

James H. Floyd State Park Business & Management Plan

Prepared June 2011; Finalized February 2013

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 James H. "Sloppy" Floyd State Park (JHF) 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	James H. "Sloppy" Floyd State Park
Site Manager	Will Wagner
Region Manager	Joe Yeager
Date of Business Plan completion	May 8, 2011
Site size	561 acres
Total number of visitors (FY 2010)	101,034
Total operating budget (FY 2010)	\$237,073
Total earned revenues (FY 2010)	\$169,822
Operational cost recovery (FY 2010)	72%
Average operating cost per visitor (FY 2010)	\$2.35
Average earned revenue per visitor (FY 2010)	\$1.68
Average cost recovery ¹ (FY 2008 – 2010)	70%
Target cost recovery (FY 2015)	83%
Total full-time employees ²	3
Total part-time employees ³	2
Primary service markets ⁴	Chattanooga, TN, Rome and Atlanta, GA
Primary attractors/visitor appeal factors	Cabins, camping, managed fishing lakes and hiking
Leading opportunities for improved site performance	Expansion of cottages, developed trail system

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

The 561-acre site of JHF is located in a rural setting, roughly 50 miles from major population centers like Chattanooga, Tennessee and 25 miles from Rome, Georgia. It is roughly 30 miles from Interstate 75 and Interstate 59. The relative isolation of JHF will prove a challenge to achieving the cost recovery target for FY 2015 in this business plan.

Key Attractions

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

- Fishing Lakes
- Cottage Rentals
- Camping
- Hiking
- Boat Rentals
- Interpretive Events and Special Programs

Financial Targets

The table below details the total operating expenses and earned revenues for James H. Floyd 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 75% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

James H. Floyd State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	15%	15,155		
	2008	2009	2010	2015 Target
Visitors	116,421	110,570	101,034	112,804
Total Expenses	\$ 226,752	\$ 212,337	\$ 237,073	\$ 230,504
Total Revenues	\$ 164,369	\$ 163,531	\$ 169,822	\$ 191,137
Cost per Visitor	\$ 1.95	\$ 1.92	\$ 2.35	\$ 2.04
Revenue per Visitor	\$ 1.41	\$ 1.48	\$ 1.68	\$ 1.69
State Financial Support per Visitor	\$ (0.54)	\$ (0.44)	\$ (0.67)	\$ (0.35)
Total Cost Recovery	72%	77%	72%	83%
Change from 2010 Expenses				\$ (6,569)
Percent Change from 2010 Expenses				-2.77%
Change from 2010 Revenues				\$ 21,315
Percent Change from 2010 Revenues				12.55%

Key Recommendations

Primary / Short Term Recommendations

1. Conduct in-park surveys monthly to assess how well customer satisfaction levels are being met. JFH 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.
2. Utilize a minimum of four special events annually to help draw more visitors to the site. These will include the Lucky Clover Cruise In, Twisted Ankle Marathon, Outdoor Adventure Day, Taylor Ridge Jamboree and the Lakeside Light Show.
3. Seek local partners to help support operations, programs, and service delivery and for cross-marketing purposes. This has been addressed to include local clubs, individuals and boy scouts.
4. Manage James H. Floyd according to well-defined maintenance, program and operational standards monitored and enforced by region managers and senior management. This maintenance will include assistance from local DNR partners such of the fish hatchery to maintain a thriving lake habitat and boost visitation.
5. Partner with local Chambers of Commerce or other destination marketing organizations (DMOs) to promote JHF. Have a goal that the local Chamber, Optimist and Rotary Clubs meet here at least once a year. Use this opportunity to generate/build partnerships and promote business.
6. Continue to work with the JHF Chapter of the Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.
7. 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. Possibly cut cost in concessions, firewood and ice in category.
8. 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 JFH. Maintain a good relationship with the sole county commissioner and sheriff.
9. Develop funding to provide additional training to site staff for improved business management and marketing effectiveness. Search out grants in order to fund particular projects.
10. Construct and upgrade facilities and amenities at the site that are likely to have a cost recovery level at or above 100%. Suggestions include managing fishing lakes, enhancing signage throughout the site and at its entrance, enhancing native landscaping, updating interpretive displays and exhibits, and providing free Wi-Fi at the site.
11. Add more youth-focused services, programs and amenities at the site that appeal to younger audiences, families and educational groups, such as the First Time Camper program and Backpacking 101.
12. Add more services, programs and amenities that appeal to older adults.

Secondary Recommendations

1. Improve the recreational amenities of the site to address modern and diverse uses. Improve the experience of hiking the trails or seeing the historical Marble Mine.

2. Engage the local community, user groups, local government, Finster's Museum and private organizations to improve connectivity between surrounding attractions and James H. Floyd.
3. Install an improved retail point-of-sale and inventory tracking system.

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 James H. Floyd 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 James H. Floyd State Park, and provides the assessed condition of each as reviewed in May 1rst, 2011.

Site Asset / Amenity	Quantity	Condition
Total Acreage	561	Good
Park Office Area	1	Poor
Campground Sites	25	Good
Campground Comfort Station	1	Fair/Poor
Campground Playground	1	Good
Cottages	4	Good
Linen House	1	Good
Shelters	4	Good
Maintenance Complex	1	Fair
Pole Barn / Shed	1	Fair
Manager's Residence	1	Good
Ranger's Residence	1	Good
Day Use Playground	1	Excellent
Day Use Picnic Area	1	Good
Day Use Bathroom Facilities	1	Good
Boardwalk	1	Good
Boat Dock	1	Poor
Handicap Fishing Dock	1	Good
Pioneer Campground Shelters	4	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
New Lower Lake Day Use / Pioneer Bathroom	HIGH
New / Enlarge Park Office / Nature Center	HIGH
Campground Comfort Station Renovated	HIGH
New Upper Lake Boat Storage & Shelter	HIGH
New Lower Lake Boat Storage & Shelter	HIGH
Lower Lake Boat Dock	HIGH
Native Plant / Drought Tolerant Landscaping	HIGH
New Pinhoti Trail Scenic Overlook	MODERATE
New Group Shelter	MODERATE
Create Nature Trail	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 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 James H. Floyd State Park have been identified as **core services**:

- **Active management of the natural resources and fishing lakes of the site in order to protect their native diversity game fish populations**
- **Open and public access to the site and its resources**
- **Site appropriate recreational opportunities**
- **Public safety on the grounds**
- **Maintenance of the grounds, facilities and infrastructure**

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 services offered at James H. Floyd State Park have been identified as **important services**:

- **Support of researchers for natural resource studies**
- **Provide environmental educational services for the public**
- **Provide outdoor recreation opportunities at a minimal cost**
- **Supply an area for day use, grilling and picnicking**
- **Offer an area for large group camping**

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 services offered at James H. Floyd have been identified as **visitor supported services**:

- **Gift shop / retail**
- **Cottages**
- **Campground**
- **Shelter rentals**
- **Boat rentals**

Georgia State Parks and Historic Sites

Staffing Assessment

Labor costs at James H. Floyd State Park represent the largest area of budgetary expense at an average of 71% of the total operating budget each year for the last three complete 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
Parks Facility Management Specialist	1	0	2320
Parks/Golf Maintenance Technician	1	0	2200
Clerk	1	0	2080
Food Service Worker	0	1	2080
TOTAL	3	1	8,680

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Housekeeper	1	0	1508
Grounds Maintenance Worker	1	0	1508
TOTAL	2	0	3,016

Labor Support

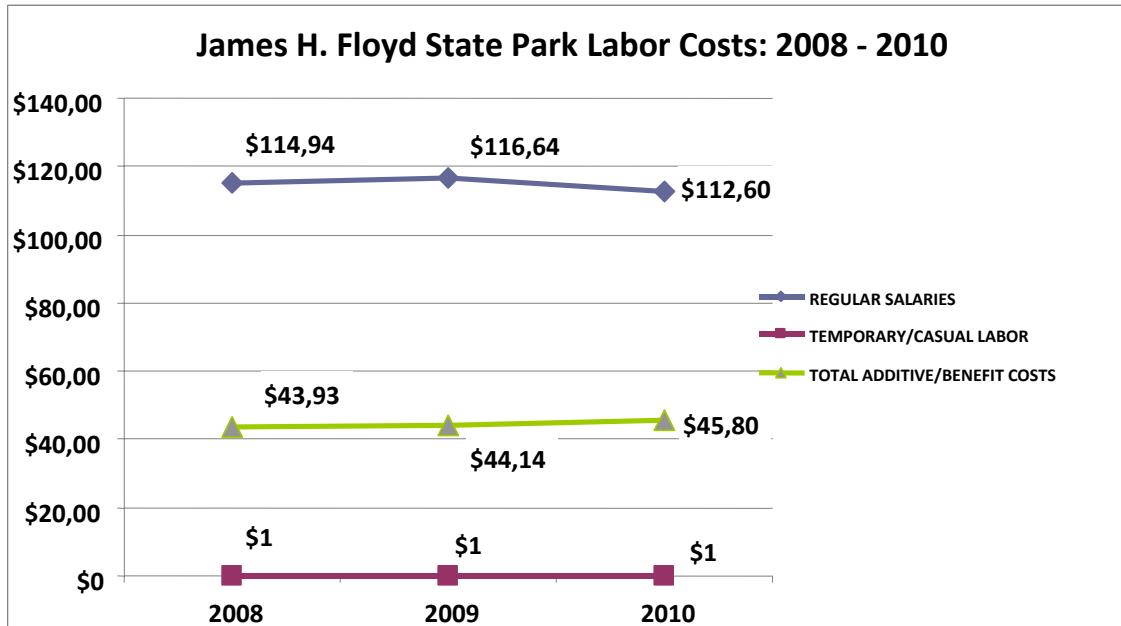
Labor Support	Annual Hours
Volunteers	1248
Community Service Workers	240
Engineering and Construction Crews	40
Resource Management Crews	0
TOTAL	1,528

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	8,680
Part Time Employees	3,016
Labor Support	1,528
TOTAL Annual Labor Hours	13,224

LABOR BUDGET SUMMARY

James H. Floyd SP	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
Account Code and Sub-Class Expenditure Descriptions				
REGULAR SALARIES	114,948	116,647	112,609	-2%
ANNUAL LEAVE PAY	1	1	1	0%
OTHER SUPPLEMENTAL	1	1	1	0%
TEMPORARY/CASUAL LABOR	1	1	1	0%
FICA	6,872	6,933	8,446	23%
RETIREMENT	10,067	10,216	11,723	16%
HEALTH INSURANCE	26,258	26,258	24,960	-5%
UNEMPLOYMENT INSURANCE	1	1	1	0%
ASSESSMENTS BY MERIT	735	735	676	-8%
PERSONAL SERVICES	158,883	160,793	158,418	0%



Georgia State Parks and Historic Sites

Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing 15,377 visitors. This is largely attributed to the economy.

Year	Total Visitation
2008	116,411
2009	110,570
2010	101,034

Occupancy for the overnight accommodations at James H. Floyd the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 7.9%. This is largely attributed to the economy.

Year	Campground Occupancy	Cabin Occupancy	Pioneer Occupancy	Shelter Occupancy
2008	32.48%	49.35%	N/A	N/A
2009	31.99%	44.18%	N/A	N/A
2010	29.18%	36.84%	N/A	N/A

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
James H. Floyd State Park	2009	55%
	2010	77%

Financial Performance Assessment

Operational Expenses

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

James H. Floyd State Park	2008	2009	2010	% Change from 2008
Operational Expenses				
REGULAR SALARIES	114,948	116,647	112,609	-2%
ANNUAL LEAVE PAY	1	1	1	0%
OTHER SUPPLEMENTAL	1	1	1	0%
OVERTIME				
TEMPORARY/CASUAL LABOR	1	1	1	0%
FICA	6,872	6,933	8,446	23%
RETIREMENT	10,067	10,216	11,723	16%
HEALTH INSURANCE	26,258	15,269	24,960	-5%
UNEMPLOYMENT INSURANCE	1	1	1	0%
ASSESSMENTS BY MERIT	735	735	676	-8%
DRUG TESTING	0	0	0	
PERSONAL SERVICES	158,883	149,805	158,418	0%
POSTAGE	150	150	200	33%
MOTOR VEHICLE EXPENSES	10,824	10,824	10,824	0%
PRINTING & PUBLICATION	1	1	1	0%
SUPPLIES & MATERIALS	19,183	19,183	11,500	-40%
REPAIRS & MAINTENANCE	5,600	5,600	4,100	-27%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE	3,600	3,600	2,900	-19%
ENERGY	22,700	22,700	30,500	34%
RENTS	3,400	3,400	3,400	0%
INSURANCE & BONDING	2,238	2,238	2,435	9%
FREIGHT				
PURCHASING CARD	0	0	0	
OTHER OPERATING EXPENSES	3,750	3,750	2,700	-28%
CLAIMS & BONDS & INTEREST				
TRAVEL	1	1	1	0%
REGULAR EXPENSES	71,447	71,447	68,561	-4%
MOTOR VEHICLE EQUIPMENT	1	6,950		-100%
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	4,000	4,000	2,000	-50%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	1	1	2,794	279275%
ADVERTISING - PROCUREMENT CARD				
RESALE	5,300	6,600	5,300	0%
TOTAL OTHER EXPENDITURES	9,302	17,551	10,094	9%
GRAND TOTAL	\$ 226,752	\$ 212,337	\$ 237,073	-1%
Earned Revenues	\$164,369	\$163,531	\$146,432	-36%
% Cost Recovery	72%	77%	62%	-10%

Georgia State Parks and Historic Sites

Earned Revenues

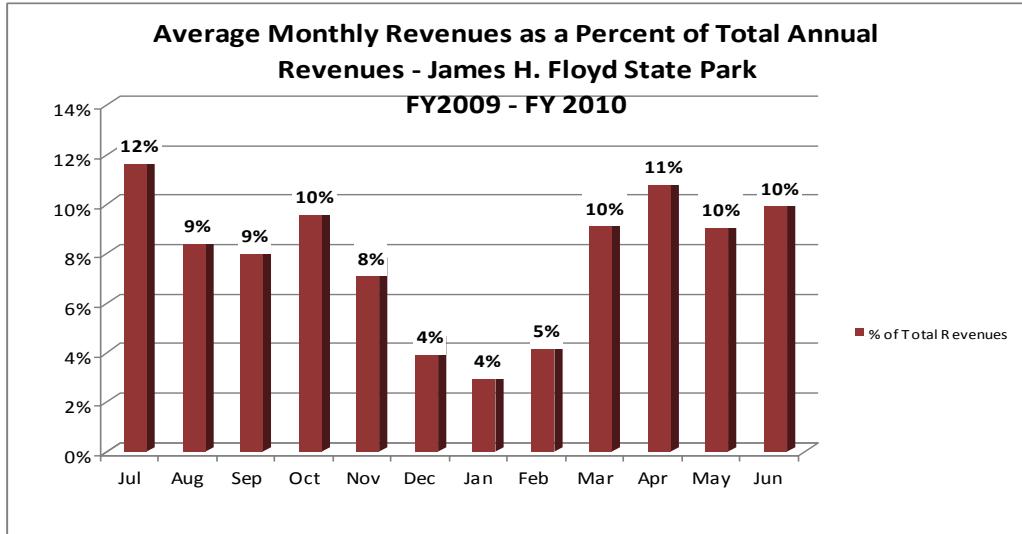
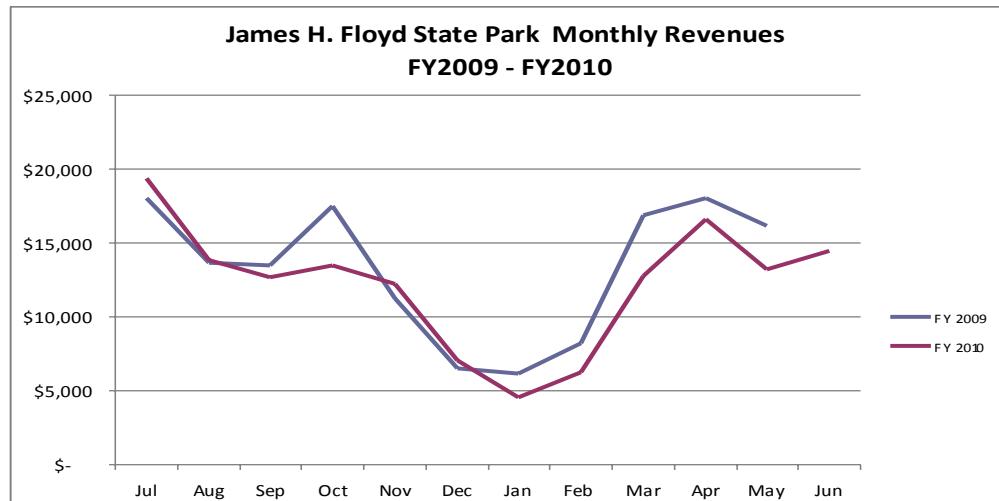
Earned revenues at JHF have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation. Monthly earned revenues for the last two years (see table below) indicate that the total annual revenue decreased 11% from 2009 to 2010, with the largest **increases** in monthly revenues in July, November and December (8%) and the largest **decreases** in the months of January, February and March (24-27%).

James H. Floyd

FY 2009 - FY 2010 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$17,996	\$13,645	\$13,450	\$17,496	\$11,273	\$ 6,546	\$ 6,192	\$ 8,220	\$16,884	\$18,067	\$16,152	\$17,609	\$161,758
FY 2010	\$19,412	\$13,813	\$12,702	\$13,452	\$12,205	\$ 7,086	\$ 4,538	\$ 6,206	\$12,748	\$16,580	\$13,247	\$14,441	\$144,290
Avg	\$18,704	\$13,729	\$13,076	\$15,474	\$11,739	\$ 6,816	\$ 5,365	\$ 7,213	\$14,816	\$17,324	\$14,699	\$16,025	\$153,024
% of Total Revenues	12%	9%	9%	10%	8%	4%	4%	5%	10%	11%	10%	10%	100%
% change	8%	1%	-6%	-23%	8%	8%	-27%	-24%	-24%	-8%	-18%	-18%	-11%

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



Cost Recovery Trends

James H. Floyd has achieved an average cost recovery of 70% 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	\$226,752	\$164,369	72%
2009	\$212,327	\$163,531	77%
2010	\$237,073	\$146,432	62%

Review of Pricing

Data on rate information is available as far back as 2003, but only the last three years are evaluated. There has been notable growth in fees charged at JHF since 2003, with the largest increase being picnic shelters at 25%. A table detailing the rates for JHF is provided below.

	2003	2004	2005	2006	2007	2008	2009	1/1/2010	4/1/2010	2011	\$ Growth 2008-2011	% Growth 2008-2011
JAMES H. FLOYD												
Picnic Shelter	\$30	\$30	\$30	\$30	\$30	\$30	\$35	\$35	\$40	\$40	\$10	25%
Camping (RV/Tent)	\$21/19	\$21/19	\$22/20	\$22/20	\$22/20	\$24	\$24/22	\$24/22	\$27/25	\$28	\$4	14%
Cottage (2 BR)												
Year Round						\$110	\$120	\$120	\$125	\$125	\$15	12%
Peak - Oct 1 - Nov 30 and Holidays						\$120	\$130	\$130	\$135	\$135	\$15	11%
Oct 1st - Nov 30th (wd)	\$100	\$100	\$100	\$100	\$100							
Oct 1st - Nov 30th (we)	\$110	\$110	\$110	\$110	\$110							
Dec 1st - Sept 30th (wd)	\$95	\$95	\$95	\$95	\$95							
Dec 1st - Sept 30th (we)	\$105	\$105	\$105	\$105	\$105							
Pioneer Campsite	\$25	\$25	\$50	\$50	\$50	\$50	\$50	\$50	\$55	\$55	\$5	9%
JAMES H. FLOYD						2008	2009	2010		2011		
Fishing/Jon Boat												
1 hour							\$5	\$5			\$5	\$5
4 hours							\$8	\$15	\$15		\$15	\$7
8 hours							\$10	\$25	\$25		\$25	\$15
Fishing/Jon Boat												
4 Hours							\$8					
Daily							\$10					
Pedal Boats							\$2 pp/.30 mins					
1/2 Hour							\$3	\$3 pp	\$3 pp		\$4	\$1
1 Hour							\$6	\$6 pp	\$6 pp		\$7	\$1
												14%

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for James H. Floyd State Park.

Enhance Cost Recovery of Site Operations

James H. Floyd State Park is operating at a 70% average cost recovery of operational expenses through earned revenues. While small parks in a rural setting generally have a more difficult time generating revenues to offset expenses, JHF can likely improve revenues through additional special events and other measures to draw more visitors to the site as well as additional cottages and generate higher revenues. It is critical that the site seek to increase its cost recovery to no less than 80% through enhanced revenue generation and strategic expense reductions.

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. JHF will improve revenue generation through more the addition of more cottages, creating special events to increase visitation, making boat rentals and hiking more user-friendly and by overall fee increases for programs and facility usage.

Expand Special Events at the Site

James H. Floyd State Park's goal is to have a special event for every season and create other signature events throughout the year in order to increase the publics desire to choose JHF at a destination. These events may include marathons, bluegrass festivals or wildlife adventures days. Smaller events may include focus on outdoor recreation seminars or natural feature courses. Events not led by the park but managed within may include wedding packages.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

James H. Floyd State Park's plan to appeal to a varied audience will be to include programs such as movie nights to attract a younger crowd as well as historical hikes to the Marble Mine to attract a more mature audience, thus also producing family programs to draw in groups as a whole. By also utilizing surrounding DNR assets programs and tasks at hand may change from time to time to encourage repeat visitation.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and promotional activities of the James H. Floyd State Park could be improved to produce greater visitation and revenues during peak, shoulder, and off seasons. James H. State Park is often called one of Georgia's best keep secrets. While still holding on to that title the goal of the park will be to attempt to be regular in newspaper and television programs to promote the facility.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

James H. Floyd 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. JHF will 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 will be evaluated and potentially considered for elimination.

Expand Partnership Opportunities

James H. Floyd State Park will begin to take advantage of partnering with several local environmental groups, outdoor recreational centers as well as historical clubs in order to help facilitate and participate in programs and advertising. JHF will also contribute to events in the local communities to create awareness about the park and amenities.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at JHF 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 resources and fishing lakes of the site in order to protect their native diversity game fish populations	10% to 25%
Open and public access to the site and its resources	25% to 50%
Site appropriate recreational opportunities	25% to 50%
Public safety on the grounds	0%
Maintenance of the grounds, facilities and infrastructure	0%

Important Services	
Program / Service	Target Cost Recovery
Support of researchers for natural resource studies	50%
Provide environmental educational services for the public	70% to 85%
Provide outdoor recreation opportunities at a minimal cost	75% to 90%
Supply an area for day use, grilling and picnicking	35% to 50%
Offer an area for large group camping	65% to 85%

Visitor Supported	
Program / Service	Target Cost Recovery
Gift shop / retail	120% to 150%
Cottages	125% to 150%
Campground	100% to 120%
Shelter rentals	100% to 120%
Boat rentals	120% to 150%

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"> • Pinhoti Trail Alliance • Armuchee Bluegrass Assc. • Optimist Club 	
Vendor Partners			<ul style="list-style-type: none"> • Coco-Cola • Georgia Power
Service Partners	<ul style="list-style-type: none"> • City of Summerville • Chattooga County 	<ul style="list-style-type: none"> • Chamber of Commerce 	<ul style="list-style-type: none"> • Reynolds Barn
Co-branding Partners	<ul style="list-style-type: none"> • Summerville Fish Hatchery • US Forest Service • Georgia Forestry Commission • Wildlife Resources 		
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Georgia State Parks • Friends of Sloppy Floyd 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for James H. Floyd State Park are based on the following desired outcomes:

1. To create better signage and trail markings with Point of Interest development
2. To develop monthly programs and quarterly events to attract large crowds
3. To generate outreach opportunities to create general awareness
4. To design a more efficient gift store, offer more tourist products and create visitor appeal

In order to meet these goals, examples of specific target outcomes are identified in the table below.

Area of Focus	Current Performance	Goal by 2011	Goal by 2012	Goal by 2015
Mine Trail Usage	Unknown	175	225	300
Programs/Events	Unknown	500	750	1000
Outreach	Unknown	250	350	500
Visitor Center	101,034	109,000	114,000	117,000

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

JHF 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 James H. Floyd State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Pickin' on the Pinhoti Bluegrass Festival	Lakeside Movie Night	Georgia's Ridge and Valley Tour
Twisted Ankle Marathon	Backpacking 101	Armuchee Scenic Drive
Wildlife Adventure Day	Reptiles in Georgia	Fishing Tournament
Taylor Ridge Bluegrass Jamboree	Fishing Rodeo	Geocaching

PACKAGING

Examples and suggested packages for James H. Floyd State Park are provided in the table below.

Package	Package Details
Fishing Package	Camping, Jon Boat Rental, Parkpass and bait discount
Wedding Package	Shelter Rental, Two Cabins for two nights and multiple Parkpass discount
Backpacking Package	Backpacking 101 course, Two nights in campground, Parkpass and 10%

GROUP SALES

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

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

INCENTIVIZING NEW AND REPEAT VISITATION

James H. Floyd State Park will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Early registration discounts
- Group / bulk pricing options
- Differential pricing based upon days of week, peak or off-peak seasons, etc.
- Post peak season follow-up with visitors
- Co-branding partner benefits (e.g., members of affinity museums get discounts for certain services during specified times or redeem six Coca-Cola cans for a free souvenir from the gift shop).

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 65% of customers repeat their visit in a 12-month period.
2. Brand confidence & customers-recruiting-customers = Customer referrals equal a minimum of 50% of "Where did you hear about us?" responses from visitors polled.

Revenue Generation Plan

Revenue / Cost Recovery Goals

James H. Floyd 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 shoulder season months of March, May, August, September, and October. In these months revenues are not at their lowest or highest point of the year, and have the potential to grow. 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	\$19,412	\$13,813	\$12,702	\$13,452	\$12,205	\$ 7,086	\$ 4,538	\$ 6,206	\$12,748	\$16,580	\$13,247	\$14,441	\$146,43
2011	3%	\$19,994	\$14,228	\$13,083	\$13,856	\$12,571	\$7,299	\$4,674	\$6,392	\$13,130	\$17,078	\$13,644	\$14,875	\$150,82
2012	3%	\$20,594	\$14,655	\$13,476	\$14,271	\$12,948	\$7,518	\$4,815	\$6,584	\$13,524	\$17,590	\$14,053	\$15,321	\$155,34
2013	3%	\$21,212	\$15,094	\$13,880	\$14,700	\$13,337	\$7,744	\$4,959	\$6,782	\$13,930	\$18,118	\$14,475	\$15,780	\$160,01
2014	3%	\$21,848	\$15,547	\$14,296	\$15,141	\$13,737	\$7,976	\$5,108	\$6,985	\$14,348	\$18,661	\$14,909	\$16,254	\$164,81
2015	3%	\$22,504	\$16,014	\$14,725	\$15,595	\$14,149	\$8,215	\$5,261	\$7,195	\$14,778	\$19,221	\$15,357	\$16,742	\$169,75

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 75% 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 68% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Yield Management Margin (%)
1	JAMES H. FLOYD			
	Picnic Shelter	\$40	\$40	
	Camping (RV/Tent)	\$28/25	\$32/28	
	Cottage (2 BR)			
	Year Round	\$125	\$135	
	Peak - Oct 1 - Nov 30 and Holidays	\$135	\$145	
	Pioneer Campsite	\$55	\$60	
	Fishing/Jon Boat			
	1 hour	\$5	\$10	
	4 hours	\$15	\$20	
	8 hours	\$25	\$30	
	Pedal Boats			
	1/2 Hour	\$4	\$5	
	1 Hour	\$7	\$8	

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Outdoor Movie Night	Community Event	Shoulder months	4x / year	150	\$2	150%
Backpacking 101	Outdoor Recreation	Fall and Spring	2x / year	30	\$2	150%
Reptiles in Georgia	Wildlife	Shoulder months	4x / year	50	\$2	80%-100%
Historic Mine Hike	Interpretive	Shoulder months	6x /year	30	\$3	80%-100%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Coco-Cola concessions	Ongoing	15% of gross revenue	Park Manager
Waste collections	No contract	Free, saves cost to park	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 current salary housekeeper part-time	Fall 2012	Annual cost reduction of \$9,000

Management Techniques

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

Action	Timeline	Outcome
Convert snack machines to concession	Summer 2011	Annual cost reduction of \$1,000

Adjusted Levels of Service

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

Action	Timeline	Outcome
Reduce mowing and return site to natural state	Summer 2012	Annual cost reduction of \$3,000

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

James H. Floyd						
State Park						
Operational Expenses		2010 (Actual)	2012	2013	2014	2015
REGULAR SALARIES		\$112,609	\$111,821	\$111,038	\$110,261	\$109,489
ANNUAL LEAVE PAY		\$1	\$1	\$1	\$1	\$1
OTHER SUPPLEMENTAL		\$1	\$1	\$1	\$1	\$1
OVERTIME			\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR		\$1	\$1	\$1	\$1	\$1
FICA		\$8,446	\$8,387	\$8,328	\$8,270	\$8,212
RETIREMENT		\$11,723	\$11,641	\$11,559	\$11,479	\$11,398
HEALTH INSURANCE		\$24,960	\$24,785	\$24,612	\$24,440	\$24,268
UNEMPLOYMENT INSURANCE		\$1	\$1	\$1	\$1	\$1
ASSESSMENTS BY MERIT		\$676	\$671	\$667	\$662	\$657
DRUG TESTING		\$0				
PERSONAL SERVICES		\$158,418	\$157,309	\$156,208	\$155,114	\$154,029
POSTAGE		\$150	\$149	\$148	\$147	\$146
MOTOR VEHICLE EXPENSES		\$10,824	\$10,748	\$10,673	\$10,598	\$10,524
PRINTING & PUBLICATION		\$1	\$1	\$1	\$1	\$1
SUPPLIES & MATERIALS		\$19,183	\$19,049	\$18,915	\$18,783	\$18,651
REPAIRS & MAINTENANCE		\$5,600	\$5,561	\$5,522	\$5,483	\$5,445
EQUIPMENT >\$1000< \$5,000			\$0	\$0	\$0	\$0
WATER & SEWAGE		\$3,600	\$3,575	\$3,550	\$3,525	\$3,500
ENERGY		\$22,700	\$22,541	\$22,383	\$22,227	\$22,071
RENTS		\$3,400	\$3,376	\$3,353	\$3,329	\$3,306
INSURANCE & BONDING		\$2,238	\$2,222	\$2,207	\$2,191	\$2,176
FREIGHT			\$0	\$0	\$0	\$0
PURCHASING CARD		\$0	\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES		\$3,750	\$3,724	\$3,698	\$3,672	\$3,646
CLAIMS & BONDS & INTEREST			\$0	\$0	\$0	\$0
TRAVEL		\$1	\$1	\$1	\$1	\$1
REGULAR EXPENSES		\$71,447	\$70,947	\$70,450	\$69,957	\$69,467
MOTOR VEHICLE EQUIPMENT		\$1	\$1	\$1	\$1	\$1
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		\$1,906	\$1,893	\$1,879	\$1,866	\$1,853
PER DIEM & FEES			\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE			\$0	\$0	\$0	\$0
CONTRACTS		\$1	\$1	\$1	\$1	\$1
ADVERTISING - PROCUREMENT CARD			\$0	\$0	\$0	\$0
RESALE		\$5,300	\$5,263	\$5,226	\$5,189	\$5,153
TOTAL OTHER EXPENDITURES		\$7,208	\$7,158	\$7,107	\$7,058	\$7,008
GRAND TOTAL		\$ 237,073	\$ 235,413	\$ 233,765	\$ 232,129	\$ 230,504

Georgia State Parks and Historic Sites

Revenue Pro Forma

James H. Floyd State Park						
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY 2012	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP NON-FOOD	\$ 4,632	\$ 4,771	\$ 4,914	\$ 5,061	\$ 5,213
60002	CANCELLATION FEES	\$ (791)	\$ (815)	\$ (839)	\$ (864)	\$ (890)
60004	CABINS	\$ 79,386	\$ 81,767	\$ 84,220	\$ 86,747	\$ 89,349
60005	CAMP	\$ 70,220	\$ 72,327	\$ 74,497	\$ 76,732	\$ 79,033
60007	BOATS	\$ 7,364	\$ 7,585	\$ 7,812	\$ 8,047	\$ 8,288
60014	DOG FEES	\$ 7,364	\$ 7,585	\$ 7,812	\$ 8,047	\$ 8,288
60018	WASHER/DRYER	\$ 189	\$ 195	\$ 201	\$ 207	\$ 213
60020	SHORT/OVER	\$ -	\$ -	\$ -	\$ -	\$ -
60025	REFUNDS	\$ (22,619)	\$ (23,298)	\$ (23,997)	\$ (24,717)	\$ (25,458)
60027	PIONEER	\$ 2,435	\$ 2,508	\$ 2,583	\$ 2,661	\$ 2,741
60028	PICNIC SHELTERS	\$ 4,690	\$ 4,831	\$ 4,976	\$ 5,125	\$ 5,279
60033	SR. DISCOUNT	\$ (4,491)	\$ (4,626)	\$ (4,765)	\$ (4,908)	\$ (5,055)
60037	MISC. PARK RECEIPTS	\$ 58	\$ 60	\$ 61	\$ 63	\$ 65
60041	SOFT DRINK SALES	\$ 1,566	\$ 1,613	\$ 1,661	\$ 1,711	\$ 1,762
60073	DISABLED VET DISCOUNT	\$ (687)	\$ (707)	\$ (728)	\$ (750)	\$ (773)
	<i>difference from actual budget</i>	\$ 20,507	\$ 21,122	\$ 21,756	\$ 22,409	\$ 23,081
TOTAL		\$ 169,822	\$ 174,917	\$ 180,165	\$ 185,569	\$ 191,137

Total / Cost Recovery Pro Forma

James H. Floyd State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	101,034	103,055	106,146	109,331	112,804
Operational Expenses	\$ 237,073	\$ 235,413	\$ 233,765	\$ 232,129	\$ 230,504
Earned Revenues	\$169,822	\$174,917	\$180,165	\$185,569	\$191,137
% Cost Recovery	72%	74%	77%	80%	83%