

# **Cloudland Canyon State Park Business & Management Plan**

---

**Prepared June 2011; Finalized December 2012**

**Direction 2015 – Sustainable Business Planning**

## Table of Contents

Executive Summary.....	3
Site and Operations Assessment.....	
Site Inventory and Facility Assessment.....	8
Operational Assessment .....	11
Financial Performance Assessment .....	16
Business and Management Plan .....	
Business Goals.....	20
Classification of Programs and Services.....	22
Partnership Development Plan .....	23
Marketing and Sales Plan.....	24
Revenue Generation Plan .....	27
Expense Management Plan.....	30
Financial Pro Forma .....	31
Action Plan .....	34

## **Executive Summary**

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Cloudland Canyon 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	Cloudland Canyon
Site Manager	Bobby Wilson
Region Manager	Joe Yeager
Date of Business Plan completion	June 13, 2011
Site size	3,488 acres
Total number of visitors (FY 2010)	254,433
Total operating budget (FY 2010)	\$654,033
Total earned revenues (FY 2010)	\$712,412
Operational cost recovery (FY 2010)	109%
Average operating cost per visitor (FY 2010)	\$2.57
Average earned revenue per visitor (FY 2010)	\$2.79
Average cost recovery <sup>1</sup> (FY 2008 – 2010)	101%
Target cost recovery (FY 2015)	130%
Total full-time employees <sup>2</sup>	9
Total part-time employees <sup>3</sup>	7
Primary service markets <sup>4</sup>	Chattanooga, TN; Ft. Oglethorpe, GA; Ft. Payne, AL; North Metro Atlanta
Primary attractors/visitor appeal factors	Rugged natural features, outdoor recreation opportunities
Leading opportunities for improved site performance	Increased opportunities for outdoor recreation and overnight stays

---

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

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

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

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

## Site Summary and Key Attractions

The 3,488-acre site of Cloudland Canyon State Park is located on Lookout Mountain in rural Dade and Walker Counties. It is less than a 1-hour drive from Chattanooga, TN, Ft. Oglethorpe, GA, and Ft. Payne, AL. The park is approximately 7 miles from Interstate 59 and 50 miles from Interstate 75. The proximity of Cloudland Canyon State Park to these major population centers has helped the park maintain a positive cost recovery in recent years.

### Key Attractions

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

- Cottages
- Camping
- Group Lodge
- Hiking
- Caving
- Mountain Biking
- Disc Golf
- Horseback Riding
- Picnicking
- Geocaching
- Tennis
- Fishing – seasonal

## Financial Targets

The table below details the total operating expenses and earned revenues for Cloudland Canyon 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 130% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Cloudland Canyon State Park	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	20%	50,887		
	2008	2009	2010	2015 Target
<b>Visitors</b>	158,084	201,316	254,433	305,320
<b>Total Expenses</b>	\$ 722,716	\$ 673,746	\$ 654,033	\$ 669,366
<b>Total Revenues</b>	\$ 672,925	\$ 684,811	\$ 712,412	\$ 868,179
<b>Cost per Visitor</b>	\$ 4.57	\$ 3.35	\$ 2.57	\$ 2.19
<b>Revenue per Visitor</b>	\$ 4.26	\$ 3.40	\$ 2.80	\$ 2.84
<b>State Financial Support per Visitor</b>	\$ (0.31)	\$ 0.05	\$ 0.23	\$ 0.65
<b>Total Cost Recovery</b>	93%	102%	109%	130%
<b>Change from 2010 Expenses</b>				\$ 15,333
<b>Percent Change from 2010 Expenses</b>				2.34%
<b>Change from 2010 Revenues</b>				\$ 155,767
<b>Percent Change from 2010 Revenues</b>				21.86%

## Key Recommendations

### Primary / Short Term Recommendations

1. Operate Cloudland Canyon State Park using cost-based accounting, including the net cost recovery achieved annually.
2. Cloudland Canyon staff will conduct on-site surveys annually to assess how well customer satisfaction levels are being met. We 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 will be critically reviewed, enhanced, and results monitored; those with a history of poor performance will be considered for elimination. Site staff will work toward developing a “Comment Card” to be used for this purpose. In addition, the online “Comment Cards” will serve as a valuable tool for determining customer satisfaction.
3. Cloudland Canyon State Park currently has a temporary concession agreement with G3: Georgia Girl Guides who offer guided caving, hiking, backpacking, and mountain bike tours as well as mountain bike rentals. They will also be offering spring and summer day camps in 2012 and are looking to expand concession offerings. The Division is currently entertaining a proposal from The Adventure Guild to construct and operate a ZIPStream aerial adventure attraction and ropes course at Cloudland Canyon State Park, with the possibility of expanding those offerings into other parks in other areas of the state. There exists the possibility of a future horseback riding concession, food concession, and others.

4. Cloudland Canyon State Park is currently participating in the Division orchestrated effort to collect ZIP code data from day users. It is hoped that this data can be used to improve programming and marketing efforts to appeal to a broader audience and capitalize on the current demographic groups using the park.
5. Partner with the Friends of Cloudland Canyon, G3, local partners, and others to offer a minimum of six special events annually to help draw more visitors to the site. Currently planned events include the annual Outdoor Adventure Weekend, Summer Day Camps, Junior Ranger Day Camp, and Fall Hayrides. In addition we will be partnering with Dade County in their annual countywide event in May 2012. Opportunities exist for other events including distance and trail runs, and mountain biking events.
6. Engage Friends of Cloudland Canyon members in the business plan as a partner to help the site meet or exceed its sustainability goals. The Friends have thus far been asked to help in areas dealing mostly with "wants" rather than needs. However, in the future they need to become more involved with funding "needs", especially those items listed on our "2, 5, and 10 Year Needs" list.
7. 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. This recommendation can be met primarily through our partnerships with the Friends of Cloudland Canyon, G3, the local community, and hopefully The Adventure Guild.
9. Manage Cloudland Canyon State Park according to well-defined maintenance, programming and operational standards, monitored and enforced by region managers and senior management. Once these standards are developed, we will strive for Cloudland Canyon State Park to be a model park operation.
10. Partner with the Dade and Walker County Chambers of Commerce or other destination marketing organizations (DMOs) to promote local sites. We have recently become involved in the Chamber of Commerce meetings and have, along with the Friends of Cloudland Canyon, participated in their annual Christmas Parade. Other opportunities such as these should be pursued.
11. Continue to work with the statewide and chapter Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.
12. Perform a thorough net cost-of-service analysis on major functions of site operations, including a detailed analysis of labor requirements by task. Thereafter, update costs to deliver services on a biennial schedule.
13. Review and update rates at the site on an annual basis to meet cost recovery targets for important and visitor supported services.
14. Enhance retail operations at each site to increase site generated revenues. The retail operation at Cloudland Canyon has grossed over \$100,000 annually since FY2010. We will strive each year to exceed the gross profit of the previous year.
15. Track total economic impact of the sites on the local communities and region and share with decision-makers, elected officials, local business operators and others to demonstrate the impact of each site. The Friends of Cloudland Canyon President and the Park Manager recently made a

## **Georgia State Parks and Historic Sites**

---

presentation at a Chamber of Commerce meeting where we addressed these issues. Other venues should be pursued.

16. 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.
17. Construct and upgrade facilities and amenities that are likely to have a cost recovery level at or above 100%. Cloudland Canyon State Park will have 10 new yurts constructed by late FY2012 or early FY2013. It is anticipated that these facilities will recover their construction costs within 10 years.
18. Engage Friends Chapter and other partners in adding more youth and family focused services, programs and amenities at Cloudland Canyon State Park that appeal to younger audiences, families and educational groups.
19. Engage Friends Chapter in adding more services, programs and amenities at Cloudland Canyon State Park that appeal to older adults.

### **Secondary / Long Term Recommendations**

1. Improve the recreational amenities at Cloudland Canyon State Park to meet the needs of modern and emerging uses, including addressing the recreational preferences of a diverse public. As mentioned previously, in addition to standard program offerings, we are attempting to improve our recreational amenities and program offerings through our partnership with the Friends of Cloudland Canyon, G3, the local community, and hopefully The Adventure Guild. We will continue to engage the Friends of Cloudland Canyon and especially their Interpretive Center Committee in actively improving our Interpretive Center and our program offerings.
2. Cloudland Canyon State Park will continue to build on our current partnership with the Lula Lake Land Trust and SORBA in the development of the Cloudland Connector Trail, as well as the Great Eastern Trail Association as we become a significant part of the development of the Great Eastern Trail. We will continue to engage the Friends of Cloudland Canyon and especially their Trails Committee and Trails Work Group to help establish and maintain our network of trails. Our current plans call for this group to develop funding, have plans engineered, and construct a swinging bridge over Bear Creek in order to make the Bear Creek Backcountry Trail accessible even in periods of high water.
3. It is anticipated that the Division will lead the effort to implement an improved retail point-of-sale and inventory tracking system. Cloudland Canyon State Park will strive to learn and implement this new system as seamlessly as possible when it becomes available.

## **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 Cloudland Canyon 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:

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.

## Georgia State Parks and Historic Sites

---

### Inventory and Assessment

The table below is an inventory of facilities and amenities at Cloudland Canyon State Park, and provides the assessed condition of each as reviewed in May 2011.

Site Asset / Amenity	Quantity	Condition
Park Acreage	3,488	Good
Reservable cottages	16	Good
Non-reservable cottage	1	Good
Group Lodge	1	Fair
RV Campsites	72	Good
Walk-In Campsites	30	Good
Backcountry Campsites	11	Good
Pioneer Campsites	4	Good
Group Shelter	1	Fair
Reservable Picnic Shelters	5	Good
Non-reservable Picnic Shelter	1	Fair
Trading Post/Park Office	1	Good
Interpretive Center	1	Good
Maintenance Compounds	2	Good
Radio Building	1	Fair
Linen House	1	Good
Ranger Residences	3	Good
West Rim Comfort Stations	2	Good
East Rim Comfort Stations	1	Fair
Walk-In Comfort Stations	1	Good
Main Day Use Restrooms	1	Good
Secondary Day Use Restrooms	1	Fair
Disc Golf/Tennis Restrooms	1	Fair
Pit Privies	15	Good
Changing Areas	2	Good
Disc Golf Course	1	Good
Tennis Courts	2	Fair
Playgrounds	3	Good
Hiking-Only Trails (mileage)	16	Good
Multi-use Trails (mileage)	6	Good
Caves	2	Good
Fishing Pond	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
Upgrade wiring on Manager residence.	High
Re-purpose tennis court facility.	High
Renovate Group Lodge to include fireplace and group area.	High
Increase number of cottages including 1-2 honeymoon cottages.	High
Install new yurt village.	High
Paint all park buildings.	Moderate
Renovate park office (repair roof & siding, replace flooring).	Moderate
Replace automatic gate system at Sitton's Gulch parking area.	Moderate
Renovate East Rim Comfort Station	Moderate
Replace Adirondack shelters in Pioneer campground.	Moderate
Renovate West Rim Comfort Stations	Low
Install a vehicle shelter attached to the linen house.	Low
Renovate Walk-In Comfort Stations	Low
Replace interior gates in East and West Rim.	Low
Replace roofing on cottages 1-5	Low
Replace roofing on campground picnic shelters	Low
Renovate Assistant Manager residence.	Low
Renovate exterior of non-reservable Cottage #17 & replace windows.	Low
Renovate Day Use restrooms	Low
Upgrade electric in campgrounds.	Low
Renovate cottages 1-5.	Low
Replace/upgrade playgrounds.	Low
Renovate Group Shelter.	Low
Repave roads.	Low
Renovate Enforcement Ranger residence & add vehicle shelter/storage	Low
Renovate Manager residence.	Low
Replace/upgrade pit toilets.	Low
Renovate radio building.	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 Cloudland Canyon State Park have been identified as **core services**:

- Provide open and public access to the site and its resources, including trail access, picnicking, playgrounds, caving, geocaching, and other Day Use activities.
- Ensure public safety.
- Actively manage the natural and recreational resources of the site.
- Adequately maintain the grounds, facilities, and infrastructure.
- Provide appropriate basic education, interpretation, and recreational opportunities.

### 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 Cloudland Canyon State Park have been identified as **important services**:

- Interpretive Center/Interpretive Programming

### 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 Cloudland Canyon State Park have been identified as **visitor supported services**:

- Improved Overnight Accommodations: Cottages, Group Lodge
- RV Camping
- Tent Camping
- Group Shelter
- Picnic Shelters
- Gift Shop
- Disc Golf

## Georgia State Parks and Historic Sites

---

### Staffing Assessment

Labor costs at Cloudland Canyon State Park represent the largest area of budgetary expense at an average of 65% of the total operating budget each year for the last three complete years, which is equal to 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	2400
Assistant Park Manager	1	0	2400
Senior Ranger	1	0	2200
Enforcement Ranger	0	1	2080
Bldg/Const. Trades Specialist	1	0	2080
Secretary	1	0	2080
Lead Housekeeper	1	0	2080
Interpretive Ranger	0	1	2080
<b>TOTAL</b>	<b>6</b>	<b>2</b>	<b>19880</b>

#### Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Maintenance Worker	2	0	2500
Seasonal Interpreter	1	0	1500
Desk Clerk	1	0	1000
Clerk	1	0	1500
Housekeeper	3	0	3500
<b>TOTAL</b>	<b>8</b>	<b>0</b>	<b>10,000</b>

#### Labor Support

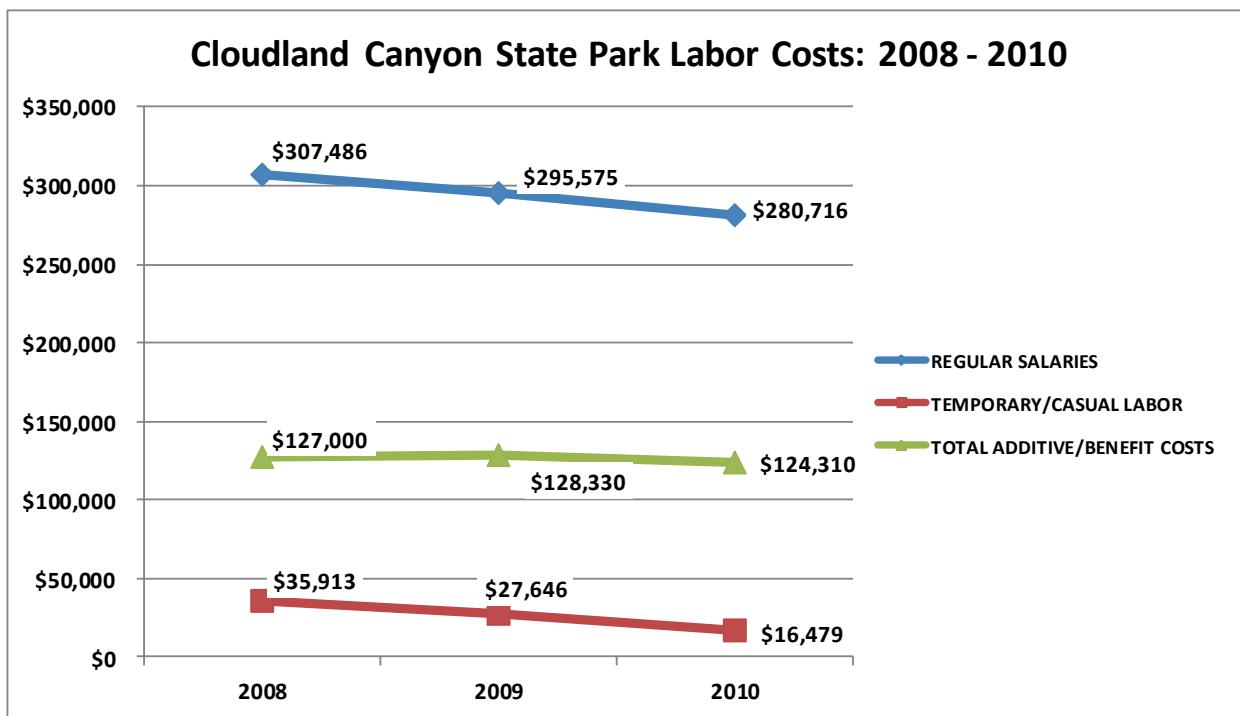
Labor Support	Annual Hours
Volunteers	4600
Community Service Workers	120
Engineering and Construction Crews	160
Resource Management Crews	0
Kiosk Attendants	2200
<b>TOTAL</b>	<b>7080</b>

#### Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	17,800
Part Time Employees	10,000
Labor Support	7,080
<b>TOTAL Annual Labor Hours</b>	<b>34,880</b>

**LABOR BUDGET SUMMARY**

Account Code and Sub-Class Expenditure Descriptions	Cloudland Canyon State Park		2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
	2008	2009				
	Year End Expenses	Year End Expenses				
REGULAR SALARIES	307,486	295,575	280,716			-9%
ANNUAL LEAVE PAY	1	11,162	6,627			662600%
OTHER SUPPLEMENTAL	1	4,982	1			0%
TEMPORARY/CASUAL LABOR	35,913	27,646	16,479			-54%
FICA	20,821	21,074	19,094			-8%
RETIREMENT	33,534	45,076	37,784			13%
HEALTH INSURANCE	70,239	43,737	59,381			-15%
UNEMPLOYMENT INSURANCE	493	388	327			-34%
ASSESSMENTS BY MERIT	1,911	1,911	1,096			-43%
PERSONAL SERVICES	470,399	451,551	421,505			-10%



## **Georgia State Parks and Historic Sites**

---

### **Visitation and Occupancy**

Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by approximately 60% or over 96,000 visitors. This is largely attributed to economic conditions forcing many people to travel closer to home. In addition, estimates were used to determine visitation figures through 2008. By late in 2009 traffic counters were installed which provided more tangible and precise information. For this reason 2010 should be considered a baseline year for visitation counts due to a higher level of confidence in the data.

<b>Year</b>	<b>Total Visitation</b>
2008	158,084
2009	201,316
2010	254,433

Occupancy for the overnight accommodations at Cloudland Canyon State Park the last three years is detailed in the table below. Cottage occupancy has trended downward from 2008 to 2010, decreasing by 7%. Group Lodge occupancy has trended downward from 2008 to 2010, decreasing by 8%. The decrease in both Cottage and Group Lodge Occupancy can be largely attributed to rate increases during this time period. However, revenues increased during this time period in spite of these decreases in occupancy. Camping occupancy has trended upward from 2008 to 2010, increasing by 5%. The increase in Camping occupancy can be largely attributed to the economic downturn during this time period which appeared to result in more people utilizing lower cost options such as camping rather than Cottages and the Group Lodge.

<b>Year</b>	<b>Cottage Occupancy</b>	<b>Campground Occupancy</b>	<b>Group Lodge Occupancy</b>
2008	53%	27%	51%
2009	49%	30%	48%
2010	46%	32%	43%

### **Customer Service and Satisfaction**

<b>Site</b>	<b>Year</b>	<b>Customer Satisfaction Level</b>
<b>Cloudland Canyon State Park</b>	2009	82%
	2010	100%

## Financial Performance Assessment

### Operational Expenses

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

Cloudland Canyon State Park				% Change from 2008
Operational Expenses	2008	2009	2010	
REGULAR SALARIES	307,486	295,575	280,716	-9%
ANNUAL LEAVE PAY	1	11,162	6,627	662600%
OTHER SUPPLEMENTAL	1	4,982	1	0%
OVERTIME	0	0	0	
TEMPORARY/CASUAL LABOR	35,913	27,646	16,479	-54%
FICA	20,821	21,074	19,094	-8%
RETIREMENT	33,534	45,076	37,784	13%
HEALTH INSURANCE	70,239	43,737	59,381	-15%
UNEMPLOYMENT INSURANCE	493	388	327	-34%
ASSESSMENTS BY MERIT	1,911	1,911	1,096	-43%
DRUG TESTING	0	0	0	
PERSONAL SERVICES	470,399	451,551	421,505	-10%
POSTAGE	312	337	232	-26%
MOTOR VEHICLE EXPENSES	16,880	19,378	15,219	-10%
PRINTING & PUBLICATION	83	100	0	-100%
SUPPLIES & MATERIALS	2,178	3,245	12,775	487%
REPAIRS & MAINTENANCE	1,550	3,000	1,659	7%
EQUIPMENT >\$1000< \$5,000	1	1	1	0%
WATER & SEWAGE	15,632	18,037	18,846	21%
ENERGY	77,935	74,944	85,657	10%
RENTS	1,478	2,515	2,617	77%
INSURANCE & BONDING	4,080	6,442	6,620	62%
FREIGHT	1	1	1	0%
PURCHASING CARD	35,344	26,509	23,583	
OTHER OPERATING EXPENSES	3,545	3,213	2,726	-23%
CLAIMS & BONDS & INTEREST	1	1	1	0%
TRAVEL	640	0	635	-1%
REGULAR EXPENSES	159,660	157,723	170,572	7%
MOTOR VEHICLE EQUIPMENT	29,728	0	0	-100%
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	6,146	5,725	505	-92%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	168	84	0	-100%
ADVERTISING - PROCUREMENT CARD				
RESALE	57,168	59,567	62,813	10%
TOTAL OTHER EXPENDITURES	93,210	65,376	63,318	-32%
GRAND TOTAL	\$ 723,269	\$ 674,650	\$ 655,395	-9%
Earned Revenues	\$672,925	\$684,811	\$712,412	-36%
% Cost Recovery	93%	102%	109%	

## Georgia State Parks and Historic Sites

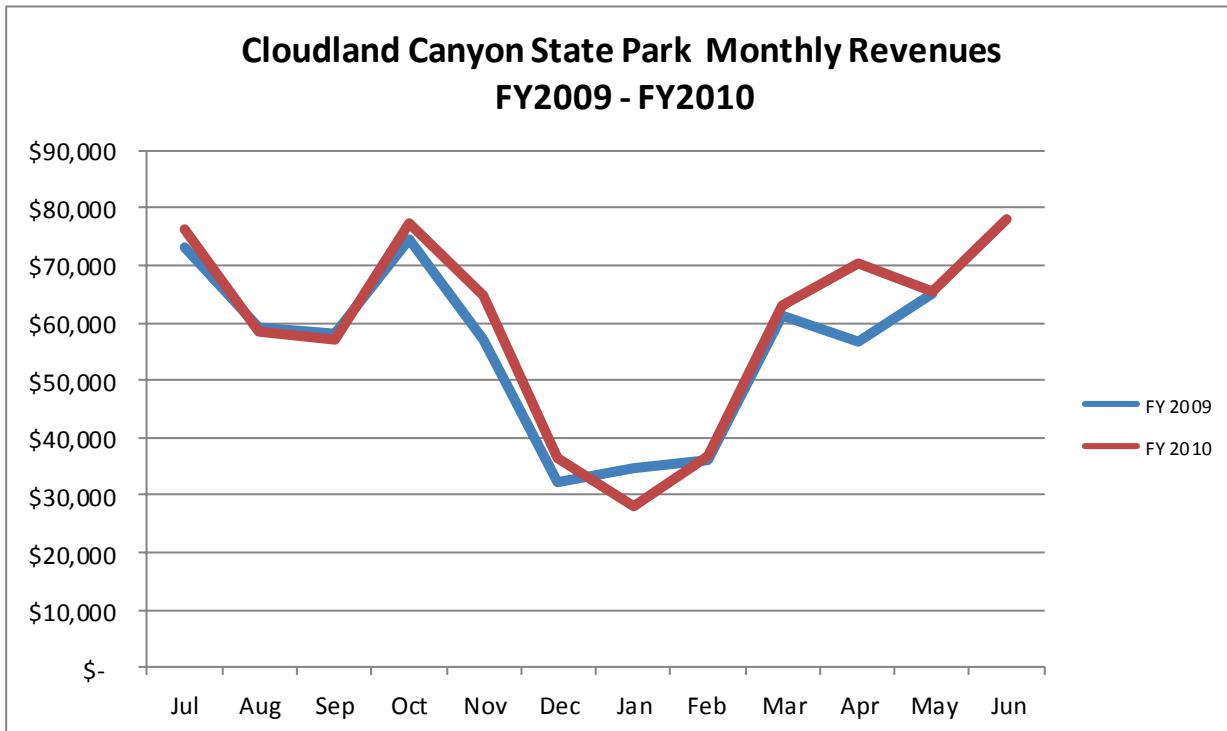
### Earned Revenues

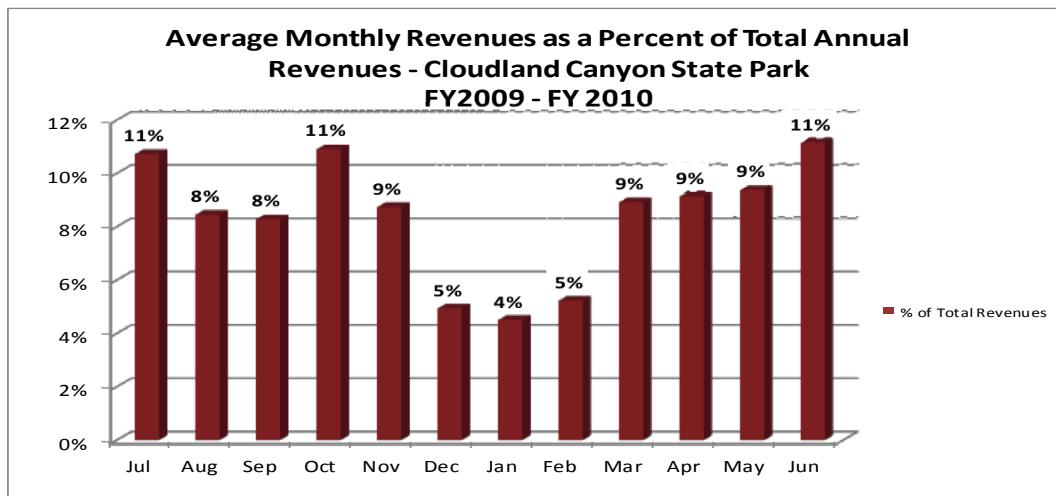
Earned revenues at Cloudland Canyon State Park have increased since 2008, which is largely attributed to the corresponding increase in overall visitation.

Monthly earned revenues for the last two years (see table below) indicate that the total annual revenue increased 4% from 2009 to 2010, with the largest **increases** in monthly revenues in November (14%), December (14%), and April (24%), and the largest **decreases** in the month of January (-18%).

Cloudland Canyon														
FY 2009 - FY 2010 Monthly Revenue														
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	
FY 2009	\$73,045	\$59,078	\$58,098	\$74,698	\$56,972	\$32,192	\$34,526	\$35,922	\$61,293	\$56,886	\$64,978	\$77,124	\$683,038	
FY 2010	\$76,319	\$58,594	\$57,208	\$77,192	\$64,714	\$36,567	\$28,156	\$36,883	\$62,934	\$70,341	\$65,622	\$77,888	\$710,275	
Avg	\$74,682	\$58,836	\$57,653	\$75,945	\$60,843	\$34,380	\$31,341	\$36,402	\$62,113	\$63,614	\$65,300	\$77,506	\$696,657	
% of Total Revenues	11%	8%	8%	11%	9%	5%	4%	5%	9%	9%	9%	11%	100%	
% change	4%	-1%	-2%	3%	14%	14%	-18%	3%	3%	24%	1%	1%	4%	

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

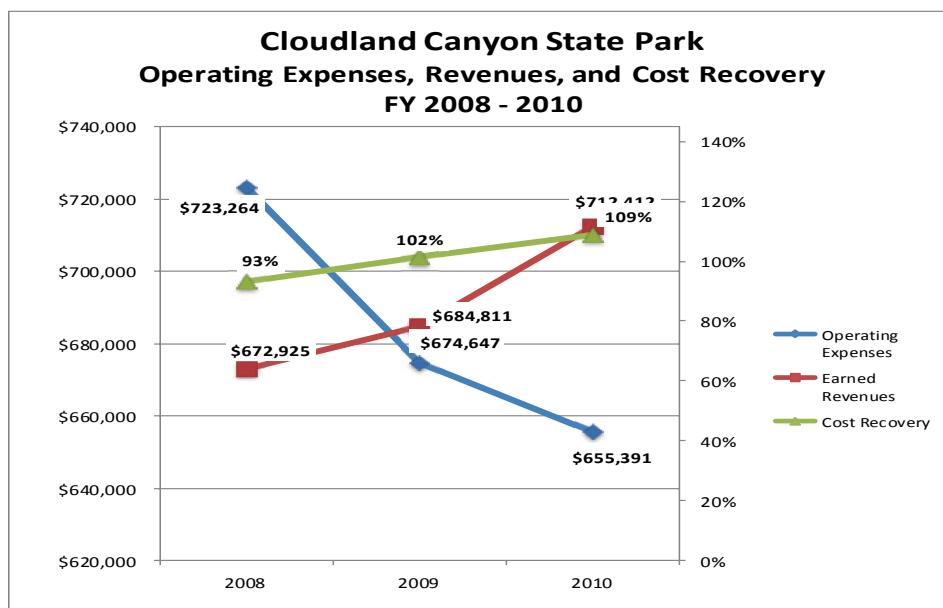




### Cost Recovery Trends

Cloudland Canyon State Park has achieved an average cost recovery of 101% 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	723,264	672,925	93%
2009	674,647	684,811	102%
2010	655,391	712,412	109%



## Georgia State Parks and Historic Sites

---

### 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 Cloudland Canyon State Park since 2005, with the largest increase being the rental fees for cottages, the group lodge, and the group shelter. A table detailing the rates for Cloudland Canyon State Park is provided below.

	2005	2006	2007	2008	2009	2010	Comments
<b>Cloudland Canyon State Park</b>							
Picnic Shelter	\$30	\$30	\$30	\$30	\$35	\$35	Underused, need to decrease prices.
Group Shelter	\$90 (175)	\$90 (175)	\$90 (175)	\$110 (175)	\$125 (175)	\$125 (175)	Underused, need to decrease prices.
Camping (RV/Tent)	\$22/20	\$22/20	\$22/20	\$25/23	\$25/23	\$25/23	Need higher rates in peak season.
Camping (Backcountry)	\$5 pp	\$5 pp	\$5 pp	\$5 pp	\$6 pp	\$6 pp	No change.
Camping (Walk-in)	\$10	\$10	\$10	\$12	\$12	\$15	Slight increase recommended.
Cottage 1BR Local Sale		\$65	\$65	\$65	\$75	\$80	Slight increase recommended.
<b>Cottage (2 BR)</b>							
Year Round				\$110	\$120	\$125	Increase recommended.
Peak Oct 1 - Nov 30 & Holidays				\$120	\$130	\$135	Increase recommended.
Dec-MDW & LD-September		\$95	\$95				
Weekday	\$85						
Weekend	\$95						
MDW-LD & Holidays		\$100	\$100				
Weekday	\$90						
Weekend	\$100						
October - November	\$105	\$105	\$105				
<b>Cottage (3 BR)</b>							
Year Round				\$120	\$130	\$135	Increase recommended.
Peak Oct 1 - Nov 30 & Holidays				\$130	\$140	\$145	Increase recommended.
Dec-MDW & LD-September		\$105	\$105				
Weekday	\$105						
Weekend	\$105						
MDW-LD & Holidays		\$110	\$110				
Weekday	\$110						
Weekend	\$110						
October - November	\$115	\$115	\$115				
Pioneer Campsite	\$40	\$40	\$40	\$40	\$40	\$40	No change.
Group Lodge	\$175 (40)	\$175 (40)	\$175 (40)	\$175 (40)	\$175 (40)	\$205(40)	Seasonal rates recommended.
Disc Golf					\$2pp/rnd	\$3pp/rnd	Underused, need to decrease prices.
Disc Golf Individual Annual Pass						\$25pp	Underused, need to decrease prices.

# Business and Management Plan

## Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Cloudland Canyon State Park.

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

Cloudland Canyon State Park is operating at over 100% cost recovery of operational expenses through earned revenues. The park plans to improve cost recovery of site operations through controlling operational expenses specifically in labor costs, and by improving revenues through increased outdoor recreational opportunities, interpretive programming, special events, and amenities. Cloudland Canyon will seek to increase cost recovery to 120% through enhanced revenue generation and strategic expense reductions.

### **Enhance Revenue Generation Strategies**

Increasing earned revenues will most likely result from the impacts of increased visitation at the park and specific revenue enhancement strategies. Cloudland Canyon State Park will improve revenue generation through increased fee-based recreational opportunities, interpretive programs, and amenities.

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

Most of the major programs and events at the park are directly related to outdoor recreation and outdoor education. However, opportunities exist for other types of events including art and music festivals, weddings and receptions, craft shows, and antique car shows.

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

Cloudland Canyon State Park offers a wide variety of quality programs and exhibits that are appealing to both adults and children. It will be crucial for the park to improve the appeal of all programs and exhibits to a wider range of age groups. Consideration should be given to developing exhibits and programs that are more tactile and experiential in order to best connect with younger audiences. Additional guided activities should be considered. The development of the Interpretive Center should remain a priority so that it can serve as the central hub for programming at Cloudland Canyon. Currently the Interpretive Center also serves as the headquarters of G3: Georgia Girl Guides. We will monitor the feasibility of sharing this space as we move forward. For now, we believe that the combination of the park interpretive activities, the Friends activities, and the presence of G3 in the Interpretive Center will greatly increase the availability and usage of that facility.

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

The effectiveness of marketing and sales at Cloudland Canyon State Park could be improved to produce greater visitation and revenues throughout the year. This can be achieved in part through target marketing that is focused on experiential and inspirational messaging geared toward outdoor recreation. Partnerships with nearby attractions should also improve marketing effectiveness. Sales can be improved by offering retail merchandise online.

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

Cloudland Canyon State Park plans to improve the consistency of managing and monitoring customer service and satisfaction by participating in Parks, Recreation, and Historic Sites Division on-site surveys to assess how well customer satisfaction levels are being met. Some of these should include interpretive program attendees. Cloudland Canyon will strive to have 90% of visitors responding that they were either 'satisfied' or 'very satisfied' (or some comparable metric to be developed). Programs or services that fall

## **Georgia State Parks and Historic Sites**

---

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. Additionally, park staff will continue to personally ask visitors about the quality of their visit and accommodations so that we can quickly address any issues that arise.

### **Expand Partnership Opportunities**

Given the breadth of partnership opportunities available to Cloudland Canyon State Park, a number of opportunities should be pursued. We need to engage the Friends of Cloudland Canyon in the Business Plan as a partner to help the site meet or exceed its sustainability goals. Based on the analysis of existing partnerships, we need to develop at least one vendor partnership to reduce the costs of supplies and materials; and seek additional co-branding partners to offset event and program costs. Cloudland Canyon should consider development of at least one private/enterprise partnership. The Friends of Cloudland Canyon should be instrumental in the recruitment of this private/enterprise partnership.

## Classification of Programs and Services

The tables below summarize the classifications of programs and services at Cloudland Canyon 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.

<b>Core Services</b>	
<b>Program / Service</b>	<b>Target Cost Recovery</b>
Provide open and public access to the park and its resources.including trail access, picnicking, playgrounds, caving, geocaching, and other Day Use activities.	0%
Ensure public safety.	0%
Actively manage the natural and recreational resources of the park.	0%
Adequately maintain the grounds, facilities, and infrastructure.	0%
Provide appropriate basic education, interpretation, and recreational opportunities.	0%

<b>Important Services</b>	
<b>Program / Service</b>	<b>Target Cost Recovery</b>
Interpretive Center/Interpretive Programming	75-100%

<b>Visitor Supported</b>	
<b>Program / Service</b>	<b>Target Cost Recovery</b>
Improved Overnight accommodations: Cottages, Group Lodge, Yurts	100% - 150%
RV Camping	100% - 120%
Tent Camping: Walk-In, Backcountry, Pioneer	80% - 100%
Group Shelter	100% - 120%
Picnic Shelters	20% - 50%
Gift Shop/Retail	120% - 150%
Disc Golf	100% - 120%

## 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>• Lula Lake Land Trust</li> <li>• Lyndhurst Foundation</li> <li>• Wilderness Trail Runners Association</li> <li>• Friends of Cloudland Canyon State Park</li> <li>• The Great Eastern Trail Association</li> </ul>	<ul style="list-style-type: none"> <li>• SORBA of Chattanooga</li> </ul>
<b>Vendor Partners</b>			<ul style="list-style-type: none"> <li>• Local outfitters such as REI or Rock Creek</li> <li>• 3G – Georgia Girl Guides</li> <li>• The Adventure Guild (currently pursuing this relationship)</li> </ul>
<b>Service Partners</b>	<ul style="list-style-type: none"> <li>• GA DNR Wildlife Resources Division</li> <li>• GA DNR Game Management</li> </ul>	<ul style="list-style-type: none"> <li>• New Salem Fire Department</li> <li>• Dade County Mountain Rescue</li> <li>• Lookout Mountain Parkway Association</li> </ul>	
<b>Co-branding Partners</b>	<ul style="list-style-type: none"> <li>• J.H. Floyd State Park</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 Cloudland Canyon State Park are based on the following desired outcomes:

1. To increase sales of overnight stays in cottages and campgrounds.
2. To increase usage of reservable amenities.
3. To increase rounds of play at the Disc Golf Course.
4. To increase participation in large, signature events and programs.
5. To increase overall participation in outdoor and adventure recreation activities.

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
Cottage Occupancy	46%	48%	50%	56%
Campground Occupancy	32%	34%	36%	40%
Group Lodge	43%	45%	47%	51%
Group Shelter	16%	18%	20%	26%
Picnic Shelters	22%	24%	26%	35%
Disc Golf Rounds (CY)	2,154	2,370	2,607	3,155
Event/Program Participation (CY)	8,679	9,570	10,527	12,738

### Marketing and Promotion Strategies

#### PUBLICITY AND SOCIAL MEDIA

Cloudland Canyon 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. Cloudland Canyon State Park should focus on the following media outlets: Local TV broadcasts including "3 Plus You" and "This – N – That with Don Welch", which have been used successfully in the past. Local publications that should be targeted include the Chattanooga Times – Free Press, the Dade Sentinel, and the Walker Messenger. There is a new local outdoor magazine called GET OUT Chattanooga, which would serve as a great platform for promoting events. Trenton radio station KWIN has always been willing to publicize our events.

### **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. Cloudland Canyon State Park should focus on the following media outlets: Local TV broadcasts including "3 Plus You" and "This – N – That with Don Welch", which have been used successfully in the past. Local publications that should be targeted include the Chattanooga Times – Free Press, the Dade Sentinel, and the Walker Messenger. There is a new local outdoor magazine called GET OUT Chattanooga, which would serve as a great platform for promoting programs. Trenton radio station KWIN has always been willing to publicize our events.

### **3. Site Publicity**

Site publicity focusing on a Cloudland Canyon State Park will require more intense planning efforts to attract multiple writers and editors from target publications. Cloudland Canyon 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. Any of the outlets listed above could be useful for overall publicity. In addition, several regions have been targeted for possible extra publicity based on recent ZIP Code analysis by Division accountants. It will take a coordinated effort with marketing staff to pursue this targeted marketing effectively.

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

Event Publicity	Program Publicity	Site Publicity
Outdoor Adventure Weekend	Leaf Watch	Mountain Getaway
Autumn Hayrides	Junior Ranger Camp	Mountain Bike Trail
	Scenic Hikes	

### **PACKAGING**

Examples and suggested packages for Cloudland Canyon State Park are provided in the table below.

Package	Package Details
Valentine's Package	2-night cottage/camping stay along with discount at local restaurant
Wedding Bundle	2-night cottage stay and 1-day Group Shelter reservation
Disc Golf Package	One free game of disc golf with purchase of 2 discs
New Year's Package	Stay Monday-Friday, get the weekend for 50% off January
Local Attractions Package	Bundle a cottage stay with local attraction discounts and offers
Camping Package	Campers stay 5 nights and get 1 for free during non-peak times.
Hikers Dream Package	Book hikes on 2 consecutive days with our concessionaire G3 and get 25% off your cottage or camping stay.
Caving Package	Book a caving tour with our concessionaire G3 and get 10% off your cottage or camping stay.

### GROUP SALES

Types of groups within which specific target customers can be identified for Cloudland Canyon State Park 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
- Nature Enthusiasts
- Hiking Clubs
- Other public agencies
- Women's groups
- Community organizations
- Home School Groups
- Outfitters: REI, Rock Creek

### INCENTIVIZING NEW AND REPEAT VISITATION

Cloudland Canyon 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
- Loyalty programs such as site 'bucks' or 'miles' earned based on dollars spent that can be redeemed for future visits or purchases at the site
- Co-branding partner benefits (e.g., redeem six Coca-Cola cans for a free souvenir for the gift shop)
- One free game of disc golf with the purchase of 2 discs

### Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 20% of repeat customers within a 12-month period.
2. Brand confidence & customers-recruiting-customers = Where/how did you hear about Cloudland Canyon State Park? 20% repeat customers. 10% word of mouth customers-recruiting-customers.

## Georgia State Parks and Historic Sites

### Revenue Generation Plan

#### Revenue / Cost Recovery Goals

Cloudland Canyon State Park has set a financial goal of increasing annual revenues 4% annually between 2012 and 2015. The largest revenue growth opportunity is most likely May, August, and September. 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
<b>2010</b>	<b>Base Year</b>	\$76,319	\$58,594	\$57,208	\$77,192	\$64,714	\$36,567	\$28,156	\$36,883	\$62,934	\$70,341	\$65,622	\$77,888	\$712,418
2011	4%	\$79,372	\$60,938	\$59,496	\$80,280	\$67,303	\$38,030	\$29,282	\$38,358	\$65,451	\$73,155	\$68,247	\$81,004	\$740,915
2012	4%	\$82,547	\$63,375	\$61,876	\$83,491	\$69,995	\$39,551	\$30,454	\$39,893	\$68,069	\$76,081	\$70,977	\$84,244	\$770,551
2013	4%	\$85,848	\$65,910	\$64,351	\$86,831	\$72,794	\$41,133	\$31,672	\$41,488	\$70,792	\$79,124	\$73,816	\$87,613	\$801,373
2014	4%	\$89,282	\$68,547	\$66,925	\$90,304	\$75,706	\$42,778	\$32,939	\$43,148	\$73,624	\$82,289	\$76,768	\$91,118	\$833,428
2015	4%	\$92,854	\$71,289	\$69,602	\$93,916	\$78,734	\$44,489	\$34,256	\$44,874	\$76,569	\$85,581	\$79,839	\$94,763	\$866,765

These projections would result in a total of 22% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative increase of 2% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 130% 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 109% 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 (%)	Negative Yield Management Margin (%)	Positive Yield Management Margin (\$)	Negative Yield Management Margin (\$)
1	CLOUDLAND CANYON								
	Picnic Shelter			\$40	\$25	10%	-10%	\$4	(\$3)
	Group Shelter #1 (capacity)			\$130	\$100	10%	-10%	\$13	(\$10)
	Group Shelter #2 (Interpretive Center)								
	Camping					10%	-10%	\$0	\$0
	Camping (RV/Tent)			\$28/25	\$28/25	10%	-10%	\$2,80/2,50	\$2,80/2,50
	Camping Oct - Nov				\$30/27	10%	-10%	\$3/2,70	\$3/2,70
	Camping (Back)			\$6 pp	\$6 pp	10%	-10%	\$1	(\$1)
	Camping (Walk)			\$15	\$16	10%	-10%	\$2	(\$2)
	Cottage (1 BR) (Local Sale Only)			\$80	\$90	10%	-10%	\$9	\$9
	Cottage (1 BR) Peak - Oct 1 - Nov 30 & Holiday			\$90	\$100	10%	-10%	\$10	\$10
	Cottage (2 BR)								
	Year Round			\$125	\$135	25%	-10%	\$34	\$34
	Peak - Oct 1 - Nov 30 and Holidays			\$135	\$150	25%	-10%	\$38	\$38
	Dec - MDW & LD -Sept								
	Weekday								
	Weekend								
	MDW - LD & Holidays								
	Weekday								
	Weekend								
	Oct - Nov								
	Cottage (3 BR)								
	Year Round			\$135	\$145	25%	-10%	\$15	\$15
	Peak - Oct 1 - Nov 30 and Holidays			\$145	\$160	25%	-10%	\$16	\$16
	Dec - MDW & LD -Sept								
	Weekday								
	Weekend								
	MDW - LD & Holidays								
	Weekday								
	Weekend								
	Oct - Nov								
	Pioneer Campsite			\$50	\$50	10%	-10%	\$5	\$5
	Group Lodge (capacity)			\$205(40)					
	Year Round				\$200 (40)	25%	-25%	\$50	\$50
	Peak - June 1 - October 31				\$240 (40)	25%	-25%	\$60	\$60

**INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN**

<b>Program / Event</b>	<b>Theme / Purpose</b>	<b>Scheduled Date/Season</b>	<b>Frequency</b>	<b>Target Participation</b>	<b>Target User Fee</b>	<b>Target Cost Recovery</b>
Spring Craft Show	Community Event	Weekend in May	Annually	500+ total	\$3	100%
Summer Concert Series	Community Event	Saturday evenings in June	Annually	200+ total	\$3	100%
Antique Car Show	Community Event	Weekend in July	Annually	300+ total	\$3	100%
Art Show (Local Artists)	Community Event	Weekend in August	Annually	300+ total	\$3	100%
Fall Craft Show	Community Event	Weekend in September	Annually	300+ total	\$3	100%
Hayrides	Family Event	Saturdays in Spring, Summer, and Fall	Weekly	1000+ total	\$2	100%
Independence Day Celebration	Family Event	Same day as New Salem fireworks	Annually	300+ total	\$3	100%
Trail Run/Marathon	Trail Runners	Spring or Fall	Annually	200+ total	\$3	100%
Outdoor Adventure Weekend	Family Event	April and August	Twice annually	2000+ per event	Donations	75%
Winter Lecture Series (flora, fauna, geology)	Nature enthusiasts Professionals	January – February	Annually	50 per event	\$5	100%
Wildflower Festival	Family Nature Enthusiasts	March	Annually	200 total	\$3	100%
Stargazing Weekend	Family	September	Annually	100 total	\$5	100%
Geology & Climbing	Adventure Recreationists	September	Annually	300 total	\$20	100%

## **Georgia State Parks and Historic Sites**

---

### **PARTNERSHIPS AND CONCESSIONS PLAN**

<b>Service / Partnership</b>	<b>Term of Service</b>	<b>Financial Objective</b>	<b>Contract Manager</b>
Ice Cream/Snack/Gift Shop Vendor in Day Use Area	1 year	15% of gross receipts to park	Park Manager
G3: Caving, hiking, backpacking, mountain bike rentals, early summer youth camps, other guided services.	3-5 years	15% of gross receipts 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
Permanently convert 3 vacant housekeeping positions to part-time status	July FY 2012	Annual labor cost reduction of \$36,300
Permanently convert full-time clerk vacancy to part-time status	July FY 2012	Annual labor cost reduction of \$13,800
Convert next vacant maintenance position to part-time status	July FY 2015	Annual labor cost reduction of \$19,300
Convert 4 <sup>th</sup> full-time housekeeping position to part-time status when incumbent retires	June FY 2012	Annual labor cost reduction of \$12,100

### Management Techniques

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

Action	Timeline	Outcome
Analyze use of automated kiosk	January FY 2012	Possible labor cost reduction
Analyze linen service	January FY 2012	Possible labor cost reduction
Analyze pest control service	July FY 2012	Possible labor cost reduction

### Adjusted Levels of Service

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

Action	Timeline	Outcome
Continue adjusted mowing and landscaping schedules for portions of the park	July FY 2012	Annual cost reduction of \$1,500

## Financial Pro Forma

The following five-year financial pro forma projects operating expenses, earned revenues and cost recovery through FY 2015. These pro forma are based on the strategies and desired outcomes identified in this business plan, especially the revenue generation and expense management plans, and are linked to corresponding performance goals.

### Expense Pro Forma

<b>Cloudland Canyon</b> State Park	<b>2010 (Actual)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Operational Expenses</b>					
REGULAR SALARIES	\$280,716	\$266,330	\$246,330	\$216,300	\$220,626
ANNUAL LEAVE PAY	\$6,627	\$2,000	\$4,000	\$6,000	\$0
OTHER SUPPLEMENTAL	\$1	\$1	\$1	\$1	\$1
OVERTIME	\$0	\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR	\$16,479	\$35,000	\$50,000	\$65,000	\$66,300
FICA	\$19,094	\$17,500	\$15,500	\$13,000	\$13,260
RETIREMENT	\$37,784	\$33,500	\$29,500	\$26,500	\$27,030
HEALTH INSURANCE	\$59,381	\$54,000	\$48,000	\$42,000	\$42,840
UNEMPLOYMENT INSURANCE	\$327	\$300	\$270	\$240	\$245
ASSESSMENTS BY MERIT	\$1,096	\$1,118	\$1,140	\$1,163	\$1,186
DRUG TESTING	\$0	\$0	\$0	\$0	\$0
<b>PERSONAL SERVICES</b>	<b>\$421,505</b>	<b>\$409,749</b>	<b>\$394,741</b>	<b>\$370,204</b>	<b>\$371,488</b>
POSTAGE	\$232	\$244	\$256	\$269	\$282
MOTOR VEHICLE EXPENSES	\$15,219	\$15,980	\$16,779	\$17,618	\$18,499
PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$12,775	\$13,414	\$14,084	\$14,789	\$15,528
REPAIRS & MAINTENANCE	\$1,659	\$1,742	\$1,829	\$1,920	\$2,017
EQUIPMENT >\$1000< \$5,000	\$1	\$1	\$1	\$1	\$1
WATER & SEWAGE	\$18,846	\$19,788	\$20,778	\$21,817	\$22,907
ENERGY	\$85,657	\$89,940	\$94,437	\$99,159	\$104,117
RENTS	\$2,617	\$2,748	\$2,885	\$3,030	\$3,181
INSURANCE & BONDING	\$6,620	\$6,951	\$7,299	\$7,663	\$8,047
FREIGHT	\$1	\$1	\$1	\$1	\$1
PURCHASING CARD	\$23,583	\$24,762	\$26,000	\$27,300	\$28,665
OTHER OPERATING EXPENSES	\$2,726	\$2,862	\$3,005	\$3,156	\$3,313
CLAIMS & BONDS & INTEREST	\$1	\$1	\$1	\$1	\$1
TRAVEL	\$635	\$667	\$700	\$735	\$772
<b>REGULAR EXPENSES</b>	<b>\$170,572</b>	<b>\$179,101</b>	<b>\$188,056</b>	<b>\$197,458</b>	<b>\$207,331</b>
MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	\$0	\$0
EQUIPMENT PURCHASES >5000	\$0	\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int	\$0	\$0	\$0	\$0	\$0
REAL ESTATE RENTALS	\$0	\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$505	\$515	\$525	\$536	\$547
PER DIEM & FEES	\$0	\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0	\$0
CONTRACTS	\$0	\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0	\$0
RESALE	\$62,813	\$75,000	\$80,000	\$85,000	\$90,000
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$63,318</b>	<b>\$75,515</b>	<b>\$80,525</b>	<b>\$85,536</b>	<b>\$90,547</b>
<b>GRAND TOTAL</b>	<b>\$ 655,395</b>	<b>\$ 664,365</b>	<b>\$ 663,322</b>	<b>\$ 653,198</b>	<b>\$ 669,366</b>

**Revenue Pro Forma**

Revenue Pro Forma						
Cloudland Canyon 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	-\$91,826.42	\$ (99,173)	\$ (103,139)	\$ (107,265)	\$ (111,556)
60002	CANCELLATION FEES	-\$656.00	\$ (708)	\$ (737)	\$ (766)	\$ (797)
60003	TELESCOPES	-\$440.45	\$ (476)	\$ (495)	\$ (515)	\$ (535)
60004	Cottages	-\$189,248.75	\$ (204,389)	\$ (212,564)	\$ (221,067)	\$ (229,909)
60005	CAMP SITES	-\$111,629.36	\$ (120,560)	\$ (125,382)	\$ (130,397)	\$ (135,613)
60006	GROUP CAMP	-\$13,733.25	\$ (14,832)	\$ (15,425)	\$ (16,042)	\$ (16,684)
60014	DOG FEES	-\$3,770.00	\$ (4,072)	\$ (4,234)	\$ (4,404)	\$ (4,580)
60018	WASH & DRY	-\$1,302.00	\$ (1,406)	\$ (1,462)	\$ (1,521)	\$ (1,582)
60020	SHORT/OVER	-\$417.61	\$ (451)	\$ (469)	\$ (488)	\$ (507)
60025	REFUNDS	\$36,896.98	\$ 39,849	\$ 41,443	\$ 43,100	\$ 44,824
60027	PIONEER CAMP	-\$3,115.00	\$ (3,364)	\$ (3,499)	\$ (3,639)	\$ (3,784)
60028	PICNIC SHELTERS	-\$300.00	\$ (324)	\$ (337)	\$ (350)	\$ (364)
60033	CAMPSITE SR. CITIZEN DISCOUNT	\$12,420.40	\$ 13,414	\$ 13,951	\$ 14,509	\$ 15,089
60036	PROGRAM FEES	-\$2,063.50	\$ (2,229)	\$ (3,343)	\$ (4,346)	\$ (5,432)
60037	MISC PARK RECEIPTS	-\$315.00	\$ (340)	\$ (354)	\$ (368)	\$ (383)
60041	SOFT DRINK SALES	-\$9,326.97	\$ (10,073)	\$ (10,476)	\$ (10,895)	\$ (11,331)
60049	MISC DONATIONS	-\$115.59	\$ (125)	\$ (130)	\$ (135)	\$ (140)
60051	DAY PASS FRISBEE GOLF	-\$4,686.00	\$ (5,061)	\$ (5,263)	\$ (5,474)	\$ (5,693)
60066	SPECIAL PARK CLUBS (FIELD)	-\$2,120.00	\$ (2,290)	\$ (2,381)	\$ (2,476)	\$ (2,575)
60073	DISABLED VET DISCOUNT	\$1,273.35	\$ 1,375	\$ 1,430	\$ 1,487	\$ 1,547
60082	BAD CHECKS	\$18.03	\$ 19	\$ 20	\$ 21	\$ 22
60087	Promotional Discount	\$11.25	\$ 12	\$ 13	\$ 13	\$ 14
60090	FOOD/BEV ITEMS TO GO	-\$2,811.42	\$ (3,036)	\$ (3,158)	\$ (3,284)	\$ (3,415)
60092	"Friends" Discount at Parks	\$3,928.51	\$ 4,243	\$ 4,413	\$ 4,589	\$ 4,773
60099	SALES TAX	-\$1,455.43	\$ (1,572)	\$ (1,635)	\$ (1,700)	\$ (1,768)
63908	OTHER/MISC	-\$127.00	\$ (137)	\$ (143)	\$ (148)	\$ (154)
65003	"Friends" membership fees	-\$15,101.25	\$ (16,309)	\$ (16,962)	\$ (17,640)	\$ (18,346)
65004	Pay-Out to "Friends"	\$13,441.25	\$ 14,517	\$ 15,097	\$ 15,701	\$ 16,329
65005	Friends Incentive	-\$565.00	\$ (610)	\$ (635)	\$ (660)	\$ (686)
66002	CANCELLATION FEES	-\$8,611.00	\$ (9,300)	\$ (9,672)	\$ (10,059)	\$ (10,461)
66003	REFUNDS-ADV RESERV	\$71,830.80	\$ 77,577	\$ 80,680	\$ 83,908	\$ 87,264
66005	CAMPING	-\$47,794.00	\$ (51,618)	\$ (53,682)	\$ (55,830)	\$ (58,063)
66006	COTTAGE	-\$67,028.25	\$ (72,391)	\$ (75,286)	\$ (78,298)	\$ (81,429)
66008	TENT/PIONEER CAMPING	-\$3,270.00	\$ (3,532)	\$ (3,673)	\$ (3,820)	\$ (3,973)
66015	GROUP SHELTER	-\$3,505.00	\$ (3,785)	\$ (3,937)	\$ (4,094)	\$ (4,258)
66016	GROUP CAMP	-\$5,986.25	\$ (6,465)	\$ (6,724)	\$ (6,993)	\$ (7,272)
66019	Transfer Fees	-\$905.00	\$ (977)	\$ (1,016)	\$ (1,057)	\$ (1,099)
66028	PICNIC SHELTER	-\$1,655.00	\$ (1,787)	\$ (1,859)	\$ (1,933)	\$ (2,011)
69005	Camp Sites - PW	-\$116,592.00	\$ (125,919)	\$ (130,956)	\$ (136,194)	\$ (141,642)
69006	Cottages/Cabins	-\$125,905.00	\$ (135,977)	\$ (141,416)	\$ (147,073)	\$ (152,956)
69008	Tent/Pioneer Camps	-\$5,240.00	\$ (5,659)	\$ (5,886)	\$ (6,121)	\$ (6,366)
69015	GROUP SHELTERS	-\$2,785.00	\$ (3,008)	\$ (3,128)	\$ (3,253)	\$ (3,383)
69016	Group Camps- PW	-\$8,565.00	\$ (9,250)	\$ (9,620)	\$ (10,005)	\$ (10,405)
69028	Picnic Shelters-PW	-\$1,490.00	\$ (1,609)	\$ (1,674)	\$ (1,741)	\$ (1,810)
<b>TOTAL</b>		<b>\$ (714,637)</b>	<b>\$ (771,808)</b>	<b>\$ (802,680)</b>	<b>\$ (834,787)</b>	<b>\$ (868,179)</b>

## Georgia State Parks and Historic Sites

---

### Total / Cost Recovery Pro Forma

Cloudland Canyon State Park					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	254,433	279,876	293,870	308,248	318,041
Operational Expenses	\$655,395	\$664,365	\$663,322	\$653,198	\$669,366
Earned Revenues	\$714,637	\$745,203	\$775,012	\$806,012	\$838,252
% Cost Recovery	109%	112%	117%	123%	125%