

Richard B. Russell State Park Business & Management Plan

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 Richard B. Russell 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	Richard B. Russell State Park
Site Manager	TBD
Region Manager	Joe Yeager
Date of Business Plan completion	June 10, 2011
Site size	2,508 Acres
Total number of visitors (FY 2010)	562,515
Total operating budget (FY 2010)	\$ 504,817
Total earned revenues (FY 2010)	\$ 582,463
Operational cost recovery (FY 2010)	112%
Average operating cost per visitor (FY 2010)	\$.90
Average earned revenue per visitor (FY 2010)	\$ 1.00
Average cost recovery ¹ (FY 2008 – 2010)	115%
Target cost recovery (FY 2015)	123%
Total full-time employees ²	7
Total part-time employees ³	13
Primary service markets ⁴	GA – Atlanta, Augusta, Athens SC – Greenville, Spartanburg, Anderson NC - Asheville
Primary attractors/visitor appeal factors	Lake Richard B. Russell (boating & fishing), Arrowhead Pointe Golf Course, cottages, swimming beach
Leading opportunities for improved site performance	3 new cottages were added in spring 2011

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

Located on a 26,650-acre lake, Richard B. Russell State Park offers some of the state's finest fishing and boating. The park's campground and fully equipped cottages are located on or near the water's edge for a relaxing getaway. A nature trail follows the shoreline to one of the oldest steel pin bridges in the area, loops through the adjoining woods and returns to the beach. The park's 18-hole championship golf course, Arrowhead Pointe, was named "2nd Best New Affordable Public Course in America" by Golf Digest Magazine when it opened. The course features a LEED-certified clubhouse, golf pro and junior/senior citizen discounts. Several Indian sites were excavated near the park in 1980 before the lake was filled, indicating that Paleo-Indians lived in the area more than 10,000 years ago. This area is now called Rucker's Bottom and lies deep within the waters of Lake Richard B. Russell. All park facilities are designed for wheelchair accessibility, including the swimming beach.

Key Attractions

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

- 2,508 Acres
- Arrowhead Pointe Golf Course
- 20 – 2 Bedroom Cottages
- 28 Campsites
- 27 Hole Disc Golf Course
- Lake Swimming (Beach Open Seasonally)
- Lake Richard B. Russell
- Picnic Shelters
- Group Shelter
- 2,000 Meter Olympic Rowing Lanes
- Go Fish Mega Ramp
- 5.5 miles of Multi-Use Hike or Bike Trails
- 1.5 miles of Hiking Trails

Financial Targets

The table below details the total operating expenses and earned revenues for Richard B. Russell 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 123% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Richard B. Russell State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	7%	39,376		
	2008	2009	2010	2015 Target
Visitors	544,041	554,037	562,515	601,891
Total Expenses	\$ 482,455	\$ 453,382	\$ 504,817	\$ 490,832
Total Revenues	\$ 545,781	\$ 553,927	\$ 582,463	\$ 606,139
Cost per Visitor	\$ 0.89	\$ 0.82	\$ 0.90	\$ 0.82
Revenue per Visitor	\$ 1.00	\$ 1.00	\$ 1.04	\$ 1.01
State Financial Support per Visitor	\$ 0.12	\$ 0.18	\$ 0.14	\$ 0.19
Total Cost Recovery	113%	122%	115%	123%
Change from 2010 Expenses				\$ (13,985)
Percent Change from 2010 Expenses				-2.77%
Change from 2010 Revenues				\$ 23,676
Percent Change from 2010 Revenues				4.06%

Key Recommendations

Primary / Short Term Recommendations

1. In July RBR implemented a cost-based accounting system. With use of data collected, RBR will operate accordingly and make every effort to achieve a 123% cost recovery.
2. RBR will distribute customer satisfaction surveys to overnight guests and encourage use of the comments section of the web-site in order to achieve a 90% or better satisfaction rating. Programs that fall below the 90% satisfaction standard will be critically reviewed. These programs will be eliminated or enhanced depending on results of the surveys.
3. RBR currently contracts out the beach concession operation annually, and will consider other potential concession opportunities.
4. RBR is collecting zip codes from day visitors. This information will be used to improve programming and marketing efforts.
5. RBR conducts five annual special events (Jack Frost Jump (Jan.), FLW Regional Fishing Tournament (April), 4th of July Fireworks (July), Tri-the-Parks Triathlon (August), and Super 6 Series Professional Disc Golf Tournament (Sept.)). RBR will continue its efforts to add new annual special events to its schedule in order to draw more visitors to the site.
6. Seek local partners to help support operations, programs, and service delivery and for cross-marketing purposes.
7. RBR has eliminated 3 full time salary positions in an effort to sustain sufficient non-labor operational funding or reduce staff so that required staff operational costs (with benefits) do not exceed 65% of the total operational budget.
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. Current offerings include: Hiking, Biking, Picnicking, Canoeing, Pedal Boats, Fishing, Swimming, Geo-Caching, Disc Golf, and Boating.
9. Manage Richard Russell according to well-defined maintenance, program and operational standards monitored and enforced by region managers and senior management.
10. RBR partners with the local Chamber of Commerce, Elbert County Memorial Hospital and City of Elberton to promote special events and activities at Richard Russell. Hotel/Motel tax is collected and distributed to the City of Elberton where it must be spent promoting Richard B. Russell State Park.
11. 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.
12. RBR reviews and update rates on an annual basis to recover the total net cost of service for important and visitor-supported services.
13. 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 Richard Russell state park.

14. Develop a more detailed analysis of labor requirements of all major park functions to match the right position with the right job at the right pay.
15. Develop funding to provide additional training to site staff for improved business management and marketing effectiveness.
16. RBR has put 3 new cottages online in May 2011. Improved cable service has been added throughout all park facilities in March 2012. RBR could support at least 5 new cottages.
17. Wi-Fi services have been added throughout the entire park; including all day-use areas. These enhancements will bring a younger market of consumer who require internet services.

Secondary / Long Term Recommendations

1. Install an improved retail point-of-sale and inventory tracking system. Working with Penny to reassess retail area needs.
2. Continue to develop partnerships with the City of Elberton, Elbert County Chambers of Commerce and government agencies to bring regional fishing tournaments and other events to the site.
3. Look for opportunities to start a Friends Chapter at Richard Russell State Park.

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 Richard B. Russell 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 Richard B. Russell State Park, and provides the assessed condition of each as reviewed in May 2011.

Site Asset / Amenity	Quantity	Condition
2-Bedroom Cottages	20	Excellent
RV/Tent Sites	28	Good
Picnic Shelters	3	Good
Group Shelter	1	Excellent
Disc Golf Course	1	Good
Office/Gift Shop	1	Good
Manager's Residence	1	Good
Asst. Manager's	1	Good
Maintenance Complex	1	Good
Campground Comfort	1	Good
Day-Use Comfort	1	Good
Boat Ramp Vault	3	Good
Boat Ramp Pit Toilet	4	Poor
Beach/Concession	1	Good
Day-Use Playground	1	Excellent
Playgrounds	2	Excellent
Picnic Area	1	Good
Trails	6	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
Campsite Renovation	Moderate
Day-Use / Picnic Area Renovation	Low
Fish Cleaning Station Relocation	High
Group Shelter Flooring and Lighting Renovation	Moderate
Resale Expansion at Office	Moderate
Comfort Station Renovation in Existing Campground	Low
Trail Signage	Moderate
Mega Boat Ramp Parking	High
Beach Concession Stand and Restroom Complex	Low
Coldwater Boat Ramp Pit Toilet Restroom	High
Middleton Boat Ramp Pit Toilet Restroom	High
Dry Fork Boat Ramp Pit Toilet Restroom	High
Hwy 368 Fishing Pier Pit Toilet Restroom Demolition	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 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 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 Richard B. Russell have been identified as **core services**:

- **Open and public access to the site and its resources**
- **Maintenance of grounds, facilities and infrastructure**
- **Public safety**
- **Lake activities, such as Boating, Fishing, Swimming, Skiing**
- **Picnicking**
- **Trails (Hiking and Biking)**

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of tax funds and earned revenues]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2

services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services at Richard B. Russell have been identified as **important services**:

- **Rowing lanes**
- **Self-directed and site appropriate recreational opportunities**

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 Richard B. Russell State Park have been identified as **visitor supported services**:

- **Cottages**
- **RV camping**
- **Gift shop**
- **Special events**
- **Group shelters**
- **Picnic shelters**
- **Disc golf**
- **Pontoon Boat Rentals**
- **Canoe and Pedal Boat Rentals**
- **Bicycle Rentals**

Staffing Assessment

Labor costs at Richard B. Russell State Park represent the largest area of budgetary expense at an average of 70.6% 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
Park Manager	1	0	2080
Assistant Park Manager	1	0	2080
LE Ranger	1	0	1560
Administrative Clerk	1	0	2080
Maintenance Ranger	2	0	3744
Housekeeper	1	0	2080
TOTAL	7	0	13624

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Maintenance Worker	2	0	2208
Housekeepers	7	0	7262
Night Clerk	1	0	1508
Maintenance/Housekeepers	1	0	400
Kiosk Clerk	2	0	400
TOTAL	13	0	11778

Labor Support

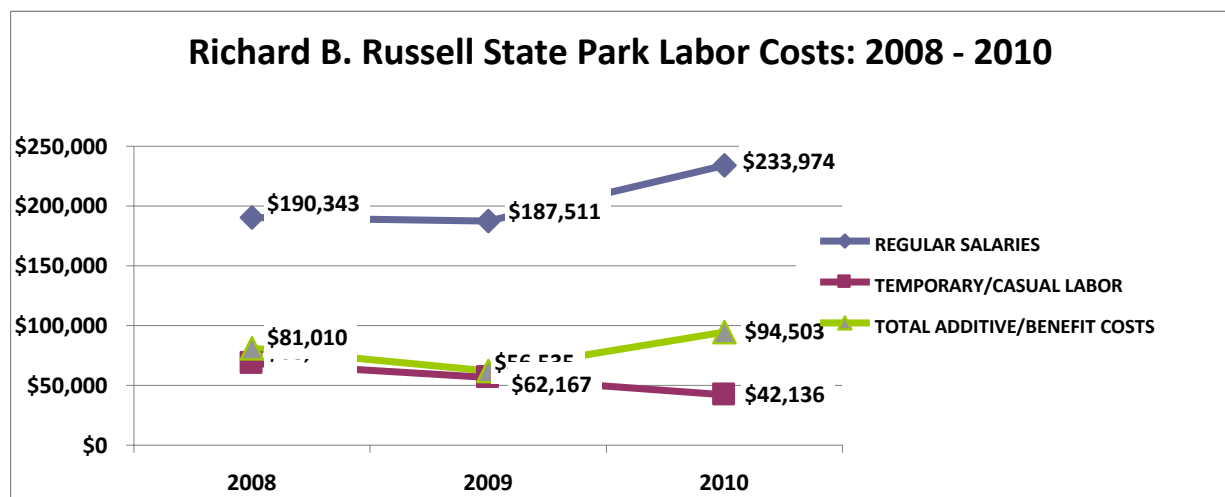
Labor Support	Annual Hours
Volunteers	1248
Community Service Workers	
Engineering and Construction Crews	
Resource Management Crews	
Detainee Crews	1960
TOTAL	3208

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	13624
Part Time Employees	11778
Labor Support	3208
TOTAL Annual Labor Hours	28610

LABOR BUDGET SUMMARY

Richard B. Russell State Park		2008	2009	2010	% Change
Account Code and Sub-Class Expenditure Descriptions		Year End Expenses	Year End Expenses	Year End Expenses	from 2008
	REGULAR SALARIES	190,343	187,511	233,974	23%
	ANNUAL LEAVE PAY	0	0	0	#DIV/0!
	OTHER SUPPLEMENTAL	0	0	0	#DIV/0!
	OVERTIME	0	0	32	#DIV/0!
	TEMPORARY/CASUAL LABOR	68,411	56,535	42,136	-38%
	FICA	14,655	14,326	16,813	15%
	RETIREMENT	21,212	20,821	26,878	27%
	HEALTH INSURANCE	43,480	25,428	48,854	12%
	UNEMPLOYMENT INSURANCE	341	269	450	32%
	ASSESSMENTS BY MERIT	1,323	1,323	1,507	14%
	PERSONAL SERVICES	339,764	306,213	370,645	9%



Visitation and Occupancy

Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by 3.4% or over 18,000 visitors. This is largely attributed to increased local visitation as a result of gas price increases and the poor economy.

Year	Total Visitation
2008	544,041
2009	554,037
2010	562,515

Occupancy for the overnight accommodations at Richard B. Russell State Park the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 10%. This is largely attributed to the poor economy, gas prices, rate increases and a decrease in golf packages.

Year	Camping Occupancy	Cottages Occupancy
2008	43.23 %	70.20 %
2009	37.34 %	65.74 %
2010	34.88 %	60.65 %

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Richard B. Russell State Park	2009	80%
	2010	80%

*The sample size for this data is so small that it should not be considered statistically significant.

Financial Performance Assessment

Operational Expenses

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

Richard B. Russell State Park				
Operational Expenses	2008	2009	2010	% Change from 2008
REGULAR SALARIES	190,343	187,511	233,974	23%
OVERTIME			32	
TEMPORARY/CASUAL LABOR	68,411	56,535	42,136	-38%
FICA	14,655	14,326	16,813	15%
RETIREMENT	21,212	20,821	26,878	27%
HEALTH INSURANCE	43,480	25,428	48,854	12%
UNEMPLOYMENT INSURANCE	341	269	450	32%
ASSESSMENTS BY MERIT	1,323	1,323	1,507	14%
PERSONAL SERVICES	339,764	306,213	370,645	9%
POSTAGE	220	64	259	17%
MOTOR VEHICLE EXPENSES	11,321	17,731	10,857	-4%
SUPPLIES & MATERIALS	2,294	2,258	7,629	232%
REPAIRS & MAINTENANCE	9,489	9,782	9,056	-5%
ENERGY	59,548	62,086	61,535	3%
RENTS	1,641	1,864	1,867	14%
INSURANCE & BONDING	5,427	10,602	11,947	120%
PURCHASING CARD	36,197	25,729	17,630	
OTHER OPERATING EXPENSES	4,675	4,993	5,533	18%
TRAVEL			984	#DIV/0!
REGULAR EXPENSES	130,812	135,109	127,296	-3%
VOICE/DATA COMMUNICATIONS	4,544	4,347	2,566	-44%
PER DIEM & FEES		45		
RESALE	7,334	7,667	4,309	-41%
TOTAL OTHER EXPENDITURES	11,878	12,060	6,875	-42%
GRAND TOTAL	\$ 482,455	\$ 453,382	\$ 504,817	5%
Earned Revenues	\$545,781	\$553,927	\$582,643	-36%
% Cost Recovery	113%	122%	112%	-1%

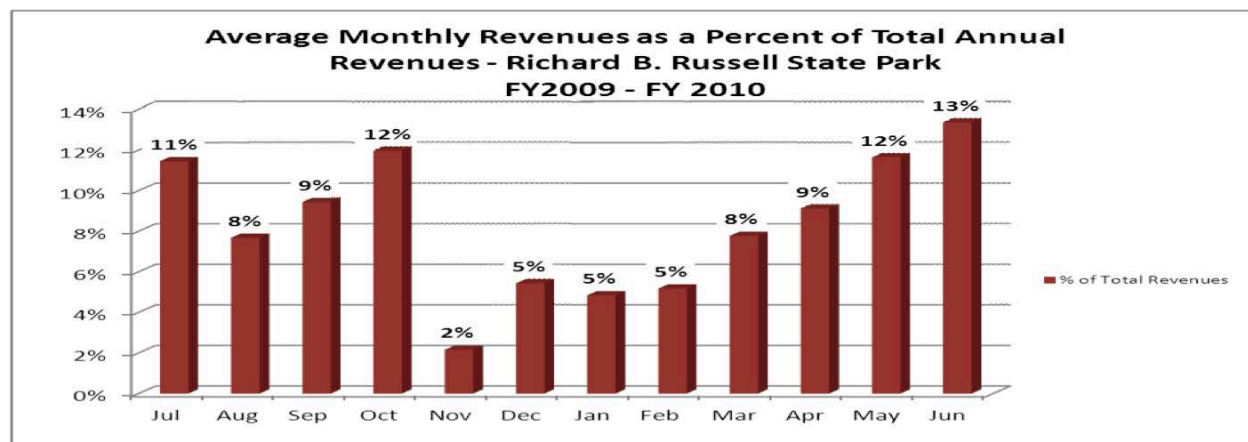
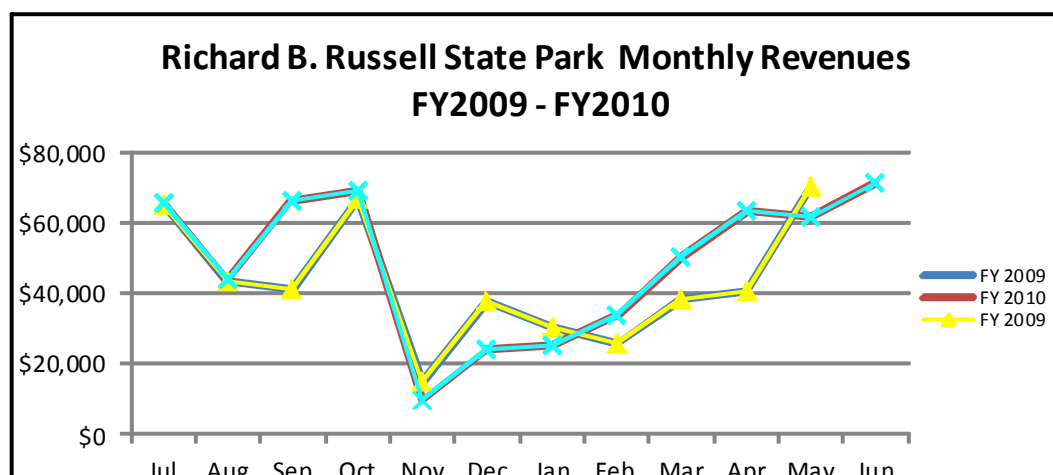
Earned Revenues

Earned revenues at Richard B. Russell State Park have increased since 2008, which is largely attributed to increased overnight rates. Monthly earned revenues for the last two years (see table below) indicate that the total annual revenue increased 5% from 2009 to 2010, with the largest increases in monthly revenues during September (61%), February (32%), March (32%), and April (58%), and the largest decreases during November (-37%), December (-37%), January (-18%), May (-12%) and June (-12%).

Richard B. Russell

FY 2009 - FY 2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$64,797	\$43,462	\$41,095	\$66,851	\$15,018	\$37,851	\$30,157	\$25,376	\$38,061	\$40,155	\$70,349	\$80,755	\$553,927
FY 2010	\$65,350	\$43,814	\$66,145	\$69,095	\$9,481	\$23,895	\$24,840	\$33,476	\$50,209	\$63,399	\$61,808	\$70,951	\$582,463
Avg	\$65,074	\$43,638	\$53,620	\$67,973	\$12,250	\$30,873	\$27,499	\$29,426	\$44,135	\$51,777	\$66,079	\$75,853	\$568,195
% of Total Revenues	11%	8%	9%	12%	2%	5%	5%	5%	8%	9%	12%	13%	100%
% change	1%	1%	61%	3%	-37%	-37%	-18%	32%	32%	58%	-12%	-12%	5%

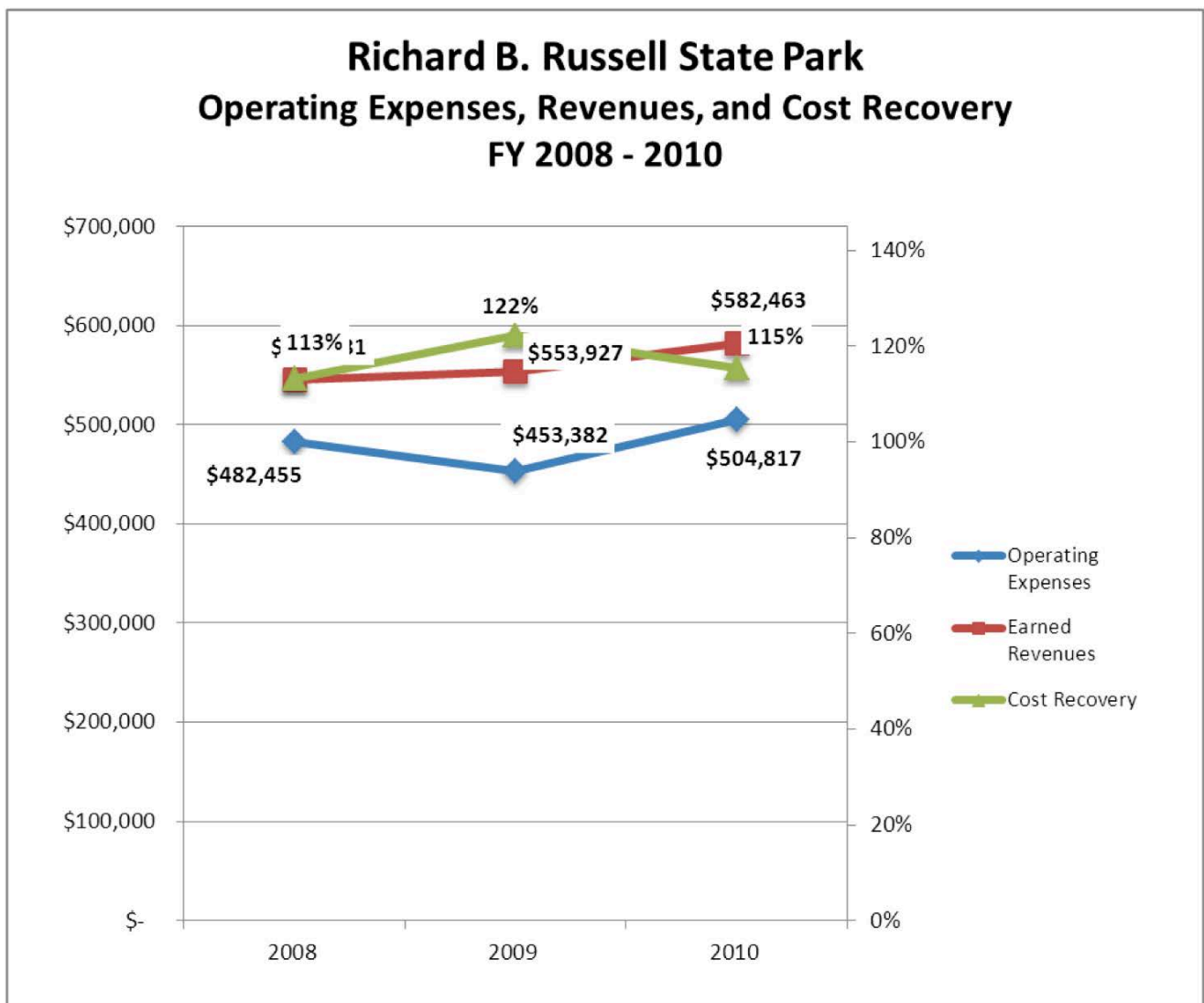
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



Cost Recovery Trends

Richard B. Russell State Park has achieved an average cost recovery of 115% 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	482,455	545,781	113%
2009	453,382	553,927	122%
2010	504,817	582,463	115%



Review of Pricing

There has been notable growth in fees charged at Richard B. Russell State Park since 2008, with the largest increase being cottages. A table detailing the rates for Richard B. Russell State Park is provided below.

	2008	2009	2010	2011	2012	
STATE PARK						
RICHARD B. RUSSELL						
Disc Golf	\$2.00	\$2.00	\$3.00	\$3.00	\$3.00	
1 Hr. Bike Rental					\$5.00	
4 Hr. Bike Rental					\$10.00	
8 Hr. Bike Rental					\$15.00	
1/2 Hr. Paddle Boats	\$2.50	\$3.00	\$4.00	\$4.00	\$4.00	
1 Hr. Paddle Boats	\$5.00	\$6.00	\$7.00	\$7.00	\$7.00	
1 Hr. Canoe	N/A	N/A	\$5.00	\$5.00	\$5.00	
4 Hr. Canoe	\$12.00	\$12.00	\$15.00	\$15.00	\$15.00	
8 Hr. Canoe	\$20.00	\$20.00	\$25.00	\$25.00	\$25.00	
8 Hr. Pontoon	\$125.00	\$125.00	\$150.00	\$150.00	\$150.00	
Picnic Shelters	\$30.00	\$35.00	\$40.00	\$40.00	\$40.00	
Group Shelter	\$200.00	\$200.00	\$205.00	\$205.00	\$205.00	
RV Camping	\$25.00	\$26.00	\$28.00	\$28.00	\$28.00	
Tent Camping	\$23.00	\$24.00	\$25.00	\$25.00	\$25.00	
Cottages	\$120.00	\$130.00	\$140.00	\$140.00	\$140.00	

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Richard B. Russell State Park.

Enhance Cost Recovery of Site Operations

Richard Russell state park is currently operating between 112-122% cost recovery for operational expenses through earned revenues. We can improve revenues through additional rental facilities. We have just added three new cottages. These new facilities should cause a significant revenue increase. Another area in which we could help revenues is to continue to market our cottages in the off-season so we can make our slow months of November, December, and January more cost recovery efficient.

Enhance Revenue Generation Strategies

Richard Russell will improve revenue generation by having more flexible and dynamic rates on overnight facilities on a walk-in basis. We will use a more targeted marketing strategy to pinpoint customers to fill our slower months with cottage and campsite rentals. This would mean targeting more colleges with rowing teams and putting together packages to make our rowing facilities more attractive. This also would entail pinpointing customers that want weekday and weekend getaways during the fall and winter months and making these getaways more attractive through reduced rates and golf packages.

Expand Special Events at the Site

With the addition of the new Go Fish mega ramp, we foresee attracting more and larger tournaments on Lake Russell. These tournaments would of course bring in more revenue, visitation and overnight occupancy for the park. This facility may also be used for other programming uses, such as boat shows, craft shows and possibly gospel sings. This is the only area with adequate parking and a possible stage.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Richard Russell has been working on an annual basis to upgrade our interpretive signage on all of our trails. We need to continue to upgrade not only these areas but also the interpretive signs at the office, beach, cottage and campground areas.

Improve the Effectiveness of Marketing and Sales

To improve the marketing at Richard Russell we need to pinpoint the off-season customer. This could be achieved by a reduced rate for these times or a winter package for multiple days. We also need to search out colleges that could use our rowing facilities and make it more attractive for them to come this time of year. Also marketing the mega ramp fishing facility and attracting several tournaments during our fall months would increase our overnight occupancy and revenues.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Richard Russell plans to improve the consistency of monitoring customer satisfaction by conducting on-site surveys annually to assess how well customer satisfaction levels are being met. Services that fall below a 90% satisfaction level should be reviewed and enhanced and the results monitored.

Expand Partnership Opportunities

Richard Russell has limited partnership opportunities. We will seek out individuals interested in forming a Friends group. We also need to work on expanding vendor partners to reduce the costs of materials and supplies and related services needed by the site; and seeking co-branding partners to off-set event and program costs, and to expand awareness of site programs and facilities in the site's market area.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Richard B. Russell 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
Open and public access to the site and its resources	0%
Maintenance of grounds, facilities, and infrastructure	0%
Public safety	0%
Lake activities, Boating, Fishing, Swimming, Skiing	0%
Picnicking	0%
Hiking and Biking Trails	0%

Important Services	
Program / Service	Target Cost Recovery
Rowing Lanes	0%
Self-directed and site appropriate recreational opportunities	0%

Visitor Supported	
Program / Service	Target Cost Recovery
Cottages	150%
RV camping	150%
Gift shop	140%
Special events	120%
Group shelters	150%
Picnic shelters	150%
Disc Golf	150%
Pontoon rentals	150%
Canoe and paddle boat rental	150%
Bicycle Rentals	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"> • Arrowhead Golf Course • Highland Walk Golf Course • Department of Corrections 		<ul style="list-style-type: none"> • Christy Downey (Beach Concession)
Vendor Partners			<ul style="list-style-type: none"> • Coca Cola • Hart EMC
Service Partners	<ul style="list-style-type: none"> • City of Elberton Georgia • Elbert County 	<ul style="list-style-type: none"> • Chamber of Commerce • Elbert County EMS • Elbert Memorial Hospital • Whitworth Detention Center 	
Co-branding Partners			<ul style="list-style-type: none"> • Shade Tree Cabins • Sunset Campground • Pine-Der-Rosa Campground • Lazy L Cabins
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Georgia State Parks and Historic sites 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Richard B. Russell State Park are based on the following desired outcomes:

1. Increase cottage occupancy for November through February by marketing cottages and rowing lanes to university and college rowing teams;
2. Attract large fishing tournaments with high participation to help occupancy in the slow months.

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
Total revenue	\$ 582,462	\$ 587,123	\$ 591,820	\$ 606,137
Overall visitation	562,515	565,000	575,000	601,891

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

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

3. Site Publicity

Site publicity focusing on a single site or sub-set of sites requires more intense planning efforts to attract multiple writers and editors from target publications. Each site could host several seasonal media familiarization tours (with 10 to 15 writers or editors) to familiarize them with the site and its benefits and amenities. Stories and features resulting from such tours typically take between two and six months to materialize so the tours should focus on experiences, benefits, and programs that would be available when the stories are expected to run.

Examples and suggested opportunities for events, programs and related publicity efforts based on the themes described above at Richard B. Russell State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Jack Frost Jump (January)		
FLW Bass Tournament (April)	Junior Ranger camp	
Chamber pre fourth fireworks (July)		
Tri the Parks Triathlon (August)		
Disc Golf Tournament (September)	Halloween Campsite Decorating and Costume Contest	
Public Deer Hunt (December)		

PACKAGING

Examples and suggested packages for Richard B. Russell State Park are provided in the table below.

Package	Package Details
Cottage and golf	Discounted rates on cottage and golf packages
Campsite and golf	Discounted rates on camping and golf packages
RV Club Discount	Discounted rates for RV Clubs of 10 or more during Dec., Jan., and Feb.
Rowing team discount	Discount on multiple cottages booked in slow months

GROUP SALES

Types of groups within which specific target customers can be identified for Richard B. Russell State Park are listed below:

- Families
- Youth service organizations
- Churches
- Rowing teams
- Business and professional groups
- Schools public and private
- Colleges
- Associations
- Other public agencies
- Women's groups
- Men's groups
- Fishing groups

INCENTIVIZING NEW AND REPEAT VISITATION

Richard B. Russell State Park will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Off-season discounts
- Group/bulk discounts
- Differential pricing based upon days of the week

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at Richard B. Russell State Park:

- Loyalty and repeat customers = 75% of customers repeat their visit in a 12 month period.
- Brand confidence & customers-recruiting-customers = customer referrals equal a minimum of 50%.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Richard B. Russell 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 cottage revenue. 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	\$61,730	\$43,177	\$44,970	\$45,043	\$48,770	\$52,100	\$17,826	\$23,752	\$55,509	\$95,375	\$73,836	\$56,617	\$618,705
2011	3%	\$63,582	\$44,472	\$46,319	\$46,395	\$50,233	\$53,663	\$18,361	\$24,465	\$57,174	\$98,236	\$76,051	\$58,315	\$637,266
2012	3%	\$65,489	\$45,806	\$47,709	\$47,787	\$51,740	\$55,273	\$18,912	\$25,198	\$58,889	\$101,183	\$78,333	\$60,065	\$656,384
2013	3%	\$67,454	\$47,181	\$49,140	\$49,220	\$53,292	\$56,931	\$19,479	\$25,954	\$60,656	\$104,219	\$80,683	\$61,867	\$676,076
2014	3%	\$69,477	\$48,596	\$50,614	\$50,697	\$54,891	\$58,639	\$20,063	\$26,733	\$62,476	\$107,345	\$83,103	\$63,723	\$696,358
2015	3%	\$71,562	\$50,054	\$52,133	\$52,218	\$56,538	\$60,398	\$20,665	\$27,535	\$64,350	\$110,566	\$85,596	\$65,635	\$717,249

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 123% 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 115% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Positive Yield Management Margin (%)
1	RICHARD B. RUSSELL			
	Picnic Shelter	\$40	40	10%
	Group Shelter (capacity-175)	\$205	205	10%
	Camping (RV)	\$28	28	10%
	Camping (TENT)	\$25	25	10%
	Cottage (2 BR) Year Round	\$140	\$140	20%
	Masters Week	\$150	\$165	20%

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Jack Frost Jump	Hospital Fundraiser	January	Annually	300	\$200 plus ParkPasses	120%
FLW Fishing Tournament	Fishing Tournament	April	Annually	400	\$500 plus ParkPasses	120%
Independence Day Fireworks	Independence Day	Friday prior to July 4 th	Annually	1500	15% sales ParkPasses	120%
Tri the Parks	Tri-Athlon	August	Annually	400	\$3/person ParkPasses	120%
Super 6 Series Disc Golf Tournament	Disc Golf 2 day Tournament	September	Annually	72	\$3/person /day plus ParkPasses	120%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Beach Concessions	4 months	15% of gross receipts	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 full time housekeepers to hourly positions	As position becomes vacant	Annual labor reduction of more than \$16,000
Part Time Housekeeping Staff will no longer be scheduled 24/32 hours per week through winter. Housekeeping Staff will be scheduled as needed November through February.	Beginning in FY2013	Estimated \$6000 to \$8000 in labor costs.

Management Techniques

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

Action	Timeline	Outcome
Concession beach service	July 2012	\$800 in gross revenue and savings of \$8000 in seasonal labor costs.

Adjusted Levels of Service

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

Action	Timeline	Outcome

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

Richard B. Russell State Park					
Operational Expenses	2010 (Actual)	2012	2013	2014	2015
REGULAR SALARIES	\$233,974	\$232,336	\$230,710	\$229,095	\$227,491
OVERTIME	\$32	\$32	\$31	\$31	\$31
TEMPORARY/CASUAL LABOR	\$42,136	\$41,842	\$41,549	\$41,258	\$40,969
FICA	\$16,813	\$16,696	\$16,579	\$16,463	\$16,348
RETIREMENT	\$26,878	\$26,690	\$26,503	\$26,318	\$26,133
HEALTH INSURANCE	\$48,854	\$48,512	\$48,173	\$47,835	\$47,501
UNEMPLOYMENT INSURANCE	\$450	\$447	\$444	\$441	\$438
ASSESSMENTS BY MERIT	\$1,507	\$1,496	\$1,486	\$1,476	\$1,465
PERSONAL SERVICES	\$370,645	\$368,051	\$365,474	\$362,916	\$360,376
POSTAGE	\$259	\$257	\$255	\$253	\$251
MOTOR VEHICLE EXPENSES	\$10,857	\$10,781	\$10,705	\$10,630	\$10,556
SUPPLIES & MATERIALS	\$7,629	\$7,575	\$7,522	\$7,470	\$7,417
REPAIRS & MAINTENANCE	\$9,056	\$8,992	\$8,929	\$8,867	\$8,805
ENERGY	\$61,535	\$61,105	\$60,677	\$60,252	\$59,830
RENTS	\$1,867	\$1,854	\$1,841	\$1,828	\$1,816
INSURANCE & BONDING	\$11,947	\$11,863	\$11,780	\$11,698	\$11,616
PURCHASING CARD	\$17,630	\$17,506	\$17,384	\$17,262	\$17,141
OTHER OPERATING EXPENSES	\$5,533	\$5,495	\$5,456	\$5,418	\$5,380
TRAVEL	\$984	\$977	\$970	\$963	\$957
REGULAR EXPENSES	\$127,296	\$126,405	\$125,520	\$124,642	\$123,769
VOICE/DATA COMMUNICATIONS	\$2,566	\$2,548	\$2,530	\$2,512	\$2,495
RESALE	\$4,309	\$4,279	\$4,249	\$4,220	\$4,190
TOTAL OTHER EXPENDITURES	\$6,875	\$6,827	\$6,779	\$6,732	\$6,685
GRAND TOTAL	\$ 504,817	\$ 501,283	\$ 497,774	\$ 494,290	\$ 490,830

Revenue Pro Forms

Richard B. Russell 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	\$8,685	\$8,824	\$8,895	\$8,966	\$9,038
60002	CANCELLATION FEES	\$820	\$833	\$840	\$847	\$853
60003	TELESCOPES	\$(1,205)	\$(1,224)	\$(1,234)	\$(1,244)	\$(1,254)
60004	COTTAGES	\$363,316	\$369,152	\$372,105	\$375,082	\$378,083
60005	CAMPING	\$55,507	\$56,399	\$56,850	\$57,305	\$57,763
60007	BOATS	\$1,839	\$1,869	\$1,883	\$1,899	\$1,914
60014	DOG FEES	\$2,160	\$2,195	\$2,212	\$2,230	\$2,248
60015	GROUP SHELTERS	\$255	\$259	\$261	\$263	\$265
60017	VENDING MACHINE COMMISSIONS	\$873	\$887	\$895	\$902	\$909
60018	WASH & DRY	\$1,283	\$1,303	\$1,314	\$1,324	\$1,335
60020	SHORT/OVER	\$(1,410)	\$(1,432)	\$(1,444)	\$(1,455)	\$(1,467)
60025	REFUNDS	\$(14,212)	\$(14,440)	\$(14,556)	\$(14,672)	\$(14,789)
60028	PICNIC SHELTERS	\$745	\$757	\$763	\$769	\$775
60033	CAMPSITE SR. CIT. DISCOUNT	\$(6,541)	\$(6,646)	\$(6,699)	\$(6,753)	\$(6,807)
60036	PROGRAM FEES	\$305	\$310	\$312	\$315	\$317
60037	MISC PARK RECEIPTS	\$70	\$71	\$72	\$72	\$73
60042	NON-COST ITEMS (FIREWOOD)	\$478	\$486	\$490	\$494	\$498
60051	DAY PASS FRISBEE GOLF	\$1,181	\$1,200	\$1,210	\$1,219	\$1,229
60071	PUBLIC DEER HUNT FEES	\$780	\$793	\$799	\$805	\$812
60073	DISABLED VETERAN DISCOUNT	\$(2,255)	\$(2,291)	\$(2,309)	\$(2,328)	\$(2,346)
60075	TV CABLE RENTAL	\$(7,408)	\$(7,527)	\$(7,587)	\$(7,648)	\$(7,709)
60080	CR CARD CHGBACKS-PARKS	\$100	\$102	\$102	\$103	\$104
60082	BAD CHECKS	\$(30)	\$(30)	\$(31)	\$(31)	\$(31)
60090	FOOD/BEVERAGE ITEMS TO GO	\$2,277	\$2,313	\$2,332	\$2,350	\$2,369
60092	"FRIENDS" DISCOUNT AT PARKS	\$(6,565)	\$(6,670)	\$(6,723)	\$(6,777)	\$(6,831)
60099	SALES TAX	\$5,643	\$5,733	\$5,779	\$5,825	\$5,872
61021	BEAVER DAM MARINA LEASE	\$6,390	\$6,493	\$6,545	\$6,597	\$6,650
61100	MISC CONCESSION AGREEMENTS	\$1,083	\$1,100	\$1,109	\$1,118	\$1,127
63819	DONATIONS-NONRESTRICTED	\$2,000	\$2,032	\$2,048	\$2,065	\$2,081
63908	OTHER-MISC	\$60	\$61	\$61	\$62	\$62
66002	CANCELLATION FEES	\$4,762	\$4,838	\$4,877	\$4,916	\$4,956
66003	REFUNDS - ADV RESERVATIONS	\$(56,778)	\$(57,690)	\$(58,152)	\$(58,617)	\$(59,086)
66005	CAMPING	\$15,714	\$15,966	\$16,094	\$16,223	\$16,353
66006	COTTAGES	\$98,577	\$100,161	\$100,962	\$101,770	\$102,584
66015	GROUP SHELTERS	\$5,200	\$5,284	\$5,326	\$5,368	\$5,411

Georgia State Parks and Historic Sites

66019	TRANSFER FEES	\$1,878	\$1,908	\$1,923	\$1,939	\$1,954
66028	PICNIC SHELTERS	\$1,185	\$1,204	\$1,214	\$1,223	\$1,233
69005	CAMPSITES - PW	\$27,398	\$27,838	\$28,061	\$28,285	\$28,512
69006	COTTAGES/CABINS	\$48,275	\$49,050	\$49,443	\$49,838	\$50,237
69015	GROUP SHELTERS	\$3,030	\$3,079	\$3,103	\$3,128	\$3,153
69029	PICNIC SHELTERS - PW	\$795	\$808	\$814	\$821	\$827
		\$16,202	\$16,462	\$16,594	\$16,727	\$16,861
TOTAL		\$582,463	\$591,820	\$596,554	\$601,327	\$606,137

Total / Cost Recovery Pro Forma

Richard B. Russell State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	579,390	590,978	608,708	626,969	646,888
Operational Expenses	\$504,817	\$501,283	\$497,774	\$494,290	\$490,830
Earned Revenues	\$582,463	\$591,820	\$596,554	\$601,327	\$606,137
% Cost Recovery	115%	118%	120%	122%	123%