special discounts offered during off peak seasons.

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
Yurt Rentals	60%	62%	63%	66%
Campsite	49%	50%	51%	54%
Cottage Rentals	42%	43%	44%	47%

### Marketing and Promotion Strategies

#### PUBLICITY AND SOCIAL MEDIA

Fort Yargo 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

## Georgia State Parks and Historic Sites

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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 Fort Yargo State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
July 4 <sup>th</sup> Fireworks	Bluegrass Festival	Old Fort Colonial Market Fair
Bass Tournament	Autumn Nights	Controlled Burning
Community Customer Appreciation Cookout	Mountain Bike Expo/Meet and Greet	Special Winter Discounts

### PACKAGING

Examples and suggested packages for Fort Yargo State Park are provided in the table below.

Package	Package Details
Yurt Package	Stay 3 nights and get the fourth night 50% off
Cottage Package	Stay 3 nights and get the fourth night 50% off
Campsite	Stay 3 nights and get the fourth night free

### GROUP SALES

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

- Travelers on Interstate 85
- Extended Stay Workers
- Families

### INCENTIVIZING NEW AND REPEAT VISITATION

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

- Fort Yargo State Park will offer discounts for extended stay guest working in the local area.
- Fort Yargo State Park will offer special fun play packages to include a free round of disc golf, miniature golf, and the rental of a jon boat, pedal boat or canoe.

### Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 60% of those staying overnight.
2. Brand confidence & customers-recruiting-customers = 30% of those returning to the park; especially for day use.

## Revenue Generation Plan

### Revenue / Cost Recovery Goals

Fort Yargo 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 the addition of rentable overnight facilities. 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	\$35,010	\$23,940	\$24,464	\$22,412	\$17,255	\$13,975	\$16,813	\$25,524	\$38,749	\$36,601	\$37,970	\$32,011	\$324,724
2011	3%	\$36,060	\$24,658	\$25,198	\$23,084	\$17,773	\$14,394	\$17,317	\$26,290	\$39,911	\$37,699	\$39,109	\$32,971	\$334,466
2012	3%	\$37,142	\$25,398	\$25,954	\$23,777	\$18,306	\$14,826	\$17,837	\$27,078	\$41,109	\$38,830	\$40,282	\$33,960	\$344,500
2013	3%	\$38,256	\$26,160	\$26,732	\$24,490	\$18,855	\$15,271	\$18,372	\$27,891	\$42,342	\$39,995	\$41,491	\$34,979	\$354,835
2014	3%	\$39,404	\$26,945	\$27,534	\$25,225	\$19,421	\$15,729	\$18,923	\$28,727	\$43,612	\$41,195	\$42,736	\$36,029	\$365,480
2015	3%	\$40,586	\$27,753	\$28,360	\$25,982	\$20,003	\$16,201	\$19,491	\$29,589	\$44,921	\$42,431	\$44,018	\$37,110	\$376,444

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 2% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 78% 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 66% cost recovery in that year.

## Georgia State Parks and Historic Sites

### PRICING PLAN

#### Revenue Generation Strategies

4	FT. YARGO	2011	2012	Yield Margin %
	Picnic Shelter	\$45	\$45	0%
	Picnic Shelter/Nature Center Pav (capacity)	\$85(75)	\$85	15%
	Beach Pavilion (capacity)	\$95(100)	\$ 95.00	15%
	Group Shelter A (capacity)	\$105(80)	\$105	15%
	Group Shelter B (capacity)	\$155(100)	\$155	15%
	Camping RV/Tent	\$28/25	\$28/25	30%
	Premium			
	Regular			
	Camping (Walk)	\$23	\$23	30%
	Yurts (capacity)	\$65 (6)	\$65	30%
	Cottage (2 BR)	\$130	\$130	30%
	Weekend			
	Weekday			
	Nov - Feb (wd)			
	Nov - Feb (we)			
	Mar - Oct (wd)			
	Mar - Oct (we)			
	Pioneer Campsite	\$75	\$75	15%

### INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Mountain Bike Festival	Mountain Biking/Increase volunteers	May 2012	Annual	Youth, Adult, Senior, Family	\$5 per person	200%
Bluegrass Festival	Bluegrass/Increase attendance and revenue	Nov 2011	Annual	Family	\$3 per person	150%
Disc Golf Tournament	Competitive Disc Golf Tournament/Increase attendance and revenue	June 2012	Annual	Youth/Adult	\$25	200%
Mountain Bike Race	Race/ Increase attendance and revenue	April 2012	Annual	Youth/Adult	\$50	150%
Mountain Bike Beginner Lessons	Mountain Biking/Increase attendance and revenue	Sep 2011, April 2012, June 2012	3 – 4 times yearly	Youth	\$25 per person	150%

### PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Boat Rental agreement	1 year	10% of rented revenue	Park Manager
Mountain bike races	1 year	\$5 per racer or \$20 per team	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
Reduce 1508 hours during the winter and use the positions of 1 clerk and 1 maintenance worker as true seasonal positions.	2012	Save \$10,000 in salaries
Upon retirement of Housekeeper position eliminate full time position and replace position with 1508 or contract labor	2011-current	Save \$10,000 in salary
Reduce the number of 1508 hourly maintenance workers and naturalist which are hired seasonally	2009 – current	Save over \$30,000 in salaries

### Management Techniques

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

Action	Timeline	Outcome
Continue to use seasonal maintenance and park office staff during peak periods and reduce use during off peak periods	As needed	Save money on salaries and benefits packages

### Adjusted Levels of Service

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

Action	Timeline	Outcome
Close Picnic Area 2, Public Fishing & Area B (Picnic Shelter #4, Group Shelter B, Fishing Boat Ramp and Pioneer Camping) during the non-peak season (winter)	Winter 2011 - 2012	Reduce operating expenditures of supplies, fuel/patrol and maintenance
Close Campground 2 during off peak season (winter)	Winter 2011 - 2012	Reduce operating expenditures of supplies and maintenance
Reduce landscaped areas to be maintained and the frequency of cutting	On-going	Reduce operating expenditures of equipment maintenance and fuel cost



## 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

<b>Fort Yargo</b> State Park						
<b>Operational Expenses</b>		<b>2010 (Actual)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
REGULAR SALARIES		\$206,957	\$205,508	\$204,070	\$202,641	\$201,223
ANNUAL LEAVE PAY		\$0	\$0	\$0	\$0	\$0
OTHER SUPPLEMENTAL		\$0	\$0	\$0	\$0	\$0
OVERTIME		\$0	\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR		\$33,811	\$33,574	\$33,339	\$33,106	\$32,874
FICA		\$16,012	\$15,900	\$15,789	\$15,678	\$15,568
RETIREMENT		\$21,544	\$21,393	\$21,243	\$21,095	\$20,947
HEALTH INSURANCE		\$45,872	\$45,551	\$45,232	\$44,915	\$44,601
UNEMPLOYMENT INSURANCE		\$0	\$0	\$0	\$0	\$0
ASSESSMENTS BY MERIT		\$1,243	\$1,234	\$1,226	\$1,217	\$1,209
DRUG TESTING		\$0	\$0	\$0	\$0	\$0
<b>PERSONAL SERVICES</b>		<b>\$325,439</b>	<b>\$323,161</b>	<b>\$320,899</b>	<b>\$318,653</b>	<b>\$316,422</b>
POSTAGE		\$658	\$653	\$649	\$644	\$640
MOTOR VEHICLE EXPENSES		\$23,105	\$22,943	\$22,783	\$22,623	\$22,465
PRINTING & PUBLICATION		\$26	\$26	\$26	\$25	\$25
SUPPLIES & MATERIALS		\$40,260	\$39,978	\$39,698	\$39,420	\$39,145
REPAIRS & MAINTENANCE		\$6,494	\$6,449	\$6,403	\$6,359	\$6,314
EQUIPMENT >\$1000< \$5,000		\$0	\$0	\$0	\$0	\$0
WATER & SEWAGE		\$0	\$0	\$0	\$0	\$0
ENERGY		\$75,959	\$75,427	\$74,899	\$74,375	\$73,854
RENTS		\$2,692	\$2,673	\$2,654	\$2,636	\$2,617
INSURANCE & BONDING		\$6,484	\$6,439	\$6,394	\$6,349	\$6,304
FREIGHT		\$0	\$0	\$0	\$0	\$0
PURCHASING CARD		\$0	\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES		\$1,340	\$1,331	\$1,321	\$1,312	\$1,303
CLAIMS & BONDS & INTEREST		\$0	\$0	\$0	\$0	\$0
TRAVEL		\$477	\$474	\$470	\$467	\$464
<b>REGULAR EXPENSES</b>		<b>\$157,495</b>	<b>\$156,393</b>	<b>\$155,298</b>	<b>\$154,211</b>	<b>\$153,131</b>
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		\$3,980	\$3,952	\$3,924	\$3,897	\$3,870
PER DIEM & FEES			\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE			\$0	\$0	\$0	\$0
CONTRACTS		\$0	\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD			\$0	\$0	\$0	\$0
RESALE		\$8,973	\$8,910	\$8,848	\$8,786	\$8,724
<b>TOTAL OTHER EXPENDITURES</b>		<b>\$12,953</b>	<b>\$12,862</b>	<b>\$12,772</b>	<b>\$12,683</b>	<b>\$12,594</b>
<b>GRAND TOTAL</b>		<b>\$ 495,887</b>	<b>\$ 492,416</b>	<b>\$ 488,969</b>	<b>\$ 485,546</b>	<b>\$ 482,147</b>

## Revenue Pro Forma

Revenue Pro Forma						
Fort Yargo State Park						
Revenue (Fund)		FY 2010				
Sources	Revenue Sources Description	(Actual)	FY 2012	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP NON-FOOD	\$ (14,428)	\$ (15,251)	\$ (16,120)	\$ (17,039)	\$ (18,010)
60002	Cancellation Fees	\$ (2,370)	\$ (2,505)	\$ (2,648)	\$ (2,799)	\$ (2,958)
60004	Cottages	\$ (52,471)	\$ (55,462)	\$ (58,623)	\$ (61,965)	\$ (65,497)
60005	Campsites	\$ (98,980)	\$ (104,622)	\$ (110,585)	\$ (116,889)	\$ (123,551)
60007	Boats	\$ (454)	\$ (480)	\$ (507)	\$ (536)	\$ (567)
60011	Miniature Golf	\$ (2,711)	\$ (2,866)	\$ (3,029)	\$ (3,202)	\$ (3,384)
60014	Dog Fees	\$ (320)	\$ (338)	\$ (358)	\$ (378)	\$ (399)
60015	Group Shelter	\$ (1,825)	\$ (1,929)	\$ (2,039)	\$ (2,155)	\$ (2,278)
60017	Vending	\$ (1,618)	\$ (1,710)	\$ (1,808)	\$ (1,911)	\$ (2,020)
60018	Washer / Dryer	\$ (485)	\$ (513)	\$ (542)	\$ (573)	\$ (605)
60020	SHORT/OVER	\$ 103	\$ 109	\$ 115	\$ 122	\$ 129
60025	REFUNDS	\$ 33,275	\$ 35,172	\$ 37,176	\$ 39,296	\$ 41,535
60027	Pioneer Camp	\$ (1,210)	\$ (1,279)	\$ (1,352)	\$ (1,429)	\$ (1,510)
60028	Picnic Shelter	\$ (2,845)	\$ (3,007)	\$ (3,179)	\$ (3,360)	\$ (3,551)
60033	Campsite Senior Discount	\$ 12,841	\$ 13,573	\$ 14,347	\$ 15,164	\$ 16,029
60036	Program Fees	\$ (3,594)	\$ (3,799)	\$ (4,015)	\$ (4,244)	\$ (4,486)
60037	Misc. Park Receipts	\$ (360)	\$ (381)	\$ (402)	\$ (425)	\$ (449)
60051	Disc Golf	\$ (1,191)	\$ (1,259)	\$ (1,331)	\$ (1,406)	\$ (1,487)
60059	Hunting / Fishing NL	\$ 23,265	\$ 24,591	\$ 25,993	\$ 27,474	\$ 29,040
60066	Special Park Clubs	\$ (200)	\$ (211)	\$ (223)	\$ (236)	\$ (250)
60071	Deer Hunt	\$ (930)	\$ (983)	\$ (1,039)	\$ (1,098)	\$ (1,161)
60073	Disabled Veteran Discount	\$ 738	\$ 780	\$ 825	\$ 872	\$ 921
60090	Food and Beverage	\$ (3,650)	\$ (3,858)	\$ (4,078)	\$ (4,310)	\$ (4,556)
60092	Friends Discount	\$ 2,631	\$ 2,781	\$ 2,939	\$ 3,107	\$ 3,284
60099	Sales Tax	\$ (4,799)	\$ (5,073)	\$ (5,362)	\$ (5,667)	\$ (5,990)
60400	MDSE	\$ (3,583)	\$ (3,787)	\$ (4,003)	\$ (4,231)	\$ (4,472)
66002	Cancellation Fees	\$ (3,989)	\$ (4,216)	\$ (4,457)	\$ (4,711)	\$ (4,979)
66003	Refunds-Adv Res	\$ 29,994	\$ 31,704	\$ 33,511	\$ 35,421	\$ 37,440
66005	Camping	\$ (31,009)	\$ (32,777)	\$ (34,645)	\$ (36,620)	\$ (38,707)
66006	Cottages	\$ (16,091)	\$ (17,008)	\$ (17,978)	\$ (19,002)	\$ (20,086)
66008	Tent / Pioneer	\$ (1,220)	\$ (1,290)	\$ (1,363)	\$ (1,441)	\$ (1,523)
66015	Group Shelter	\$ (12,910)	\$ (13,646)	\$ (14,424)	\$ (15,246)	\$ (16,115)
66019	Trans Fees	\$ (95)	\$ (100)	\$ (106)	\$ (112)	\$ (119)
66028	Picnic Shelter	\$ (8,890)	\$ (9,397)	\$ (9,932)	\$ (10,498)	\$ (11,097)
66200	Spherix Canc Fees	\$ 1,365	\$ 1,443	\$ 1,525	\$ 1,612	\$ 1,704
69005	Campsites	\$ (71,572)	\$ (75,652)	\$ (79,964)	\$ (84,522)	\$ (89,339)
69006	Cottages	\$ (40,575)	\$ (42,888)	\$ (45,332)	\$ (47,916)	\$ (50,648)
69008	Tent / Pioneer	\$ (2,695)	\$ (2,849)	\$ (3,011)	\$ (3,183)	\$ (3,364)
69015	Group Shelter	\$ (8,435)	\$ (8,916)	\$ (9,424)	\$ (9,961)	\$ (10,529)
69028	Picnic Shelter	\$ (9,695)	\$ (10,248)	\$ (10,832)	\$ (11,449)	\$ (12,102)
<b>TOTAL</b>		<b>\$ (300,988)</b>	<b>\$ (318,145)</b>	<b>\$ (336,279)</b>	<b>\$ (355,447)</b>	<b>\$ (375,707)</b>

**Total / Cost Recovery Pro Forma**

Fort Yargo State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	382,061	389,702	401,393	413,435	426,570
Operational Expenses	\$ 495,887	\$ 492,416	\$ 488,969	\$ 485,546	\$ 482,147
Earned Revenues	\$300,988	\$318,145	\$336,279	\$355,447	\$375,707
% Cost Recovery	61%	65%	69%	73%	78%