

# **Hamburg State Outdoor Recreation Area Business & Management Plan**

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**Prepared January 2012; 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 Hard Labor Creek 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	Hamburg State Outdoor Recreation Area
Site Manager	Andre McLendon (A.H. Stephens Park Manager)
Region Manager	Tommy Turk
Date of Business Plan completion	September 27, 2011
Site size	741 Acres
Total number of visitors (FY 2010)	82,409
Total operating budget (FY 2010)	\$216,728
Total earned revenues (FY 2010)	\$110,213
Operational cost recovery (FY 2010)	51%
Average operating cost per visitor (FY 2010)	\$2.63
Average earned revenue per visitor (FY 2010)	\$1.34
Average cost recovery <sup>1</sup> (FY 2008 – 2010)	51%
Target cost recovery (FY 2015)	68%
Total full-time employees <sup>2</sup>	0
Total part-time employees <sup>3</sup>	1
Primary service markets <sup>4</sup>	Sandersville, Milledgeville
Primary attractors/visitor appeal factors	Camping, Historic Grist Mill, 225-acre lake
Leading opportunities for improved site performance	Partnerships with Friends Chapter and other local groups

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

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

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

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

## Site Summary and Key Attractions

Hamburg State Outdoor Recreation Area is a 714-acre park located in Mitchell, GA. The major facilities and amenities that draw visitors to the park include 30 campsites, a 225-acre lake, an historic grist mill and hiking trails.

### Key Attractions

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

- Campground
- Shelters
- 1921 Water powered Grist Mill
- Hiking trails
- Lake Activities (Fishing/Boating)

## Financial Targets

The table below details the total operating expenses and earned revenues for Hamburg State Outdoor Recreation Area 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 68% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Hamburg State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	3%	7,300		
	2008	2009	2010	2015 Target
Visitors	97,727	86,856	82,409	21,892
Total Expenses	\$ 232,588	\$ 203,755	\$ 216,728	\$ 42,173
Total Revenues	\$ 108,709	\$ 111,619	\$ 110,213	\$ 28,719
Cost per Visitor	\$ 7.15	\$ 2.35	\$ 2.63	\$ 1.93
Revenue per Visitor	\$ 1.11	\$ 1.29	\$ 1.34	\$ 1.31
State Financial Support per Visitor	\$ (6.04)	\$ (1.06)	\$ (1.29)	\$ (0.61)
Total Cost Recovery	47%	55%	51%	68%
Change from 2010 Expenses				\$ (174,555)
Percent Change from 2010 Expenses				-80.54%
Change from 2010 Revenues				\$ (81,494)
Percent Change from 2010 Revenues				-73.94%

## Key Recommendations

### Primary / Short Term Recommendations

1. Utilize the business plan to focus on each cost center (cost-based accounting) including the level of tax subsidy required or revenues over expenses that are achieved annually to operate the park.
2. Seek local partners to support portions of the state park programs and services.
3. Manage by maintenance standards, program standards and operational standards adopted and enforced by the Regional Directors and senior state park management.
4. Engage the Friends of Hamburg in the maintenance of the site.
5. Continue efforts to correct any misunderstanding by the public that the park is closed.

### Secondary / Long Term Recommendations

1. Seek opportunities to find an alternative operator for the site.

## 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 Hamburg State Outdoor Recreation Area. 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 Hamburg State Outdoor Recreation Area, and provides the assessed condition of each as reviewed in April 2011.

Site Asset / Amenity	Quantity	Condition
Tent & RV Campsites	30	Good
Picnic Shelters	3	Good
Group Shelters	1	Poor
Day Use Picnic Areas	5	Good
Campground Comfort Stations	1	Good
Day Use Bathrooms	1	Good
Park Office Visitor Center	1	Good/Closed
Manager's Residence	1	Good/Closed
Ranger's Residence	1	Good/Closed
Maintenance Building	1	Good
Nature Trails	3.5 miles	Good
Grist Mill	1	Good
Lake (225 acres)	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
Renovation of three campsites	High
Work on group shelter	Low

## Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site
2. A review of staffing at the site
3. A review of concessionaires and partners operating at the site
4. Visitation and customer satisfaction

### Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

#### **1) Core or Essential Services**

#### **2) Important Services**

#### **3) Visitor Supported Services**

Programs and services at the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

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

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

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

The following programs and services offered at Hamburg State Outdoor Recreation Area have been identified as **core services**:

- **Protect the integrity of natural and cultural resources of the site through active management**
- **Open and public access to the site and its resources**
- **Self-directed and site appropriate education, interpretation and recreational opportunities**
- **Public safety**



### **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 Hamburg State Outdoor Rec. Area have been identified as **important services**:

- **Lake activities**
- **Grist Mill**
- **Day-use**

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

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

- The services expand, enhance or support core services or important services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.

The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.

The following programs and services offered at Hamburg have been identified as **visitor supported services**:

- **Tent/RV camping**
- **Interpretive / recreation programs and events**
- **Group shelter rentals**

### Staffing Assessment

Labor costs at Hamburg State Outdoor Recreation Area represent the largest area of budgetary expense at an average of 64% 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. As a result of the transition to a SORA operation, the labor cost is now reduced to 32 % of the total operating budget.

#### Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
None	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>

#### Part Time Employees

Position / Title	Quantity (PTE)	Vacancies	Hours
Maintenance Worker	1	0	1508
<b>TOTAL</b>	<b>1</b>	<b>0</b>	<b>1,508</b>

#### Labor Support

Labor Support	Annual Hours
Volunteers	4000
Resource Management Crews	100
<b>TOTAL</b>	<b>4,100</b>

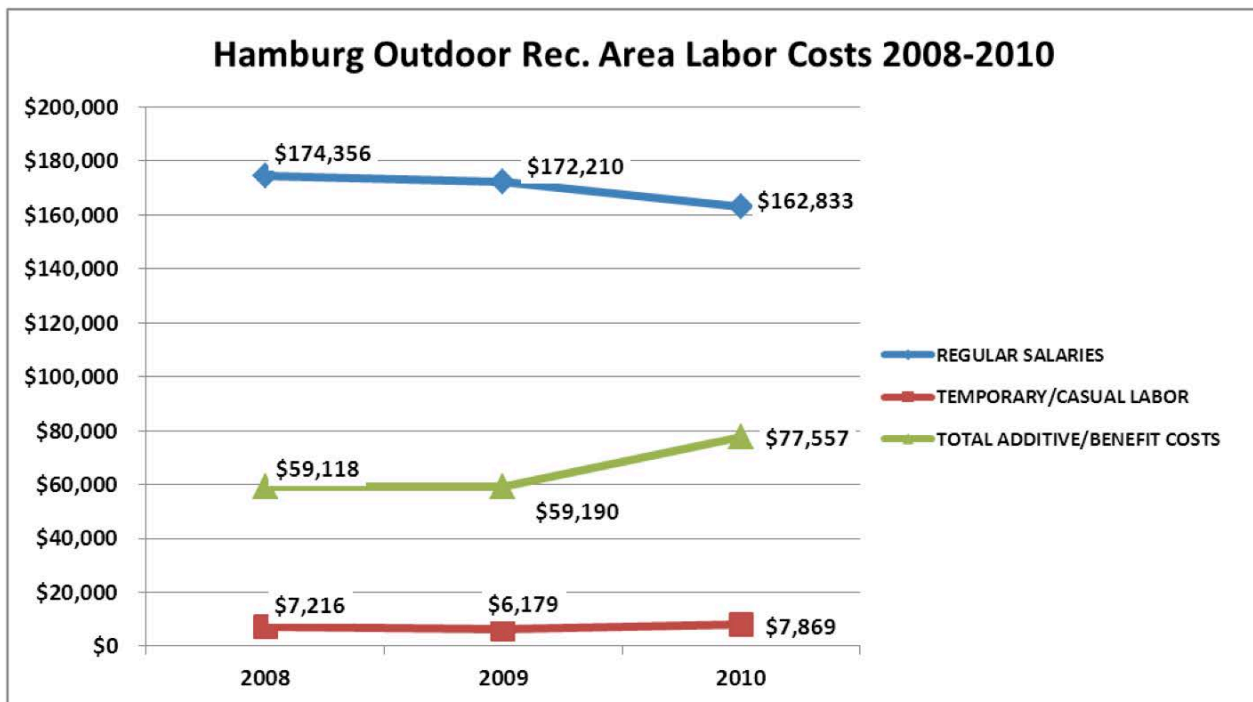
#### Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	0
Part Time Employees	1,508
Labor Support	4,100
<b>TOTAL Annual Labor Hours</b>	<b>5,608</b>

## Georgia State Parks and Historic Sites

### Labor Budget Summary

	Hamburg State Park				
	Account Code and Sub-Class Expenditure Descriptions	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
	REGULAR SALARIES	174,356	172,210	162,833	-7%
	ANNUAL LEAVE PAY	6,948	6,888	6,646	-4%
	OTHER SUPPLEMENTAL	1	1	1	0%
	TEMPORARY/CASUAL LABOR	7,216	6,179	7,869	9%
	FICA	11,202	11,542	11,195	0%
	RETIREMENT	15,989	16,643	23,855	49%
	HEALTH INSURANCE	23,416	22,524	35,184	50%
	UNEMPLOYMENT INSURANCE	344	269	368	7%
	ASSESSMENTS BY MERIT	1,218	1,323	308	-75%
	<b>PERSONAL SERVICES</b>	<b>240,690</b>	<b>237,580</b>	<b>248,259</b>	<b>3%</b>



### Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 16% or over 15,318 visitors due to the transition of the park to an Outdoor Recreation Area.

Year	Total Visitation
2008	97,727
2009	86,856
2010	82,409

Occupancy for the overnight accommodations at Hamburg the last three years is detailed in the table below. Camping occupancy has trended downward from 2008 to 2010, decreasing by 3.85%. This is largely attributed to the transition of the park to an Outdoor Recreation Area.

Year	Campground Occupancy
2008	37.10%
2009	34.78%
2010	33.25%

### Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Hamburg State Park	2009	100%
	2010	83%

## Financial Performance Assessment

## Operational Expenses

A summary of total operating expenses at Hamburg from 2009 to 2010, as well as their percent change from 2008 are provided in the table below.

<b>Hamburg</b>				
<b>SORA</b>				
<b>Operational Expenses</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change from 2008</b>
REGULAR SALARIES		172,210	162,833	
ANNUAL LEAVE PAY			6,646	
OTHER SUPPLEMENTAL OVERTIME				
TEMPORARY/CASUAL LABOR		6,179	7,869	
FICA		11,542	11,195	
RETIREMENT		16,643	23,855	
HEALTH INSURANCE		22,524	35,184	
UNEMPLOYMENT INSURANCE		269	368	
ASSESSMENTS BY MERIT		1,323	308	
DRUG TESTING		0	0	
<b>PERSONAL SERVICES</b>	<b>0</b>	<b>230,691</b>	<b>248,258</b>	
POSTAGE			200	
MOTOR VEHICLE EXPENSES		6,369	13,119	
PRINTING & PUBLICATION				
SUPPLIES & MATERIALS			9,925	
REPAIRS & MAINTENANCE		3,481	530	
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE		4,644	3,285	
ENERGY		41,785	50,362	
RENTS		1,968	2,218	
INSURANCE & BONDING		5,119	5,099	
FREIGHT		24		
PURCHASING CARD		6,085	5,649	
OTHER OPERATING EXPENSES		1,395	2,178	
CLAIMS & BONDS & INTEREST				
TRAVEL				
<b>REGULAR EXPENSES</b>	<b>0</b>	<b>70,870</b>	<b>92,565</b>	
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS		4,156	3,549	
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS				
ADVERTISING - PROCUREMENT CARD				
RESALE		5,726	2,622	
<b>TOTAL OTHER EXPENDITURES</b>	<b>0</b>	<b>9,882</b>	<b>6,170</b>	
<b>GRAND TOTAL</b>	<b>\$ 232,588</b>	<b>\$ 203,755</b>	<b>\$ 216,728</b>	<b>-7%</b>
<b>Earned Revenues</b>	<b>\$108,709</b>	<b>\$111,619</b>	<b>\$110,213</b>	<b>-36%</b>
<b>% Cost Recovery</b>	<b>47%</b>	<b>55%</b>	<b>51%</b>	<b>9%</b>

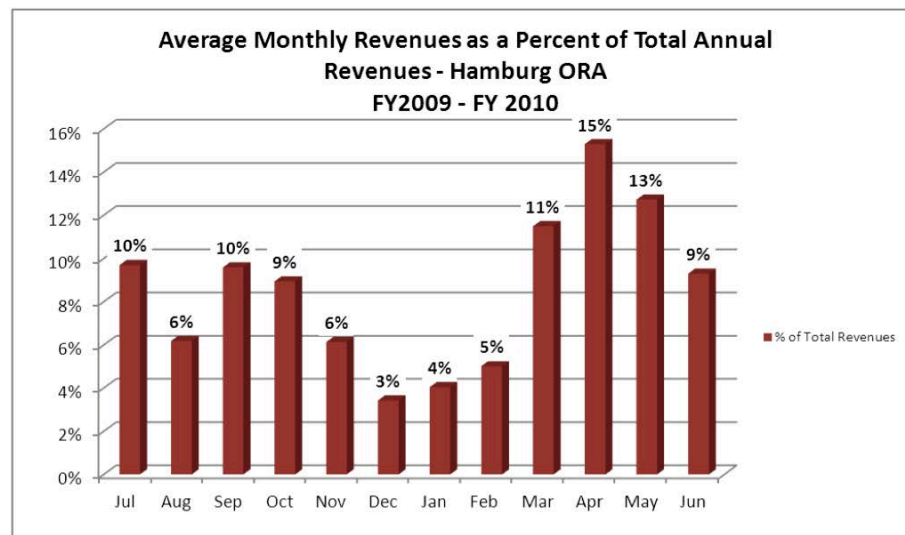
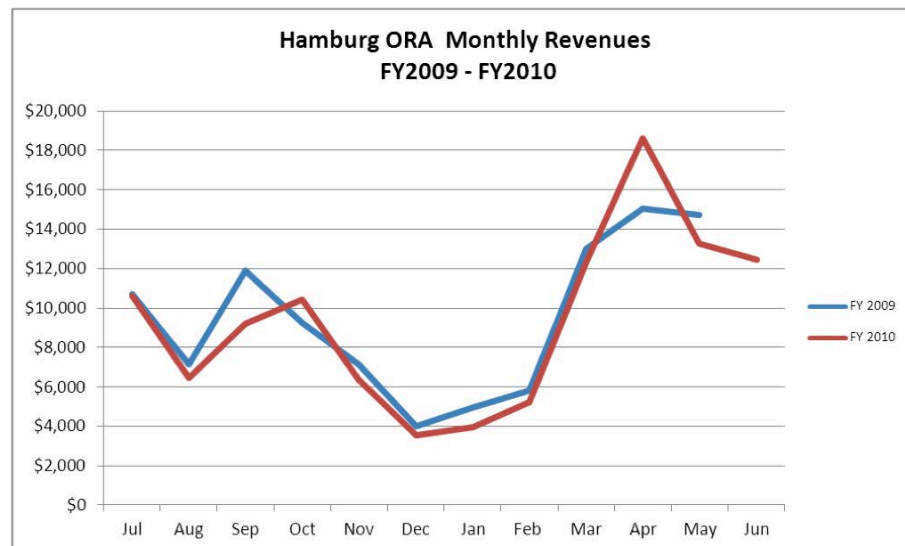
## Earned Revenues

Monthly earned revenues for the last two years indicate that the total annual revenue decreased 4% from 2009 to 2010, with the largest decreases in monthly revenues in January and September.

Revenues actually increased in the months of October and April. These months of increased revenue were not sufficient to account for lost revenues in the remaining months.

Hamburg													
FY 2009 - FY 2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$10,690	\$7,129	\$11,904	\$9,255	\$7,139	\$4,000	\$4,942	\$5,804	\$13,000	\$15,061	\$14,729	\$8,000	\$109,880
FY 2010	\$10,638	\$6,473	\$9,185	\$10,412	\$6,362	\$3,523	\$3,945	\$5,220	\$12,288	\$18,590	\$13,263	\$12,456	\$110,213
Avg	\$10,664	\$6,801	\$10,545	\$9,834	\$6,751	\$3,762	\$4,444	\$5,512	\$12,644	\$16,826	\$13,996	\$10,228	\$110,047
% of Total Revenues	10%	6%	10%	9%	6%	3%	4%	5%	11%	15%	13%	9%	100%
% change	0%	-9%	-23%	13%	-11%	-12%	-20%	-10%	-5%	23%	-10%	56%	0%

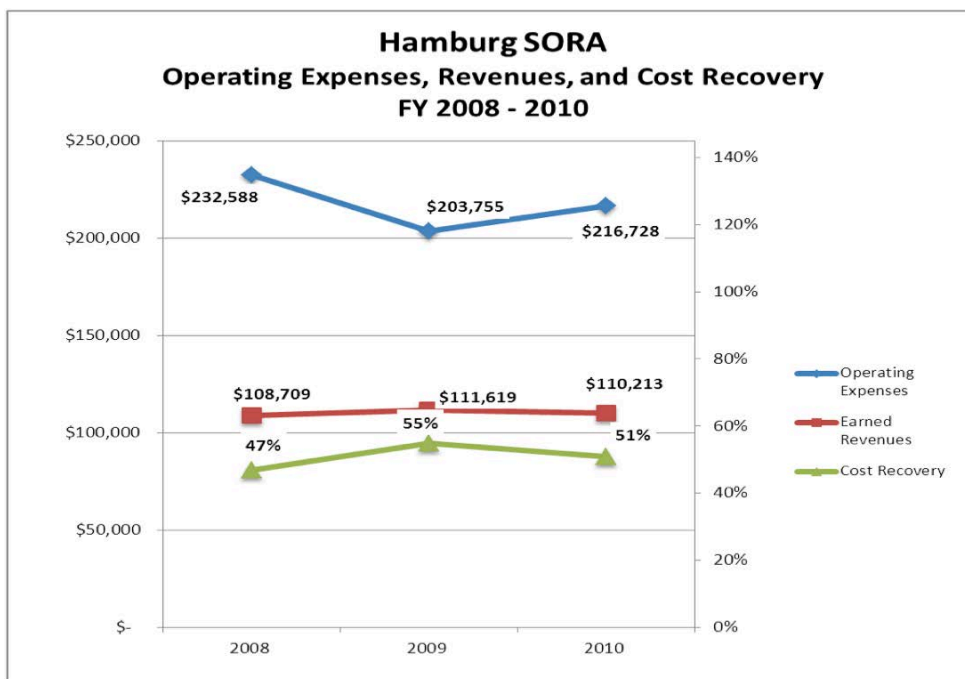
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



### Cost Recovery Trends

Hamburg has achieved an average cost recovery of 50.3% 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	\$ 232,588	\$ 108,709	46%
2009	\$ 203,755	\$ 111,619	54%
2010	\$ 216,728	\$ 110,213	51%



### Review of Pricing

Data on rate information is available as far back as 2002, but only the last five years are evaluated. There has been notable growth in fees charged at Hamburg since 2005, with the largest increase being 2010. A table detailing the rates for Hamburg provided below.

	2005	2006	2007	2008	2009	2010	Comments
<b>STATE PARKS</b>							
<b>Hamburg SORA</b>							
RV/Tent	\$19/\$17	\$19/\$17	\$20/\$18	\$23/\$21	\$23/\$21	\$25/\$23	rates changed 4/2010 to \$28/\$25
Group Shelter	\$55(\$50)	\$55(\$50)	\$55(\$50)	\$55(\$50)	\$65(\$50)	\$65.00	rates changed 4/2010 to \$70
Picnic Shelter	\$30	\$30	\$30	\$30.00	\$35.00	\$35.00	rates changed 4/2010 to \$40
Pioneer Camp	\$20	\$20	\$20	\$25.00	\$25.00	\$30.00	rates changed 4/2010 to \$35

## Business and Management Plan

### Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Hamburg State Outdoor Recreation Area.

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

Hamburg State Park was converted to a SORA park. The operational costs have been reduced extensively. Management will continue to look for ways to reduce costs and generate revenue.

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

Continue to correct misleading information about park closure.

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

Partner with Friends of Hamburg to conduct at least four programs or events per year.

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

Continue to improve the diversity and innovation of the programs offered by the Friends and Hamburg site staff.

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

Continue to work with the Marketing Unit to target camping clubs, Boy and Girl Scout groups, etc.

#### **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 park to be a more proactive facility and service provider in the region.

#### **Expand Partnership Opportunities**

Continue to attend Friends Chapter meetings and seek partnerships with local businesses for support.



## Classification of Programs and Services

The tables below summarize the classifications of programs and services at Hamburg 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
Protect the integrity of natural and cultural resources of the site through active management	0%
Open and public access to the site and its resources	0%
Self-directed and site appropriate education, interpretation and recreational opportunities	100%
Public safety	0%

Important Services	
Program / Service	Target Cost Recovery
Lake activities	50%
Grist Mill	50%
Day-use	50%

Visitor Supported	
Program / Service	Target Cost Recovery
Camping	80% - 110%
Interpretive/recreation programs and events	50% - 100%
Group shelter rentals	100%

## Partnership Development Plan

The table below summarizes existing partners and targeted partnerships by classification (operational, vendor, service, co-branding, funding partners) and by organizational type.

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
<b>Operational Partners</b>	<ul style="list-style-type: none"> <li>Washington EMC</li> <li>WRD</li> <li>Washington Co. Sheriff's Dept.</li> <li>Georgia Forestry</li> <li>A.H. Stephens State Park</li> </ul>	<ul style="list-style-type: none"> <li>Friends of Hamburg</li> </ul>	
<b>Vendor Partners</b>			
<b>Service Partners</b>	<ul style="list-style-type: none"> <li>Washington Co. School System</li> </ul>		
<b>Co-branding Partners</b>	<ul style="list-style-type: none"> <li>Washington County Chamber</li> <li>County Commissioner</li> </ul>		
<b>Funding Resource Development Partner</b>		<ul style="list-style-type: none"> <li>Friends of Georgia State Parks and Historic Sites</li> </ul>	

## Marketing and Sales Plan

### Marketing and Sales Goals

Marketing and sales goals for Hamburg are based on the following desired outcomes:

1. Increase attendance by continuing to correct misinformation due to change to SORA site.

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

Area of Focus	2010 Performance	Goal by 2011	Goal by 2012	Goal by 2015
Attendance	82,409	20,000	21,000	21,892

### Marketing and Promotion Strategies

#### PUBLICITY AND SOCIAL MEDIA

Hamburg State Outdoor Recreation Area 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 Hamburg are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Fall Festival	Old Timers Day	Grist Mill Operation
	Volunteer Workdays	

### PACKAGING

Examples and suggested packages for Hamburg are provided in the table below.

Package	Package Details
RV Club package	Market current RV club packages.

### GROUP SALES

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

- Fishermen
- Canoeers/kayakers

### INCENTIVIZING NEW AND REPEAT VISITATION

Hamburg will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Our current marketing strategies in place are great tools to increase new and repeat visitation such as the RV Camping Club offering a free night camping after the 9<sup>th</sup> night of camping.
- Contact camping clubs

### Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at Hamburg State Outdoor Recreation Area:

1. Loyalty and repeat customers = Higher attendance.
2. Brand confidence & customers-recruiting-customers = Higher attendance.

## Revenue Generation Plan

### Revenue / Cost Recovery Goals

Hamburg State Outdoor Recreation Area has set a financial goal of maintaining annual revenues annually between 2012 and 2015. The transition to the SORA model offers little to no opportunity to increase revenue.

Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2010	Base Year	\$10,638	\$6,473	\$ 9,185	\$10,412	\$6,362	\$3,523	\$3,945	\$5,220	\$12,288	\$18,590	\$13,263	\$10,314	\$110,213
2011	0%	\$8,199	\$6,290	\$11,672	\$9,526	\$1,205	\$501	\$50	\$532	\$2,763	\$5,198	\$5,081	\$3,844	\$54,861
2012	0%	\$2,960	\$1,398	\$3,170	\$3,100	\$1,205	\$0	\$0	\$0	\$2,763	\$5,198	\$5,081	\$3,844	\$28,719
2013	0%	\$2,960	\$1,398	\$3,170	\$3,100	\$1,205	\$0	\$0	\$0	\$2,763	\$5,198	\$5,081	\$3,844	\$28,719
2014	0%	\$2,960	\$1,398	\$3,170	\$3,100	\$1,205	\$0	\$0	\$0	\$2,763	\$5,198	\$5,081	\$3,844	\$28,719
2015	0%	\$2,960	\$1,398	\$3,170	\$3,100	\$1,205	\$0	\$0	\$0	\$2,763	\$5,198	\$5,081	\$3,844	\$28,719

### Revenue Generation Strategies

#### PRICING PLAN

2	HAMBURG			
	Camping RV/Tent	\$26/\$24		
	Group Shelter (capacity)	\$70		

#### INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Fall Festival	Recreation	September	Yearly	300	\$5 park pass hosted by Friends group	100%
Spring Festival		April	Yearly	300	\$5 park pass hosted by Friends group	100%

#### PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
None due to operational model			

## Expense Management Plan

### Personnel Assignments

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

Action	Timeline	Outcome
Labor support assigned to A.H. Stephens	October 2011	Reduction in labor costs

### Management Techniques

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

Action	Timeline	Outcome
Provide only one part-time employee	October 2011	Reduction in 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
Transition to SORA operating model (seasonal operation)	October 2011	Reduction in operating costs

## 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. The charts below are based on 2010 figures when Hamburg was a state park. The park has been converted to a SORA operation.

### Expense Pro Forma

<b>Hamburg</b>					
<b>SORA</b>					
<b>Operational Expenses</b>	<b>2010 (Actual)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
REGULAR SALARIES	\$118,888	\$0	\$0	\$0	\$0
ANNUAL LEAVE PAY	\$0	\$0	\$0	\$0	\$0
OTHER SUPPLEMENTAL OVERTIME		\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR	\$10,993	\$13,376	\$13,376	\$13,376	\$13,376
FICA	\$9,253	\$194	\$194	\$194	\$194
RETIREMENT	\$12,376	\$0	\$0	\$0	\$0
HEALTH INSURANCE	\$26,352	\$0	\$0	\$0	\$0
UNEMPLOYMENT INSURANCE		\$0	\$0	\$0	\$0
ASSESSMENTS BY MERIT	\$685	\$0	\$0	\$0	\$0
DRUG TESTING					
<b>PERSONAL SERVICES</b>	<b>\$178,547</b>	<b>\$13,570</b>	<b>\$13,570</b>	<b>\$13,570</b>	<b>\$13,570</b>
POSTAGE	\$400	\$0	\$0	\$0	\$0
MOTOR VEHICLE EXPENSES	\$6,200	\$5,000	\$4,965	\$4,930	\$4,896
PRINTING & PUBLICATION		\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$10,713	\$5,600	\$5,561	\$5,522	\$5,483
REPAIRS & MAINTENANCE	\$4,500	\$500	\$497	\$493	\$490
EQUIPMENT >\$1000< \$5,000		\$0	\$0	\$0	\$0
WATER & SEWAGE	\$0	\$0	\$0	\$0	\$0
ENERGY	\$20,300	\$12,300	\$12,300	\$12,300	\$12,300
RENTS	\$2,200	\$0	\$0	\$0	\$0
INSURANCE & BONDING	\$3,001	\$3,000	\$2,979	\$2,958	\$2,937
FREIGHT	\$0	\$0	\$0	\$0	\$0
PURCHASING CARD		\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$250	\$50	\$50	\$49	\$49
CLAIMS & BONDS & INTEREST		\$0	\$0	\$0	\$0
TRAVEL		\$0	\$0	\$0	\$0
<b>REGULAR EXPENSES</b>	<b>\$47,564</b>	<b>\$26,450</b>	<b>\$26,351</b>	<b>\$26,253</b>	<b>\$26,155</b>
MOTOR VEHICLE EQUIPMENT		\$0	\$0	\$0	\$0
EQUIPMENT PURCHASES >5000		\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int		\$0	\$0	\$0	\$0
REAL ESTATE RENTALS		\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$4,858	\$2,500	\$2,483	\$2,465	\$2,448
PER DIEM & FEES		\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE		\$0	\$0	\$0	\$0
CONTRACTS		\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD		\$0	\$0	\$0	\$0
RESALE	\$14,200	\$0	\$0	\$0	\$0
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$19,058</b>	<b>\$2,500</b>	<b>\$2,483</b>	<b>\$2,465</b>	<b>\$2,448</b>
<b>GRAND TOTAL</b>	<b>\$ 245,169</b>	<b>\$ 42,520</b>	<b>\$ 42,403</b>	<b>\$ 42,288</b>	<b>\$ 42,173</b>

### Revenue Pro Forma

Revenue Pro Forma						
Hamburg SORA						
Revenue (Fund) Sources	Revenue Sources Description	FY 2011 (Actual)	FY 2012	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP NON-FOOD	\$ (4,120)	\$ -	\$ -	\$ -	\$ -
60002	CANCELLATION FEES	\$ -	\$ -	\$ -	\$ -	\$ -
60005	CAMPSITES	\$ (32,262)	\$ 27,000	\$ 27,500	\$ 28,000	\$ 28,500
60007	BOATS	\$ (2,613)	\$ -	\$ -	\$ -	\$ -
60015	GROUP SHELTERS	\$ (350)	\$ -	\$ -	\$ -	\$ -
60017	VENDING MACHINE COMM.	\$ -	\$ -	\$ -	\$ -	\$ -
60018	WASH & DRY	\$ (164)	\$ 50	\$ 52	\$ 53	\$ 55
60020	SHORT/OVER	\$ (4)	\$ -	\$ -	\$ -	\$ -
60025	REFUNDS	\$ 2,102	\$ 100	\$ 103	\$ 106	\$ 109
60027	PIONEER CAMP	\$ (109)	\$ -	\$ -	\$ -	\$ -
60028	PICNIC SHELTERS	\$ -	\$ -	\$ -	\$ -	\$ -
60033	CAMPSITE SR. CITIZEN DISCOUNT	\$ 2,673	\$ -	\$ -	\$ -	\$ -
60036	PROGRAM FEES	\$ (290)	\$ -	\$ -	\$ -	\$ -
60037	MISC. PARK RECEIPTS	\$ (317)	\$ 50	\$ 52	\$ 53	\$ 55
60041	SOFT DRINK SALES	\$ (1,023)	\$ -	\$ -	\$ -	\$ -
60042	NON-COST ITEMS, (ICE, WOOD)	\$ (510)	\$ -	\$ -	\$ -	\$ -
60073	DISABLED VET. DISCOUNT	\$ 206	\$ -	\$ -	\$ -	\$ -
60090	FOOD/BEV ITEMS TO GO	\$ (2,215)	\$ -	\$ -	\$ -	\$ -
60092	FRIENDS"DISCOUNT AT PARKS	\$ 593	\$ -	\$ -	\$ -	\$ -
60099	SALES TAX	\$ 153	\$ -	\$ -	\$ -	\$ -
<b>TOTAL</b>		<b>\$ (38,250)</b>	<b>\$ 27,200</b>	<b>\$ 27,706</b>	<b>\$ 28,212</b>	<b>\$ 28,719</b>

### Total / Cost Recovery Pro Forma

Hamburg SORA					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	82,409	21,892	21,892	21,892	21,982
Operational Expenses	\$ 216,728	\$ 42,173	\$ 42,173	\$ 42,173	\$ 42,173
Earned Revenues	\$110,213	\$28,719	\$28,719	\$28,719	\$28,719
% Cost Recovery	51%	68%	68%	68%	68%