

Pickett's Mill State Historic Site

Prepared January 2012; Finalized May 2013

Business & Management Plan

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 Pickett's Mill Historic Site to operate more like a business, reflecting the Direction 2015 – Sustainable Business Planning initiative to improve the fiscal performance and management of the state parks and historic sites system. This business and management plan is designed to help the site recover more operating expenses through earned revenues, productive partnerships, and innovative programs.

Site Fact Sheet

Site Name	Pickett's Mill State Historic Site
Site Manager	Daniel Hill
Region Manager	Joe Yeager (Region 1)
Date of Business Plan completion	4/1/13
Site size	765 acres
Total number of visitors (FY 2010)	11,159
Total operating budget (FY 2010)	\$103,397
Total earned revenues (FY 2010)	\$18,523
Operational cost recovery (FY 2010)	18%
Average operating cost per visitor (FY 2010)	\$9.27
Average earned revenue per visitor (FY 2010)	\$1.66
Average cost recovery ¹ (FY 2008 – 2010)	18.3%
Target cost recovery (FY 2015)	35%
Total full-time employees ²	1
Total part-time employees ³	0
Primary service markets ⁴	Atlanta, Dallas, Woodstock , Marietta, Roswell, Acworth, Cartersville, Rome, Calhoun, Dalton, Kennesaw
Primary attractors/visitor appeal factors	Civil War History, Museum, battlefield, earthworks and trails
Leading opportunities for improved site performance	Partnerships with local attractions and community groups to expand amenity offerings

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

² Current employees, not including vacancies.

³ Current employees, not including vacancies.

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

Site Summary and Key Attractions

The 765 acre historic site of Pickett's Mill is located in a metro/rural setting is one of the best preserved Civil War battlefields in the nation. Visitors can travel roads used by Federal and Confederate troops, see earthworks constructed by these men, and walk through the same ravine where hundreds died. An authentic 1800's pioneer cabin is furnished and open for tours during certain events.

Key Attractions

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

- Visitor Center/Museum with film, artifacts, and exhibits.
- Earthworks
- Hiking – 4 miles of trails
- Programs and Special Events
- Group Shelter
- Picnic Tables
- Bus Parking
- Gift Shop
- Pioneer Cabin
- Nearby world-class museums in Cartersville

Financial Targets

The table below details the total operating expenses and earned revenues for Pickett's Mill 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 35% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues. The drop in visitation in 2010 is attributed to reduced days of operation in response to funding reductions.

Pickett's Mill Battlefield	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	15%	1,674		
	2008	2009	2010	2015 Target
Visitors	23,763	24,472	11,159	12,833
Total Expenses	\$ 194,975	\$ 174,295	\$ 103,397	\$ 75,000
Total Revenues	\$ 36,826	\$ 34,473	\$ 18,523	\$ 25,946
Cost per Visitor	\$ 8.20	\$ 7.12	\$ 9.27	\$ 5.84
Revenue per Visitor	\$ 1.55	\$ 1.41	\$ 1.66	\$ 2.02
State Financial Support per Visitor	\$ (6.66)	\$ (5.71)	\$ (7.61)	\$ (3.82)
Total Cost Recovery	19%	20%	18%	35%
Change from 2010 Expenses				\$ (28,397)
Percent Change from 2010 Expenses				-27.46%
Change from 2010 Revenues				\$ 7,423
Percent Change from 2010 Revenues				40.07%

Key Recommendations

Primary / Short Term Recommendations

1. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
2. Conduct in-park surveys annually to assess how well customer satisfaction levels are being met. Pickett's Mill 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. Evaluate and pursue opportunities to employ concessionaires or private or public service providers on-site if they can be more cost-effective. For example, special events and educational programs.
4. Collect a statistically-valid sample of ZIP code data from visitors in a non-intrusive way to gauge their origins and demographics (e.g., age, ethnicity, income, etc.) and use the results to improve programming and marketing efforts to appeal to a broader audience.
5. Utilize a minimum of six special events annually to help draw more visitors to the site.
6. Seek local partners to help support operations, programs, and service delivery and for cross-marketing purposes.
7. Sustain sufficient non-labor operational funding or reduce staff so that required staff operational costs (with benefits) do not exceed 60% of the total operational budget.
8. Enhance facilities and program offerings to provide a minimum of 10 unique experiences for each visitor while maintaining at least a 90% customer satisfaction rating.
9. Manage Pickett's Mill according to well-defined maintenance, program and operational standards monitored and enforced by region managers and senior management.
10. Partner with local Chambers of Commerce, CVB, or other destination marketing organizations (DMOs) to promote Pickett's Mill.
11. Redevelop the Pickett's Mill Chapter of the Friends of Georgia Historic Sites and Historic Sites to help raise funds or provide volunteers for improvements and program support.
12. Perform a thorough net cost-of-service analysis on major functions of site operations, including the detailed analysis of labor requirements (by task) that has already been produced by site staff. Thereafter, update costs to deliver services on a biennial schedule.
13. Review and update rates at the site on an annual basis to recover the total net cost of service for important and visitor-supported services.
14. Track total economic impact of the site on the local communities and region and share with decision-makers, elected officials, local business operators, and others to demonstrate the impact of Pickett's Mill.
15. Develop a more detailed analysis of labor requirements of all major site functions to match the right position with the right job at the right pay.

16. Develop funding to provide additional training to site staff for improved business management and marketing effectiveness.
17. Regain presence with local school community on program / educational offerings at Allatoona Pass, Red Top, Etowah Mounds and Pickett's Mill.
18. Develop immediate partner/amenity packages with local attractions.

Secondary / Long Term Recommendations

1. Evaluate and adjust hourly staffing rules to allow year round employment for hourly employees and thereby more scheduling and operational efficiencies.
2. Engage the local community, user groups, and private organizations to improve connectivity.
3. Install an improved retail point-of-sale and inventory tracking system.
4. Continue evaluating use of personnel to cover Pickett's Mill, Etowah Indian Mounds, and Red Top Mountain operations.

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 Pickett's Mill Historic Site. 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 Pickett's Mill Historic Site, and provides the assessed condition of each as reviewed in May 2011.

Site Asset / Amenity	Quantity	Condition
Total Acreage	765	Good
Museum	1	Fair
Hiking Trails	8	Good
Group Shelter	1	Good
Maintenance Facility	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
Museum lighting	High
Interpretive Trail Signs	Moderate
Audio Visual Equipment	Moderate
Hiking Trail Improvements	High
Museum displays	Moderate
Family Bike Trails	Moderate
Hiking trail to new bridge	High

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 Pickett's Mill Historic Site have been identified as **core services**:

- **Public safety**
- **Protection of cultural and natural resources**
- **Protection of artifacts and other historical items**

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 Pickett's Mill Historic Site have been identified as **important services**:

- **Hiking trails**
- **Self-guided interpretation and education programs**
- **Artifact management**
- **Historic research support**
- **Maintenance (grass cutting, buildings, bathrooms, etc.)**
- **Passive interpretation (bulletin boards, interpretive panels, maps, etc.)**

CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support core services or important services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
- The services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprises that may not otherwise be provided by the agency.

The following programs and services offered at Pickett's Mill Historic Site have been identified as **visitor supported services**:

- **Special events and staffed interpretive programming**

Staffing Assessment

Labor costs at Pickett's Mill Historic Site represent the largest improved area (-73%) of budgetary expense reduction at an average of 54% 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
Interpretive Ranger	1	0	2600
TOTAL	1	0	2,600

Part Time Employees

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

Labor Support

Labor Support	Annual Hours
Volunteers	5,500
Community Service Workers	250
Engineering and Construction Crews	0
Resource Management Crews	40
Prison Crew Detail	200
TOTAL	5,990

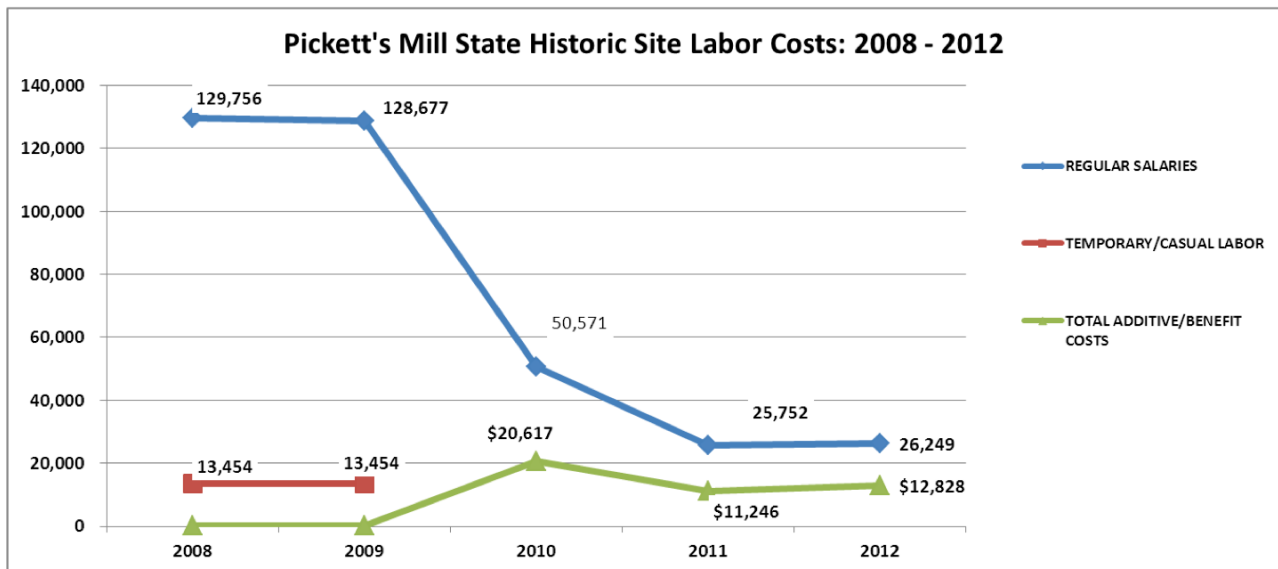
Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	2,600
Part Time Employees	0
Labor Support	5,990
TOTAL Annual Labor Hours	8,590

LABOR BUDGET SUMMARY

Pickett's Mill						
Account Code and Sub-Class Expenditure Descriptions	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	2011 Year End Expenses	2012 Year End Expenses	% Change from 2008
REGULAR SALARIES	129,756	128,677	50,571	25,752	26,249	-80%
ANNUAL LEAVE PAY						
OTHER SUPPLEMENTAL						
TEMPORARY/CASUAL LABOR	13,454	13,454				
FICA	195	195	3,869	1,644	1,638	
RETIREMENT			5,265	2,733	3,053	
HEALTH INSURANCE			11,209	6,461	7,915	
UNEMPLOYMENT INSURANCE				135	83	
ASSESSMENTS BY MERIT			274	274	139	
PERSONAL SERVICES	143,405	142,326	71,188	36,998	39,077	-73%

Note: Labor by code for FY 2008-2009 is unavailable at site level report.



Total additive benefit/cost unavailable for years 2008-2009.

Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 53% or over 12,604 visitors. This is largely attributed to economic downturns causing decreased business levels. The site is open for a reduced number of days to reduce overall operational expenses.

Year	Total Visitation
2008	23,763
2009	24,472
2010	11,159

Customer Service and Satisfaction

Site: Pickett's Mill	Year	Customer Satisfaction Level
	2009	100%
	2010	100%

Financial Performance Assessment

Operational Expenses

A summary of total operating expenses at Pickett's Mill Historic Site from FY 2008 to FY 2012, as well as their percent change from FY 2008 are provided in the table below. The projections for FY 2013 are included for comparison.

Pickett's Mill State Historic Site							
Operational Expenses	2008	2009	2010	2011	2012	2013 (Projected)	% Change from 2008
REGULAR SALARIES	129,756	128,677	50,571	25,752	26,249	26,249	
ANNUAL LEAVE PAY							
OTHER SUPPLEMENTAL OVERTIME							
TEMPORARY/CASUAL LABOR	13,454	13,454					
FICA	195	195	3,869	1,644	1,638	1,625	
RETIREMENT			5,265	2,733	3,053	3,911	
HEALTH INSURANCE			11,209	6,461	7,915	7,823	
UNEMPLOYMENT INSURANCE				135	83	181	
ASSESSMENTS BY MERIT			274	274	139	137	
DRUG TESTING							
PERSONAL SERVICES	143,405	142,326	71,188	36,998	39,077	39,926	-72%
POSTAGE	75	71	75	0	0	57	
MOTOR VEHICLE EXPENSES	1,992	1,872	1,500	3,573	4,056	3,228	
PRINTING & PUBLICATION							
SUPPLIES & MATERIALS	6,275	5,899	3,250	3,289	3,401	3,400	
REPAIRS & MAINTENANCE	2,000	1,880	1,500	20,390	1,557	2,900	
EQUIPMENT >\$1000< \$5,000							
WATER & SEWAGE	750	705	1,500	1,146	1,865	1,820	
ENERGY	11,900	11,186	13,500	15,602	14,028	13,472	
RENTS	3,400	3,196	1,500	1,465	1,464	1,500	
INSURANCE & BONDING	1,642	1,543	1,550	1,887	1,902	1,725	
FREIGHT							
PURCHASING CARD							
OTHER OPERATING EXPENSES	500	470	470	3,854	948	2,475	
CLAIMS & BONDS & INTEREST							
TRAVEL							
REGULAR EXPENSES	28,534	26,822	24,845	51,207	29,214	30,577	7%
MOTOR VEHICLE EQUIPMENT							
EQUIPMENT PURCHASES >5000							
CAPITAL\ LEASE Prin & Int							
REAL ESTATE RENTALS							
VOICE/DATA COMMUNICATIONS	1,600	1,504	1,079	915	934	761	
PER DIEM & FEES	600	300	450				
PER DIEM & FESS EXPENSE							
CONTRACTS							
ADVERTISING - PROCUREMENT CARD							
RESALE	8,000	6,500	5,835	1,445	3,929	2,175	
TOTAL OTHER EXPENDITURES	10,200	8,304	7,364	2,360	4,863	2,936	-71%
GRAND TOTAL	\$ 182,139	\$ 177,452	\$ 103,397	\$ 90,565	\$ 73,155	\$ 73,438	-60%
Earned Revenues	\$36,826	\$34,473	\$18,523	\$20,815	\$24,326	\$23,362	-37%
% Cost Recovery	20%	19%	18%	23%	33%	32%	11%

Earned Revenues

Earned revenues at Pickett's Mill decreased between 2008 and 2010, which is largely attributed to economic decline and reduced hours of operation to meet the mandate to reposition and reduce overall expenses. Since 2010 revenues have increased slightly.

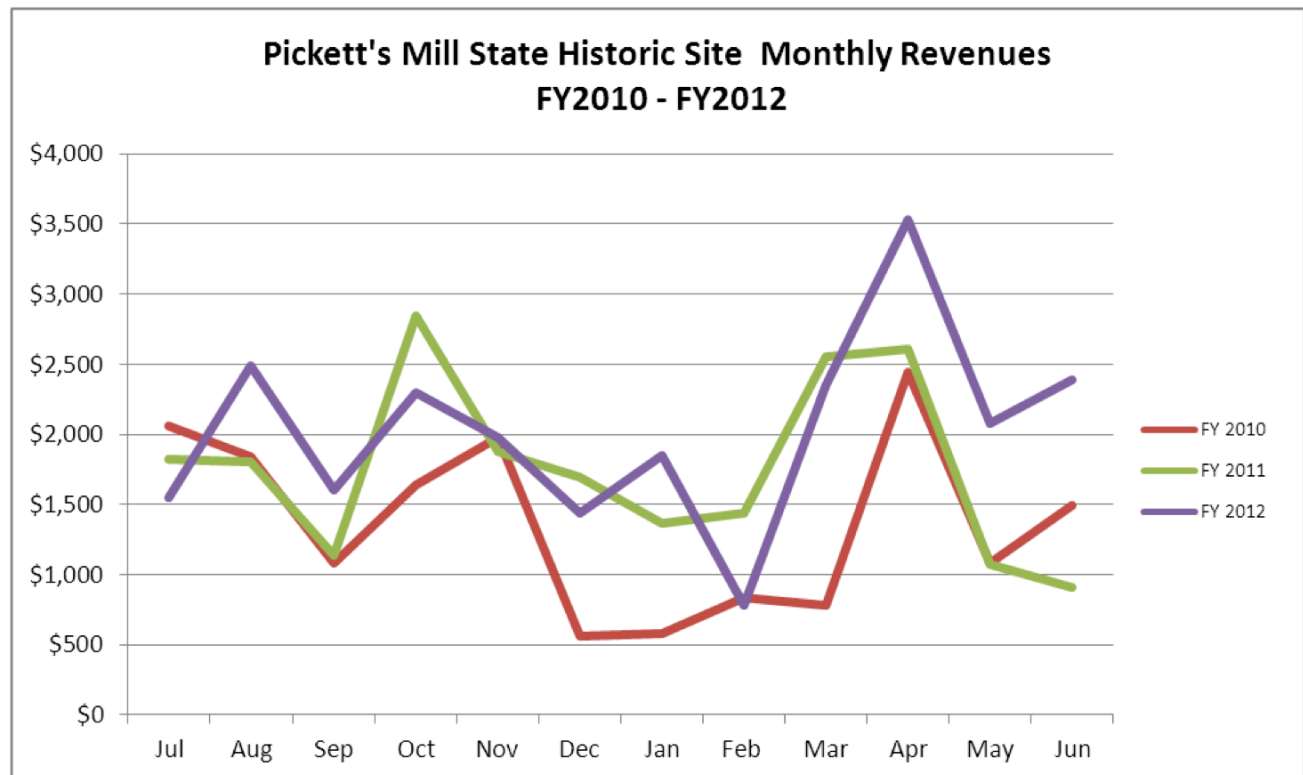
Monthly earned revenues for the last three years (see table below) indicate that the total annual revenue increased 31% from 2010 to 2012, with the largest increases in monthly revenues in December (156%), March (203%) and January (221%), and the largest decreases in the months of July (-25%), and February (-7%).

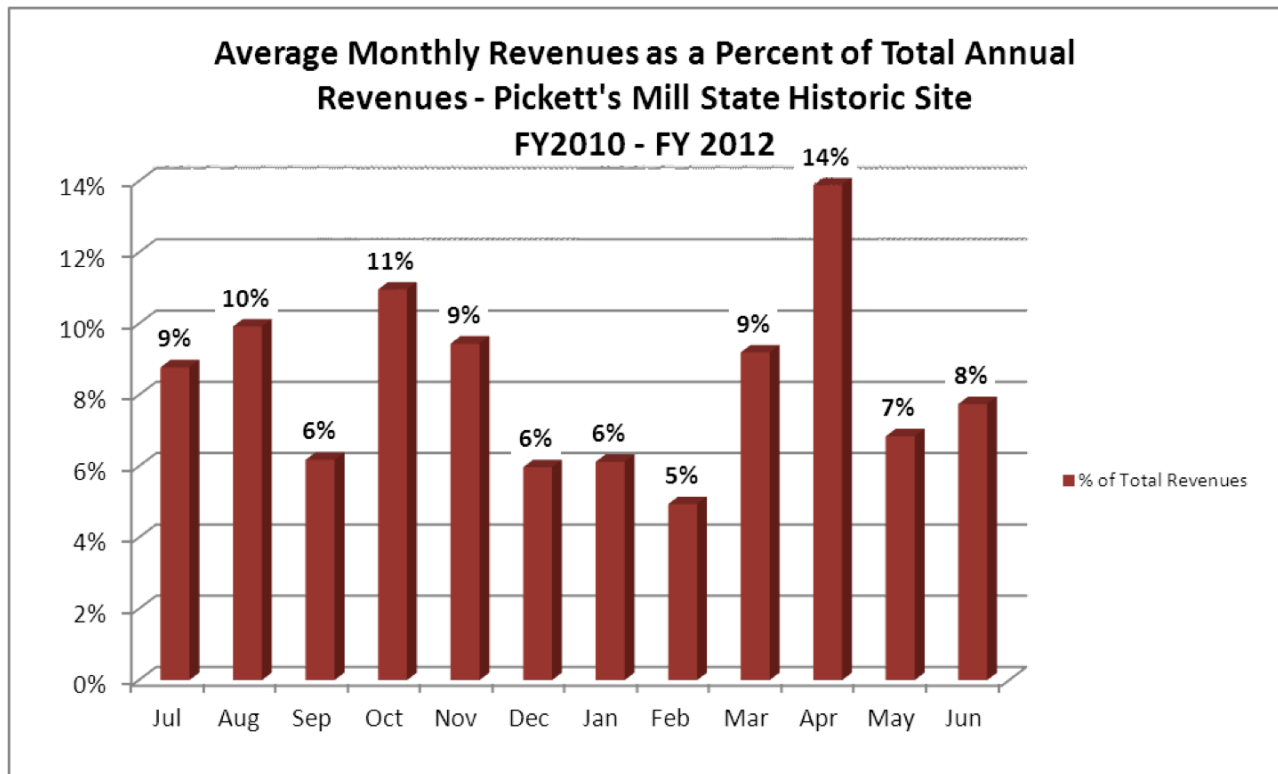
Pickett's Mill

FY 2010 - FY 2012 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2010	\$2,055	\$1,840	\$1,085	\$1,639	\$1,981	\$562	\$576	\$838	\$776	\$2,440	\$1,085	\$1,495	\$18,523
FY 2011	\$1,826	\$1,807	\$1,134	\$2,843	\$1,878	\$1,691	\$1,365	\$1,441	\$2,554	\$2,610	\$1,069	\$911	\$20,815
FY 2012	\$1,546	\$2,490	\$1,604	\$2,295	\$1,980	\$1,440	\$1,847	\$776	\$2,355	\$3,533	\$2,076	\$2,384	\$24,326
Avg	\$1,809	\$2,046	\$1,274	\$2,259	\$1,946	\$1,231	\$1,263	\$1,018	\$1,895	\$2,861	\$1,410	\$1,597	\$21,221
% of Total Revenues	9%	10%	6%	11%	9%	6%	6%	5%	9%	13%	7%	8%	100%
% change	-25%	35%	48%	40%	0%	156%	221%	-7%	203%	45%	91%	59%	31%

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



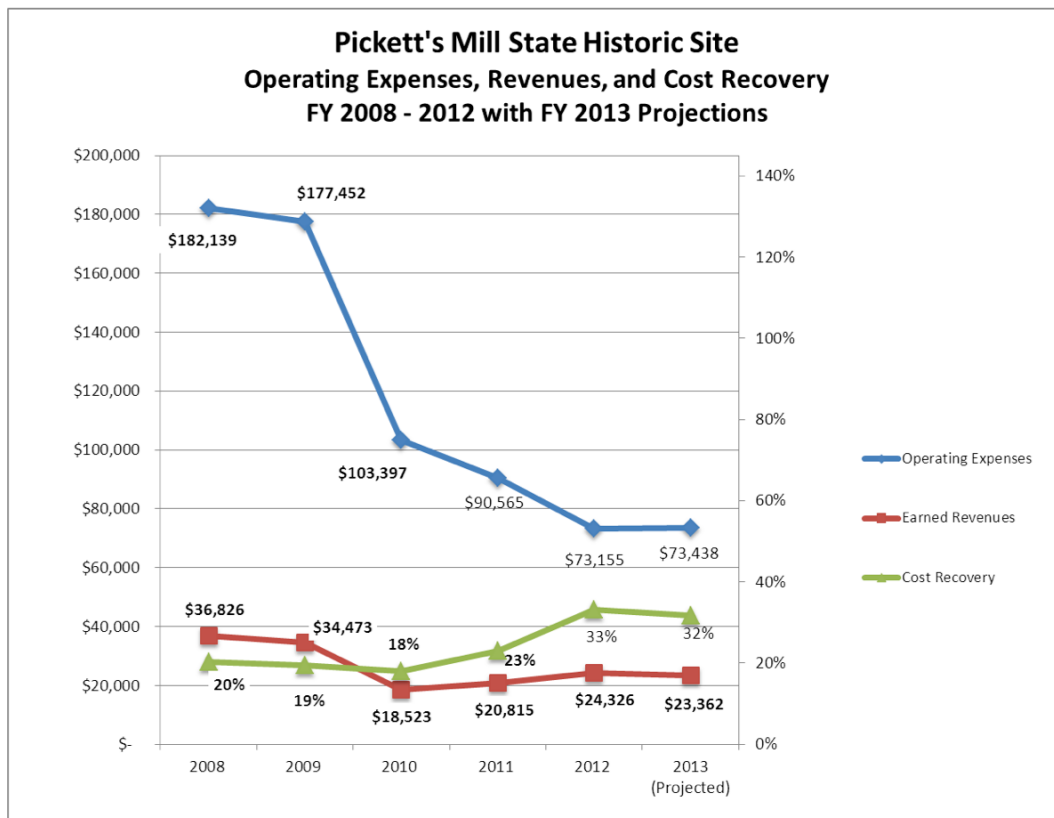


Georgia State Parks and Historic Sites

Cost Recovery Trends

Pickett's Mill has achieved an average cost recovery of 24% of annual operational expenses through earned revenues from FY 2008 to FY 2012 and includes projections for FY 2013. This is detailed and illustrated in the table and graph below.

Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
2008	\$194,975	\$36,826	19%
2009	\$174,295	\$34,473	20%
2010	\$103,397	\$18,523	18%
2011	\$90,565	\$20,815	23%
2012	\$73,155	\$24,326	33%
2013 (Projected)	\$73,438	\$23,362	32%



Review of Pricing

Data on rate information is available as far back as 2002, but only the last four years are evaluated. There has been little growth in fees charged at Pickett's Mill since 2008, with the largest increase occurring across the board in 2009. A table detailing the rates for Pickett's Mill is provided below.

2011 HISTORIC SITES RATES		2008	2009	2010	2011	Comments
4	Picketts Mills					
	Adults	\$3.00	\$4.00	\$4.00	\$4.00	
	Seniors	\$2.50	\$3.50	\$3.50	\$3.50	
	Adult Groups	\$2.25	\$3.25	\$3.25	\$3.25	
	Youth (6 - 17)	\$1.75	\$2.75	\$2.75	\$2.75	
	Youth Groups (6 - 17)	\$1.50	\$2.50	\$2.50	\$2.50	
	Child/Groups (Under 6)	\$0.75	\$1.00	\$1.00	\$1.00	

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Pickett's Mill Historic Site.

Enhance Cost Recovery of Site Operations

A key outcome of this business planning process and the D15 sustainability initiative is to better define the parameters of sustainable operations for Georgia State Parks and Historic Sites. This plan identifies the criteria for more sustainable operations at Pickett's Mill Battlefield State Historic Site, as well as establishes a minimum standard under which operations at the site should be drastically altered, suspended, or discontinued.

Enhance Revenue Generation Strategies

Improving earned revenues will most likely result from the impacts of both increased traffic and visitation in the site, and increased proportional revenues from services based on pricing and fee adjustments. Proactive and progressive pricing and fees that are appropriately aligned with costs of service should be established and routinely monitored. Pricing and fee policies and practices are central to producing more resources at the park. The following recommendations should be considered and monitored over the next five years:

1. Develop a cost of service assessment for each attraction, amenity and program in the site to determine its level of tax funding and or revenue contribution.
2. Develop a pricing policy based on core and non-core services and based on its public, merit and private value and benefit received.
3. Price services based on benefit received level of exclusivity, prime-time and non-prime time basis, and season or off-season time.
4. Train staff on how pricing works and how to communicate prices to users.
5. Create a tiered pricing structure that encourages early reservations, off-peak usage, diverse user groups, and supports the cost recovery goals of the system.

Expand Special Events at the Site

1. Establish criteria for evaluating whether programs are core programs and services, important, or visitor supported to the mission and objectives of the site.
2. Develop and implement program standards as it applies to core programs and services including health and wellness, outdoor recreation, and natural and cultural resource stewardship.
3. Create functional and productive year- round programs, including enhancement of facilities and services targeting special events.
4. Develop a youth services program partnership plan with youth service organizations throughout the region.

5. Develop an active recreation program plan for senior adults between the age of 55 and 85 for the next ten years.
6. Develop appropriate programs for people with disabilities.
7. Increase programs targeting family recreation to increase families participating together.
8. Develop a diverse blend of special events that engage the local community and draw tourists to the Historic Site.
9. Develop programs that represent a tiered level of service with varied and appropriate pricing.
10. Reinvigorate the marketing and communications promoting programs at Pickett's Mill Historic Site and other state parks in the region.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

The needs of Historic Site guests are evolving as more diverse interests grow in the market. Pickett's Mill can improve its ability to meet the needs of the modern user by diversifying the age appeal of the site, hosting special events and/or competitions in themes and activities that are becoming increasingly popular, and by engaging alternative providers in supporting the amenities and programs at the historic site.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and promotional activities of Pickett's Mill can be improved in order to produce greater outcomes from both peak, shoulder, and off seasons. Much of this can be achieved through a shift in the basic platform of marketing to a more targeted approach and inspirational mantra. Additionally, the use of pre-season incentives to promote off season usage and advanced registration for peak and shoulder seasons will improve the ability of the park to maintain an increased and balanced flow of usage throughout the year. Most importantly, all marketing and promotional efforts must be monitored through sales goals the site – marketing without sales is just an awareness campaign that has little or no effect on the financial performance of the park.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Creating a more efficient and consistent process for soliciting visitor and user feedback will improve the ability of the site to be a more proactive facility and service provider in the region.

Expand Partnership Opportunities

Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against what may have caused conflicts internally and externally. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Pickett's Mill 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
Public safety	0%
Protection of cultural and natural resources	0%

Important Services	
Program / Service	Target Cost Recovery
Hiking trails	50%
Self-guided interpretation and education programs	20%
Artifact management	20%
Historic research support	50%
Maintenance (grass cutting, buildings, bathrooms, etc.)	50%
Passive interpretation	25%

Visitor Supported	
Program / Service	Target Cost Recovery
Special events and staffed interpretive programming	80%

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">FOPCWSCVRe-enactors	
Vendor Partners			
Service Partners			
Co-branding Partners			
Funding Resource Development Partner		<ul style="list-style-type: none">FOPCWSCV	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Pickett's Mill are based on the following desired outcomes:

1. Increased group visitation
2. Increased public programs

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 2015
Community & School Partnerships	Weak	Increase annual visitation to 12,833+
Social Media Involvement	None	1,000+ likes on Pickett's Mills facebook page.

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Pickett's Mill 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. The 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 Pickett's Mill Historic Site are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
FOPCCW	SCV	
SCV	FOPCCW	
Kennesaw College	Kennesaw College	

PACKAGING

Examples and suggested packages for Pickett's Mill are provided in the table below.

Package	Package Details
Home School Day	Rotating programs: Soldier life, Cabin, Weapons demonstration
Public School Day	Rotating programs: Soldier life, Cabin, Weapons demonstration

GROUP SALES

Types of groups within which specific target customers can be identified for Pickett's Mill are listed below:

- School Groups
- Scouts
- Family Reunions
- History Groups
- Cyclists
- Weddings
- Military
- Dog Walkers
-

INCENTIVIZING NEW AND REPEAT VISITATION

Pickett's Mill will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Creative Special Events
- Community Partnership and Outreach

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at Pickett's Mill:

1. Loyalty and repeat customers = Reenactment groups, school groups.
2. Brand confidence & customers-recruiting-customers = Historical societies, word of mouth.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Pickett's Mill has set a financial goal of increasing annual revenues between 5%-10% annually between 2010 and 2015. The largest revenue growth opportunity is most likely increasing special events attendance, and increasing social media and site marketing. 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	\$2,205	\$1,005	\$1,005	\$1,639	\$1,560	\$1,560	\$2,432	\$1,383	\$1,383	\$3,101	\$626	\$626	\$18,523
2011	10%	\$2,425	\$1,105	\$1,105	\$1,803	\$1,716	\$1,716	\$2,676	\$1,521	\$1,521	\$3,411	\$689	\$689	\$20,375
2012	10%	\$2,668	\$1,215	\$1,215	\$1,983	\$1,887	\$1,887	\$2,943	\$1,673	\$1,673	\$3,752	\$758	\$758	\$22,413
2013	5%	\$2,801	\$1,276	\$1,276	\$2,082	\$1,981	\$1,981	\$3,090	\$1,757	\$1,757	\$3,940	\$796	\$796	\$23,533
2014	5%	\$2,941	\$1,340	\$1,340	\$2,186	\$2,080	\$2,080	\$3,245	\$1,845	\$1,845	\$4,137	\$836	\$836	\$24,710
2015	5%	\$3,088	\$1,407	\$1,407	\$2,296	\$2,185	\$2,185	\$3,407	\$1,937	\$1,937	\$4,343	\$877	\$877	\$25,946

These projections would result in a total of 35% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed at flat rate between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 35% 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 18% cost recovery in that year and 19% cost recovery in 2008.

Revenue Generation Strategies

PRICING PLAN

Current Pricing and Proposed CY2012 Pricing

H	PICKETT'S MILL			
	Group Shelter - Year Round (capacity)	\$225 (175)	\$250	
	Group Shelter (wd)			
	Group Shelter (we)			

	2010	2011	2012	2013	2014	2015	Comments
HISTORIC SITES							
Pickett's Mill Battlefield							
Adults	\$ 4.00	\$ 4.00	\$ 5.50	\$ 5.50	\$ 5.75	\$ 6.00	
Seniors	\$ 3.50	\$ 3.50	\$ 3.50	\$ 3.50	\$ 3.75	\$ 4.00	
Adult Groups	\$ 3.25	\$ 3.25	\$ 3.50	\$ 3.50	\$ 3.75	\$ 4.00	
Youth (6 - 17)	\$ 2.75	\$ 2.75	\$ 3.00	\$ 3.00	\$ 3.50	\$ 3.50	
Youth Groups (6 - 17)	\$ 2.50	\$ 2.50	\$ 2.75	\$ 2.75	\$ 3.00	\$ 3.00	
Child/Groups (Under 6)	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	Individual children under 6 are free.

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Behind the scenes hike	See areas of the park not on the trails	January February March	3 times	Mixed	Regular admission fee	50%
Soldier Life	Learn about a soldiers life	November April	1 time	Mixed	Regular admission fee	50%
Cabin Life	Learn about the life of farmers	May, July October December	4 times	Mixed	Regular admission fee	50%
Battle anniversary	Learn about the PM battle	June	1 time	Mixed	Regular admission fee	50%
Junior Rangers	Learn history of PM	July	1 time	Mixed	Regular admission fee	80%
Lecture	Learn about weapons used	August	1 time	Mixed	Regular admission fee	50%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
FOPCCW	Candle Light Tour		Inter. Ranger
SCV	Candle Light Tour		Inter. Ranger

Expense Management Plan

Personnel Assignments

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

Action	Timeline	Outcome
Utilize staff at EM & RTM to cross support Pickett's Mill	Immediate & Ongoing	Better support for events at Pickett's Mill.
Fill Maint. Engineer position at RTM to support maintenance operations at PMB.	Complete & Ongoing	Better cross-site support for maintenance at all three sites
Utilize Resource Manager 2 to oversee EM and PM operations, RTM programming	Immediate & Ongoing	Increased efficiency and cross support of programs and ops.

Management Techniques

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

Action	Timeline	Outcome
Establish a Friends of Georgia State Park Chapter at Pickett's Mill	Immediate & Ongoing	To leverage financial support and grants through the Friends of Georgia State Parks, and provide liability coverage for special events and volunteers.

Adjusted Levels of Service

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

Action	Timeline	Outcome
Museum Hours of Operation	2011	Better balance service to customers at this key location, close operation at times when traffic is slow.

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

Pickett's Mill Battlefield						
State Historic Site						
Operational Expenses	2010 (Actual)	2011 (Actual)	2012 (Actual)	2013 (Projected)	2014 (Projected)	2015 (Projected)
REGULAR SALARIES	\$50,571	\$25,752	\$24,322	\$26,249	\$26,249	\$26,249
ANNUAL LEAVE PAY			\$0	\$0	\$0	\$0
OTHER SUPPLEMENTAL			\$0	\$0	\$0	\$0
OVERTIME			\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR			\$0	\$0	\$0	\$0
FICA	\$3,869	\$1,644	\$2,231	\$1,625	\$1,625	\$1,625
RETIREMENT	\$5,265	\$2,733	\$2,212	\$3,911	\$3,911	\$3,911
HEALTH INSURANCE	\$11,209	\$6,461	\$7,915	\$7,823	\$7,768	\$7,714
UNEMPLOYMENT INSURANCE		\$135	\$83	\$181	\$179	\$178
ASSESSMENTS BY MERIT	\$274	\$274	\$139	\$137	\$139	\$139
DRUG TESTING						
PERSONAL SERVICES	\$71,188	\$36,998	\$36,903	\$39,926	\$39,871	\$39,816
POSTAGE	\$75	\$0	\$0	\$57	\$50	\$50
MOTOR VEHICLE EXPENSES	\$1,500	\$3,573	\$4,056	\$3,228	\$3,206	\$3,183
PRINTING & PUBLICATION			\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$3,250	\$3,289	\$3,401	\$3,400	\$3,376	\$3,353
REPAIRS & MAINTENANCE	\$1,500	\$20,390	\$1,557	\$2,900	\$2,880	\$2,860
EQUIPMENT >\$1000< \$5,000			\$0	\$0	\$0	\$0
WATER & SEWAGE	\$1,500	\$1,146	\$1,865	\$1,820	\$1,807	\$1,794
ENERGY	\$13,500	\$15,602	\$14,022	\$13,472	\$13,378	\$13,284
RENTS	\$1,500	\$1,465	\$1,464	\$1,500	\$1,490	\$1,479
INSURANCE & BONDING	\$1,550	\$1,887	\$1,902	\$1,725	\$1,713	\$1,701
FREIGHT			\$0	\$0	\$0	\$0
PURCHASING CARD			\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$470	\$3,854	\$948	\$2,474	\$2,457	\$2,440
CLAIMS & BONDS & INTEREST			\$0	\$0	\$0	\$0
TRAVEL			\$0	\$0	\$0	\$0
REGULAR EXPENSES	\$24,845	\$51,207	\$29,214	\$30,577	\$30,356	\$30,144
MOTOR VEHICLE EQUIPMENT			\$0	\$0	\$0	\$0
EQUIPMENT PURCHASES >5000			\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int			\$0	\$0	\$0	\$0
REAL ESTATE RENTALS			\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$1,079	\$915	\$934	\$760	\$755	\$749
PER DIEM & FEES	\$450	\$530	\$447		\$0	\$0
PER DIEM & FESS EXPENSE			\$0	\$0	\$0	\$0
CONTRACTS			\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD			\$0	\$0	\$0	\$0
RESALE	\$5,835		\$3,929	\$2,500	\$2,483	\$2,465
TOTAL OTHER EXPENDITURES	\$7,364	\$1,445	\$5,310	\$3,260	\$3,237	\$3,215
GRAND TOTAL	\$ 103,397	\$ 89,649	\$ 71,427	\$ 73,762	\$ 73,465	\$ 73,174

Georgia State Parks and Historic Sites

Revenue Pro Forma

Revenue Pro Forma						
Pickett's Mill State Historic Site						
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY 2012 (Actual)	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP NON-FOOD	\$ 2,780	\$ 3,593	\$ 3,701	\$ 3,750	\$ 3,800
60022	HIST. SITE ADMISSIONS	\$ 5,506	\$ 11,373	\$ 11,714	\$ 11,900	\$ 12,000
60036	PROGRAM FEES	\$ 300	\$ 99	\$ 102	\$ 150	\$ 300
60039	PROGRAM FUNDS	\$ 270	\$ 278	\$ 286	\$ 295	\$ 350
60041	SOFT DRINK SALES	\$ 10	\$ 636	\$ 655	\$ 675	\$ 700
60099	SALES TAX	\$ 891	\$ 304	\$ 313	\$ 323	\$ 332
	GROUP SHELTER	\$ 8,556	\$ 5,075	\$ 5,227	\$ 5,200	\$ 5,400
65003	Friends membership fees	\$ 210	\$ 2,968	\$ 3,057	\$ 3,064	\$ 3,064
TOTAL		\$ 18,523	\$ 24,326	\$ 25,056	\$ 25,357	\$ 25,946

Total / Cost Recovery Pro Forma

Pickett's Mill State Historic Site						
TOTAL PRO FORMA		2010 (Actual)	2012 (Actual)	2013	2014	2015
Visitation		11,159	11,717	12,303	12,504	12,833
Operational Expenses		\$ 103,397	\$ 73,154	\$ 73,438	\$ 74,500	\$ 75,000
Earned Revenues		\$18,523	\$24,326	\$23,362	\$24,710	\$25,946
% Cost Recovery		18%	33%	32%	33%	35%