

George T. Bagby State Park & Lodge Business & Management Plan

Prepared June 2011; Finalized February 2013

Direction 2015 – Sustainable Business Planning

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Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of George T. Bagby State Park & Lodge (GTB) 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	George T. Bagby State Park & Lodge
Site Manager	Shawn Baltzell
Region Manager	Eric Bentley
Date of Business Plan completion	June 16, 2011
Site Size	700 Acres
Total number of visitors (FY 2010)	117,739
Total operating budget (FY 2010)	\$1,254,594
Total earned revenues (FY 2010)	\$919,375
Operational cost recovery (FY 2010)	73%
Average operating cost per visitor (FY 2010)	\$10.66
Average earned revenue per visitor (FY 2010)	\$7.81
Average cost recovery ¹ (FY 2008 – 2010)	76%
Target cost recovery (FY 2015)	85%
Total full-time employees ²	11
Total part-time employees ³	17
Primary service markets ⁴	Albany GA; Columbus GA; Dothan AL; Tallahassee FL
Primary attractors/visitor appeal factors	Walter F. George Lake; Meadow Links Golf Course; lodge & conference center; marina; beach & cabins
Leading opportunities for improved site performance	Increased interpretive programs; site specific marketing with increased PR & advertising; new furnishings; bar and grill

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

² Current employees, not including vacancies.

³ Current employees, not including vacancies.

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

Site Summary and Key Attractions

This 700-acre site is located on the shores of Walter F. George Lake in rural Fort Gaines, GA. Nestled 50 miles from the nearest of four major population centers, the park is definitely a destination site. There is no interstate access for 70 miles. Highway 431 in AL, the closest major corridor, is thirty miles away and our closest competitor, Lake Point State Park & Lodge in Eufaula, AL, is on that corridor and has recently undergone a multi-million dollar renovation.

Key Attractions

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

- Lodge, Cottages & Conference Center
- Pilothouse Restaurant
- Meadow Links Golf Course
- Golf & Fishing Tournaments
- Annual Halloween Fest , Hayrides & Breakfast with Santa
- 48,000 Acre Lake for Swimming, Boating & Canoeing, Fishing, Beach & Picnic Sites
- Marina Bait & Tackle Store & Rented Slips
- Swimming Beach
- Hiking Trails
- Tennis Courts
- Boat Ramp
- Group & Picnic Shelters

Financial Targets

The table below details the total operating expenses and earned revenues for George T Bagby 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 85% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

George T. Bagby State Park & Lodge		Target Visitation Growth from FY-2010	Target Change in Visitation		
Visitation Assumptions		15%	17,661		
		FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	149,368	121,099	117,739	135,400	
Total Operational Expenses	\$2,044,006	\$1,690,917	\$1,254,593	\$843,000	
Total Earned Revenues	\$1,408,965	\$1,177,954	\$919,375	\$717,000	
Cost per Visitor	\$13.68	\$13.96	\$10.66	\$6.23	
Revenue per Visitor	\$9.43	\$9.73	\$7.81	\$5.30	
State Financial Support per Visitor	(\$4.25)	(\$4.24)	(\$2.85)	(\$0.93)	
Total Cost Recovery	68.9%	69.7%	73.3%	85.1%	
Change in Expenses between 2010 & 2015				(\$411,593)	
Percent Change in Expenses between 2010 & 2015				-32.8%	
Change in Revenues between 2010 & 2015				(\$202,375)	
Percent Change in Revenues between 2010 & 2015				-22.0%	

Key Recommendations

Primary / Short Term Recommendations

1. Capitalize on improvement recommendations made by guests by utilization of comment card program and surveys.
2. Operate the site using cost based accounting, including the net cost recovery achieved annually.
3. Explore various opportunities to host events on site. For example; expand on the golf and fishing tournaments, children's fishing rodeos, educational field trips.
4. Continue to evaluate Zip Code data to gauge demographics and origins in order to improve marketing efforts
5. Develop and incorporate four special events annually to attract visitation and increase revenue.
6. Seek local partners to help support operations, programs and service delivery for cross marketing purposes.
7. Incorporate challenging, yet motivating, staff incentive programs to reduce operating costs in services and labor.
8. Manage George T. Bagby State Park according to well-defined maintenance, program and operational standards monitored and enforced by management.
9. Continue partnerships with Chamber of Commerce, Clay County EDC and Visitor's Bureau, as well as maintaining relationships with bordering state benefactors and supporting organizations.
10. Continue to work with the GTB Chapter of the Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.
11. Establish a thorough net cost-of-service analysis of each department including labor requirements.
12. Review and update rates at the site on an annual basis to recover the total net cost of services and amenities.
13. Continue to evaluate the economic impact that GTB has on the local and regional area as a major employer and a vital component to the economic well-being of the community.
14. Develop a more detailed analysis of labor requirements of all major park functions to include exit Interviews and PMP's for part-time employees. Also implement a more in-depth training and orientation program for new hires.
15. Upgrade facilities and amenities at the site that are likely to have a cost recovery level at or above 100%. For example, relocating the Gazebo from the Hiking trail to the water's edge and renovating the Old Kitchen space into a recreational and entertainment venue.
16. Add more youth-focused services, programs and amenities at the site that appeal to younger audiences, families and educational groups.
17. Offer more knowledge-based customer service.

18. Add a business center for guest use, including computer and copier equipment.

Secondary / Long Term Recommendations

1. Large facility upgrades such as parking lot paving and correcting drainage problems, room updates and new furnishings and park style décor.
2. Upgrade conference facilities with modern technology including upgraded wi-fi, projectors, sound systems and lighting.

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 George T. Bagby State Park & Lodge. 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 George T. Bagby State Park & Lodge, and provides the assessed condition of each as reviewed in April 2009.

Site Asset / Amenity	Quantity	Condition
Day Use Boat Ramp	1	Fair
Park Pass Kiosk	1	Good
Conference Center/Restaurant	1	Good
Lodge (Motel Rooms) 200 Series	30	Good
Lodge (Motel Rooms) 100 Series	30	Fair
Lodge Courtesy Dock	1	Poor- under construction
Pool	1	Good
Pool Pump House	1	Good
Marina Lift Station	1	Fair
Lift Station at Cottage 4	1	Good
Lodge Shop/Storage Bldg	1	Fair
Marina Maintenance/Storage Bldg	1	Fair
Marina Concession Bldg	1	Good
Rest Station #1 (Marina)	1	Poor (developing options with E&C)
Marina Picnic Shelter	1	Good
Marina Dock Complex	1	Fair
WRD Flammable Storage Bldg	1	Good
Fueling Station #1	1	Fair
Fueling Station #2	1	Fair
Maintenance Building	1	Fair
Maintenance Used Oil Shed	1	Fair
Site Manager's Residence	1	Good
Maintenance Engineer Residence	1	Good
F& B Director Residence	1	Good
Group Shelter	1	Good
GS BBQ Shelter	1	Fair
Day-Use Boat Ramp Courtesy Dock	1	Poor
Group Lodge	1	Fair
Rest Station#2 (Beach)	1	Fair
Well House (Beach)	1	Fair
Picnic Shelter (Beach)	1	Fair
Fish Cleaning Station	1	Fair
Cottages	5	Good
Gazebo	1	Good
Water Tank	1	Good
Stewart Lodge	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
Recreational and entertainment venue conversion (grill and bar)	High
Replace Courtesy Docks at Day Use and Lodge	High
Replace shower bathhouse at the Marina	High
Improved signage at Marina and Entrance	High
Renovations on Group Shelter, Marina concession, Lodge Building, Group Cottage, Maintenance Shop, Lodge Shop	Moderate
Add additional parking and restrooms to Boat Ramp area	Moderate
Replace Day Use Restroom	Moderate
Add pergola to point for weddings	Moderate
Upgrade Gift Shop area	Low

Operational Assessment

The Operational Assessment includes:

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

Inventory and Classification of Programs and Services

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

- 1) Core or Essential Services**
- 2) Important Services**
- 3) Visitor Supported Services**

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

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

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

- **Active management of the natural and cultural resources of the site**
- **Open and public access to the site of its resources**
- **Site appropriate 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 services offered at George T. Bagby have been identified as **important services**:

- **Self-guided interpretation and education programs**
- **Group shelter, picnic shelters and picnic sites**
- **Lodging to include lodge rooms, cottages and group lodging**
- **Lake recreation and related facilities**

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

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

- The services expand, enhance or support core services or important services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.

The services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprises that may not otherwise be provided by the agency.

The following services offered at George T. Bagby have been identified as **visitor supported services**:

- **Restaurant**
- **Conference & banquet venue**
- **Gift shop**
- **Special events / programs related to the mission of the site**
- **Special events / programs not related to the mission of the site**

Staffing Assessment

Labor costs at George T. Bagby State Park & Lodge represent the largest area of budgetary expense at an average of 63% 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.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Site Manager	1	0	2340
Maintenance Engineer	1	0	2340
Administrative Ops Coord	1	0	2080
Food & Beverage Director	1	0	2340
Sales & Marketing Manager	1	0	2080
Housekeeping Manager	1	0	2240
Front Desk Clerk/Audit	1	0	2080
Food Service Operations	2	0	4160
Maintenance Utility	2	0	4160
TOTAL	11	0	23,820

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Front Desk Clerks	5	0	7540
Marina Clerk	1	0	1508
Servers	7	0	10556
Kitchen Staff	7	0	10556
Housekeepers	5	0	7540
Maintenance Utility	2	0	3016
Sales Coordinator	1	0	1508
Interpretive Programmer	0	1	0
TOTAL	17	5	42,224

Labor Support

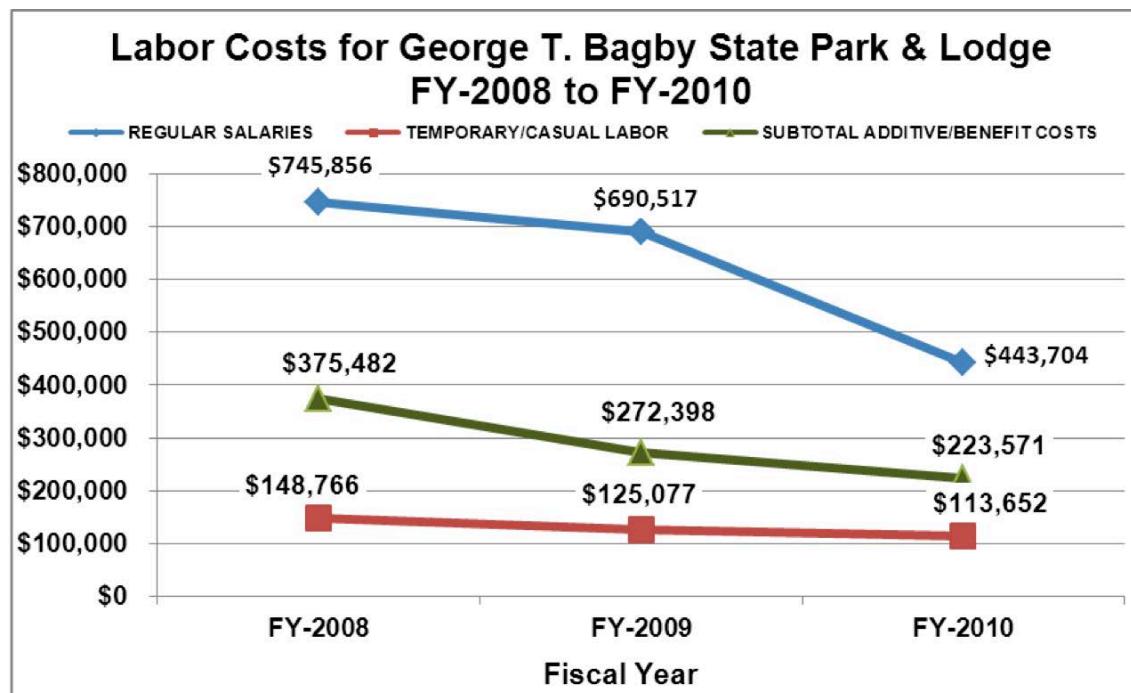
Labor Support	Annual Hours
Volunteers	750
Community Service Workers	0
Engineering and Construction Crews	40
Resource Management Crews	0
TOTAL	790

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	23,820
Part Time Employees	42,224
Labor Support	790
TOTAL Annual Labor Hours	66,834

LABOR BUDGET SUMMARY

George T. Bagby State Park & Lodge					
Account Codes	Account Code and Sub-Class Expenditure Descriptions	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
501000	REGULAR SALARIES	\$745,856	\$690,517	\$443,704	-40.5%
502000	ANNUAL LEAVE PAY	\$12,016	\$15,997	\$15,627	30.1%
503000	OTHER SUPPLEMENTAL	\$45,243	\$25,000	\$18,491	-59.1%
511000	OVERTIME	\$551	\$222	\$511	-7.3%
513000	TEMPORARY/CASUAL LABOR	\$148,766	\$125,077	\$113,652	-23.6%
514000	FICA	\$58,079	\$53,524	\$35,348	-39.1%
516000	HEALTH INSURANCE	\$175,569	\$100,203	\$95,755	-45.5%
518000	UNEMPLOYMENT INSURANCE	\$1,442	\$1,165	\$1,596	10.7%
520000	ASSESSMENTS BY MERIT	\$5,586	\$5,733	\$5,343	-4.4%
522001	DRUG TESTING	\$0	\$0	\$0	
	SUBTOTAL ADDITIVE/BENEFIT COSTS	\$375,482	\$272,398	\$223,571	-40.5%
TOTAL	PERSONAL SERVICES	\$1,270,104	\$1,087,992	\$780,927	-38.5%



Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 21% or over 31,000 visitors. This is largely attributed to economic conditions, decreases in school visitation, the rise in gasoline prices nationwide and the overall cost-of-living.

Year	Total Visitation
2008	149,368
2009	121,099
2010	117,739

Occupancy for the overnight accommodations at George T. Bagby State Park & Lodge for the last three years is detailed in the table below. While the overall occupancy has trended downward from 2008 to 2010, cottage occupancy increased in 2009 by 7% but tapered back in 2010 and held out with no change from 2008. Unfortunately, lodge occupancy decreased an overall 19% between 2008 and 2010. This is largely attributed to the economic downturn, cutbacks in business and personal travel, increases in fuel costs as well as rumors that led to the public's speculation that GTB was soon closing its doors. This not only caused canceled reservation but groups and individuals alike sought lodging elsewhere.

Year	Cottage Occupancy	Lodge Occupancy
2008	54%	45%
2009	61%	39%
2010	54%	26%

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
George T. Bagby State Park	2009	62%
	2010	75%

Our most recent method of monitoring customer service and satisfaction was through paper, hard copy comment cards. This system of monitoring does not give the site an accurate assessment of how satisfied guests are. However, the site does receive cards from individuals and groups when the site has done an exceptional job in providing these services. From 2009 to 2010, Bagby experienced a 13% increase in customer satisfaction.

Financial Performance Assessment

Operational Expenses

A summary of total operating expenses at George T. Bagby State Park & Lodge from 2008 to 2010, as well as their percent change from 2008 are provided in the table below.

George T. Bagby State Park & Lodge	2008	2009	2010	% Change from 2008
Operational Expenses				
REGULAR SALARIES	745,856	690,517	443,704	-41%
ANNUAL LEAVE PAY	12,016	15,997	15,627	30%
OTHER SUPPLEMENTAL	45,243	25,000	18,491	-59%
OVERTIME	551	222	511	
TEMPORARY/CASUAL LABOR	148,766	125,077	113,652	-24%
FICA	58,079	53,524	35,348	-39%
RETIREMENT	76,996	70,554	50,900	-34%
HEALTH INSURANCE	175,569	100,203	95,755	-45%
UNEMPLOYMENT INSURANCE	1,442	1,165	1,596	11%
ASSESSMENTS BY MERIT	5,586	5,733	5,343	-4%
DRUG TESTING	0	0	0	#DIV/0!
PERSONAL SERVICES	1,270,105	1,087,992	780,928	-39%
POSTAGE	2,604	1,694	1,179	-55%
MOTOR VEHICLE EXPENSES	691	1,563	7,075	924%
PRINTING & PUBLICATION	836	0	0	-100%
SUPPLIES & MATERIALS	27,074	13,653	28,142	4%
REPAIRS & MAINTENANCE	26,906	24,073	16,000	-41%
EQUIPMENT >\$1000< \$5,000	7,981	0	0	-100%
WATER & SEWAGE	4,722	2,822	2,786	-41%
ENERGY	154,807	144,104	135,429	-13%
RENTS	6,886	6,617	6,957	1%
INSURANCE & BONDING	11,108	17,708	12,128	9%
FREIGHT	0	0	0	#DIV/0!
PURCHASING CARD	129,550	80,199	28,821	-78%
OTHER OPERATING EXPENSES	11,845	10,438	27,125	129%
CLAIMS & BONDS & INTEREST	0	0	0	#DIV/0!
TRAVEL	2,326	63	0	-100%
REGULAR EXPENSES	387,336	302,934	265,642	-31%
MOTOR VEHICLE EQUIPMENT	0	0	0	#DIV/0!
EQUIPMENT PURCHASES >5000	7,486	0	0	-100%
CAPITAL\ LEASE Prin & Int	0	0	0	
REAL ESTATE RENTALS	0	0	0	
VOICE/DATA COMMUNICATIONS	19,179	17,198	16,515	-14%
PER DIEM & FEES	0	0	0	
PER DIEM & FESS EXPENSE	0	0	0	
CONTRACTS	2,050	975	500	-76%
ADVERTISING - PROCUREMENT CARD	0	0	0	
RESALE	357,851	281,818	191,009	-47%
TOTAL OTHER EXPENDITURES	386,566	299,991	208,024	-46%
GRAND TOTAL	\$ 2,044,007	\$ 1,690,917	\$ 1,254,595	-39%

George T. Bagby State Park Business Plan

Earned Revenues

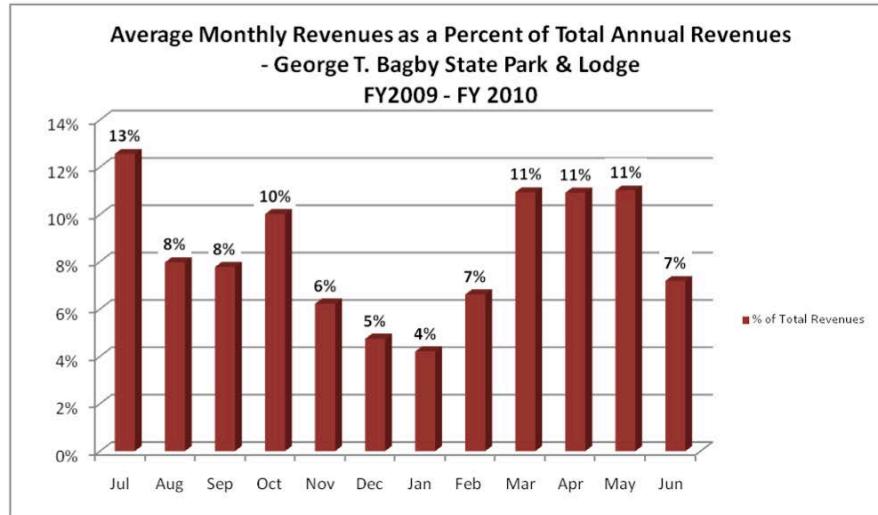
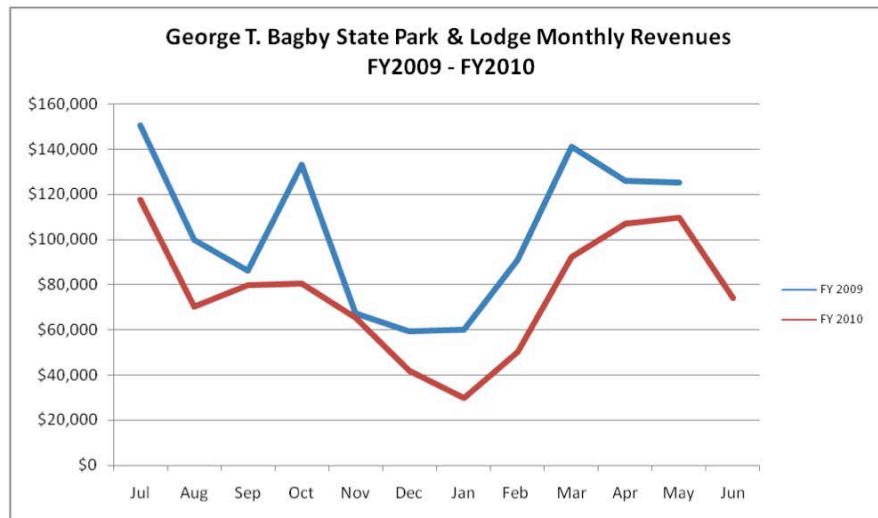
Earned revenues at George T. Bagby State Park & Lodge have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation. Visitation decreased in part due to the possibility of the lodge and conference center closing at the end of FY 2010. This caused the public to choose other venues to serve their conference and lodging needs. Monthly earned revenues for the last two years indicate that the total annual revenue decreased 22% from 2009 to 2010, with the largest decreases in monthly revenues in January (51%), February (45%), October (39%) and March (35%) with no increases in monthly revenues for 2010.

George T. Bagby State Parl & Lodge

FY 2009 - FY 2010 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$150,701	\$99,760	\$86,133	\$133,127	\$67,476	\$59,368	\$60,046	\$91,076	\$141,312	\$126,037	\$125,331	\$79,419	\$1,218,013
FY 2010	\$117,709	\$70,409	\$79,882	\$80,718	\$65,410	\$41,910	\$29,717	\$50,230	\$92,270	\$107,080	\$109,884	\$74,155	\$917,232
Avg	\$134,205	\$85,085	\$83,008	\$106,923	\$66,443	\$50,639	\$44,882	\$70,653	\$116,791	\$116,559	\$117,608	\$76,787	\$1,067,623
% of Total Revenues	13%	8%	8%	10%	6%	5%	4%	7%	11%	11%	11%	7%	100%
% change	-22%	-29%	-7%	-39%	-3%	-29%	-51%	-45%	-35%	-15%	-12%	-7%	-25%

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

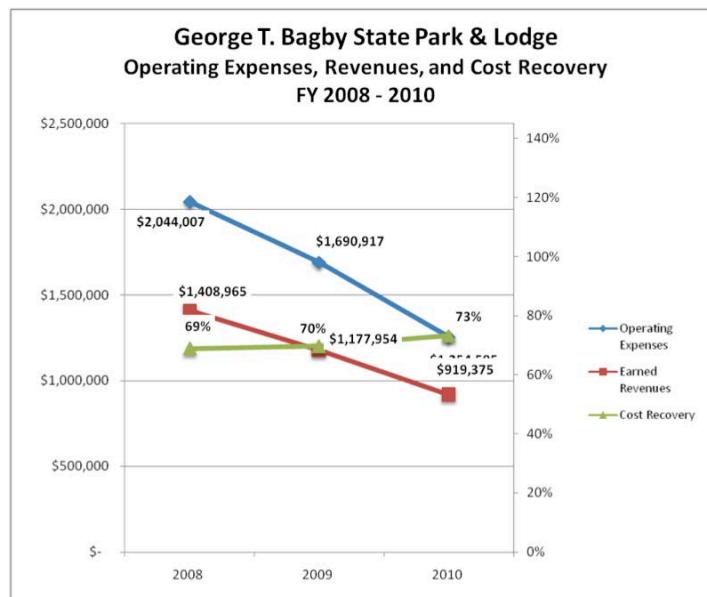


George T. Bagby State Park Business Plan

Cost Recovery Trends

George T. Bagby State Park & Lodge has achieved an average cost recovery of 71% 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	\$2,044,007	\$1,408,965	69%
2009	\$1,690,917	\$1,177,954	70%
2010	\$1,254,595	\$919,375	73%



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 rates charged for reservables at George T. Bagby State Park & Lodge since 2005, with the largest increases being for the group shelter (27%) and cabin rates (24%). A table detailing the rates for all reservables is provided below.

GEORGE T. BAGBY	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	4/1/2010	2011
Cottage - 2 BR			85/90	85/90	85/90	90/95	90/95	95/100	95/100	110/120	110/120	115/125	115/125
Lodge - Double			60/65	60/65	60/65	65/70	65/70	70/75	70/75				
Low										70/75	70/75	70/75	70/75
High										75/80	75/80	75/80	75/80
Lodge - Suite			125	125	125	125	125	125	125				
Low										110	110	110	110
High										120	120	120	120
Picnic shelter			40	40	40	40	40	40	40	40	40	45	45
Group Shelter (125)			150	150	150	150	150	150	150/185	200	200	205	205
Group Cottage (14)										150			
Low											95/125	100/130	100/130
High											125/150	130/155	130/155

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for George T. Bagby State Park & Lodge.

Enhance Cost Recovery of Site Operations

George T. Bagby State Park & Lodge is currently operating at 69-73% cost recovery of operational expenses through earned revenues. Bagby can likely improve revenues through additional special events and marketing to draw more visitors to the site. The site is seeking to increase its cost recovery to 85% through enhanced revenue generation and strategic expense reductions.

Enhance Revenue Generation Strategies

Train the staff to better utilize yield marketing. Update restaurant menus and adjust prices in food and beverage to offset rising F&B expenses due to rising costs and fuel surcharges. Work with Friends of GTB to enhance signage to include amenities. Offer more diverse recreational and entertainment amenities to attract new visitation while encouraging repeat visitation. Add kayak rentals to the fleet of boats currently offered. In addition to the interpretive programs offered at our site, the lodge and conference center allow the opportunity to expand unused space for events and entertainment that would increase visitation and revenue generation. The expansion would include such improvements as converting the old kitchen into a recreational/entertainment venue. Build a pergola to be located to the vista just off the restaurant and near the water's edge. This location would allow for events such as weddings, receptions, festivals, school/interpretive programs, and concerts.

Enhance Special Events at the Site

Explore more opportunities to host golf and fishing tournaments at special pricing. Offer unique packages to include lodging, meals and conference center as well as other amenities for such events. Additionally, expand school field trips to encompass interpretive presentations, nature trails, day-use area, and sites within the park which offer educational insight. Offer more family oriented events such as the children's fishing rodeo.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and promotional activities at George T. Bagby is important to produce greater visitation and revenues during peak, shoulder and off seasons. This could be achieved in part through a consistent marketing approach targeting and focusing on potential new and repeat geographic areas and market segments (family reunions, church, government, etc.), as well as creating promotional packages during the non-peak season. Additionally, we can capitalize on exposure through speaking engagements, presentations and involvement in local and regional organizations, along with partnerships with community and civic groups (Chamber of Commerce, Convention/Visitors Bureaus, EDC, State Visitor Information Centers, Regional Tourism Meetings, and Civic Organizations ex. Rotary, Lions, Kiwanis, etc.). Developing collaborative cross promotions, events and referrals with nearby attractions and amenities should improve the site's ability to maintain and create additional visitors and revenue. Implementing special events to draw new business from local markets, drive markets and overnight markets should provide a surge in visitation and revenue.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

George T. Bagby plans to advance customer satisfaction by utilizing comment cards and customer surveys. The assessment of customer satisfaction will allow George T. Bagby the opportunity to analyze and monitor services and facilities. Those that fall below standards will be critically reviewed to enhance satisfaction; those with a history of poor performance will be evaluated to determine whether elimination is viable.

Expand Partnership Opportunities

Maintaining existing partnerships (Chamber Of Commerce, EDC, Visitor Bureaus, Friends, etc.), along with creating additional opportunities, will greatly benefit George T. Bagby. Additional opportunities will include seeking local and community advocacy, along with volunteers, to support the provision of programs and services to visitors at George T. Bagby. Seek partners to offset costs of materials and supplies, as well as related services needed by the site. Seek local partners to help support operations, programs and service delivery for cross marketing purposes. Preserving relationships with bordering state benefactors provides George T. Bagby with an additional opportunity to enhance visitation and revenue.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at George T. Bagby State Park & Lodge as either core, important, or visitor supported and projects a range of cost recovery percentages that might be achieved for each. These classifications establish financial performance goals for each category of services that are linked to the recommendations and strategies of this business plan.

Core Services	
Program / Service	Target Cost Recovery
Active management of the natural and cultural resources of the site	0%
Open and public access to the site of its resources	10-20%
Site appropriate education, interpretation and recreational opportunities	10-20%

Important Services	
Program / Service	Target Cost Recovery
Self-guided interpretation and education programs	40%-50%
Group shelter, picnic shelters and picnic sites	100-125%
Lodging to include lodge rooms, cottages and group lodging	125-150%
Lake recreation and related facilities	25%

Visitor Supported	
Program / Service	Target Cost Recovery
Restaurant	200%
Conference & banquet venue	200%
Gift shop	150%
Special events / programs related to the mission of the site	150%
Special events / programs not related to the mission of the site	150%

Partnership Development Plan

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

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
Operational Partners	<ul style="list-style-type: none"> • U.S. Army Corps of Engineers 	<ul style="list-style-type: none"> • Bass-N-Buddies of Albany 	
Vendor Partners			<ul style="list-style-type: none"> • Coca Cola • Georgia Power • Anderson Construction • Sysco Foods
Service Partners	<ul style="list-style-type: none"> • City of Ft. Gaines • Andrew College • City of Abbeville • Wildlife Resources Division • Clay County , GA 	<ul style="list-style-type: none"> • Albany Chamber of Commerce • Dothan Chamber of Commerce • Columbus Chamber of Commerce • Terrell County Chamber of Commerce • Clay County Chamber of Commerce 	
Co-branding Partners	<ul style="list-style-type: none"> • Kolomoki State Park • Providence Canyon State Park • Florence Marina State Park 		<ul style="list-style-type: none"> • Sea Tow
Funding Resource Development Partner	<ul style="list-style-type: none"> • Clay County Economic Development Council 	<ul style="list-style-type: none"> • Friends of Georgia State Parks & Historic Sites • Friends of George T. Bagby State Park • Friends of Lake Eufaula 	<ul style="list-style-type: none"> • Farley Nuclear Plant

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for George T. Bagby State Park are based on the following desired outcomes:

1. To produce increased revenue during non-peak season
2. To retain repeat visitors and acquire new visitors
3. To attain new groups for overnight stays and conference services
4. To produce increased overall visitation and revenues

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
Non-Peak Season Revenue	\$121,857	\$125,512	\$129,277	\$141,265
Overall Visitation	117,739	122,154	126,569	135,400

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

George T. Bagby will approach marketing and publicity planning using the following guidelines:

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, 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 George T. Bagby State Park & Lodge are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Halloween Festival	Junior Ranger Camp	Bass Fishing Tournament
Breakfast with Santa	Geology Day	Crappie Fishing Tournament
Food & Crafts Festival	Astronomy Night	Annual Art's Council Musicals

PACKAGING

Examples and suggested packages for George T. Bagby are provided in the table below.

Package	Package Details
Golf Package	Overnight accommodations, Breakfast, 18 holes + cart
Corporate Meeting Package	Overnight accommodations, breakfast, lunch, dinner and breaks, Conference room rental
Holiday Packages (Valentine's Day, New Year's Eve)	Overnight accommodations, breakfast and dinner, champagne and souvenir flutes

GROUP SALES

Types of groups within which specific target customers can be identified for George T. Bagby are listed below:

- Families
- Church Groups
- Activity or Special Interest Clubs and organizations
- Associations
- Business and Professional Groups
- Community and Civic Organizations
- Schools (public and private)
- Colleges and Universities
- Golf Groups
- Youth groups and organizations
- Community Organizations
- Public and State Agencies

INCENTIVIZING NEW AND REPEAT VISITATION

George T. Bagby State Park & Lodge will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Early registration discounts
- Group pricing options and packages
- Special promotions, packages and pricing during non-peak seasons and days with low occupancy

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at George T. Bagby State Park & Lodge:

1. Loyalty and repeat customers = 60% of customers repeat their visit within 12 months.
2. Brand confidence & customers-recruiting-customers = Word of mouth and customer referrals equal 40% of visitation.

Revenue Generation Plan

Revenue / Cost Recovery Goals

George T. Bagby has set a financial goal of increasing annual revenues 3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely overnight reservables during the months of December through February, and from Sunday through Thursday for most every month of the year. The table below details projected revenue growth leading up to 2015.

Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
2010	Base Year	\$117,709	\$70,409	\$79,882	\$80,718	\$65,410	\$41,910	\$29,717	\$50,230	\$92,270	\$107,080	\$109,884	\$74,155	\$919,374
2011	3%	\$121,240	\$72,521	\$82,278	\$83,140	\$67,372	\$43,167	\$30,609	\$51,737	\$95,038	\$110,292	\$113,181	\$76,380	\$946,955
2012	3%	\$124,877	\$74,697	\$84,747	\$85,634	\$69,393	\$44,462	\$31,527	\$53,289	\$97,889	\$113,601	\$116,576	\$78,671	\$975,364
2013	3%	\$128,624	\$76,938	\$87,289	\$88,203	\$71,475	\$45,796	\$32,473	\$54,888	\$100,826	\$117,009	\$120,073	\$81,031	\$1,004,625
2014	3%	\$132,483	\$79,246	\$89,908	\$90,849	\$73,620	\$47,170	\$33,447	\$56,534	\$103,851	\$120,519	\$123,675	\$83,462	\$1,034,764
2015	3%	\$136,457	\$81,623	\$92,605	\$93,574	\$75,828	\$48,585	\$34,450	\$58,230	\$106,966	\$124,135	\$127,386	\$85,966	\$1,065,806

These projections would result in a total of 16% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative reduction of 5% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 85% 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 73% 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 (%)	Positive Yield Management Margin (%)	Positive Yield Management Margin (\$)	Negative Yield Management Margin (\$)
3	George T. Bagby						
	Picnic Shelter	\$45	\$50	10%	-10%	\$5	
	Group Shelter (capacity)	\$205	\$50	10%	-10%	\$21	
				10%	-10%	\$0	
				10%	-10%	\$0	
	Cottage (2 BR)						
	Weekday (Sunday - Thursday)	\$115	\$120	20%	-20%	\$23	
	Weekend (Friday - Saturday)	\$125	\$130	10%	-10%	\$13	
	Group Lodge						
	Weekday	\$180	\$180	30%	-20%	\$54	
	Weekend	\$185	\$185	30%	-10%	\$56	
	Lodge Rooms						
	Weekday High Season	\$75	\$76	30%	-20%	\$23	
	Weekend High Season	\$80	\$82	30%	-10%	\$24	
	Weekday Low Season	\$70	\$72	30%	-20%	\$21	
	Weekend Low Season	\$80	\$82	30%	-10%	\$24	
	Marina Slip Rental						
	Large Slip (30' X 14')	\$100		10%	-10%	\$10	
	Small Slip (20' X 10')	\$75		10%	-10%	\$8	
	Double Slip (20' X 20')	\$150		20%	-20%	\$30	

George T. Bagby State Park Business Plan

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Halloween Festival	Halloween themed activities	Last Weekend of October	Annually	Families & Kids of All Ages	\$1 – \$5 Per Event	200%
Breakfast w/Santa	Kids have Breakfast w/Santa	Second Saturday in December	Annually	Families	\$5.75-\$7.95 Per Person	155%
Food, Arts & Crafts Festival	Annual Event	Either Spring or Fall of the Year	Annually	Communities within 120 mile radius	Vender Fee: \$50.00	200%
Junior Ranger Camp	Environment, conservation, safety and wildlife for Kids	Late June to Mid July	Annually	Children ages 6-12yrs	\$50/person	150%
Geology Day	Geologic features and formations	Late Spring or Early Summer	Annually	Families	\$5 - \$7/person	175%
Astronomy Night	Observe the Night Sky	Spring & Fall	Bi-Annually	Families	\$5 - \$7	150% – 180%
Mystery Dinner Theater with Andrew College	Friends Fundraiser	September	Annually	120	\$22.00 per person	125%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Event Planning & Promotion	2 Years	15% or More of Gross Receipts	Park Manager
Waste Collection	2 Years	Competitive Cost Analysis for Reduced or No Annual Cost Increase	Park Manager
Packaging & Promotions w/Local Businesses and/or Sister Parks	1 Year	Shared Revenue	Park Manager(s)

Expense Management Plan

Personnel Assignments

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

Action	Timeline	Outcome

Management Techniques

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

Action	Timeline	Outcome
Cross train present and future staff to reduce FLSA & Compensatory Overtime	July 2013	Annual labor cost reduction of \$2,000
Increased use of volunteers for park and lodge maintenance	July 2012	Annual labor cost reduction of \$2,000

Adjusted Levels of Service

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

Action	Timeline	Outcome
Adjust mowing and landscape schedules for portions of the park	July 2012	Annual labor cost reduction of \$1,000

Financial Pro Forma

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

Expense Pro Forma

	George T. Bagby State Park & Lodge						
Account	Operational Expenses	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
501000	REGULAR SALARIES	\$443,704	\$359,115	\$289,206	\$283,115	\$289,864	\$289,864
502000	ANNUAL LEAVE PAY	\$15,627	\$9,533	\$10,906	\$0	\$0	\$0
503000	OTHER SUPPLEMENTAL	\$18,491	\$20,420	\$19,595	\$18,233	\$19,416	\$19,416
511000	OVERTIME	\$511	\$999	\$1,261	\$504	\$500	\$500
513000	TEMPORARY/CASUAL LABOR	\$113,652	\$163,510	\$220,068	\$223,423	\$221,746	\$221,746
514000	FICA	\$35,348	\$29,582	\$25,397	\$20,652	\$23,025	\$23,025
515000	RETIREMENT	\$50,900	\$36,504	\$32,300	\$39,922	\$40,716	\$40,716
516000	HEALTH INSURANCE	\$95,755	\$92,676	\$90,306	\$99,091	\$101,453	\$101,453
518000	UNEMPLOYMENT INSURANCE	\$1,596	\$1,011	\$1,573	\$1,574	\$1,575	\$1,575
520000	ASSESSMENTS BY MERIT	\$5,343	\$2,055	\$2,603	\$1,718	\$1,176	\$1,176
522001	DRUG TESTING	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL PERSONAL SERVICES	\$780,927	\$715,405	\$693,215	\$688,232	\$699,471	\$699,471
611000	POSTAGE	\$1,179	\$918	\$786	\$993	\$974	\$954
612000	MOTOR VEHICLE EXPENSES	\$7,075	\$11,939	\$14,758	\$14,970	\$14,676	\$14,389
613000	PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0	\$0
614000	SUPPLIES & MATERIALS	\$28,142	\$53,701	\$60,373	\$59,450	\$58,284	\$57,141
615000	REPAIRS & MAINTENANCE	\$16,000	\$21,493	\$18,627	\$18,828	\$18,459	\$18,097
616000	EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0	\$0
617000	WATER & SEWAGE	\$2,786	\$2,634	\$2,536	\$2,500	\$2,451	\$2,403
618000	ENERGY	\$135,429	\$136,965	\$130,019	\$129,999	\$127,450	\$124,951
619000	RENTS	\$6,957	\$8,960	\$2,611	\$5,979	\$5,862	\$5,747
620000	INSURANCE & BONDING	\$12,128	\$12,047	\$11,493	\$11,500	\$11,275	\$11,053
622000	FREIGHT	\$0	\$477	\$679	\$805	\$789	\$774
626000	PURCHASING CARD	\$28,821	\$0	\$0	\$0	\$0	\$0
627000	OTHER OPERATING EXPENSES	\$27,125	\$32,529	\$29,208	\$30,285	\$29,691	\$29,109
700000	CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0	\$0
640000	TRAVEL	\$0	\$15	\$53	\$0	\$0	\$0
	TOTAL REGULAR EXPENSES	\$265,642	\$281,679	\$271,143	\$275,309	\$269,911	\$264,618
701&722	MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0
720000	EQUIPMENT PURCHASES >5000	\$0	\$0	\$0	\$0	\$0	\$0
713 & 716	CAPITAL\ LEASE Prin & Int	\$0	\$0	\$0	\$0	\$0	\$0
648000	REAL ESTATE RENTALS	\$0	\$0	\$0	\$0	\$0	\$0
871-872000	VOICE/DATA COMMUNICATIONS	\$16,515	\$425	\$47,801	\$34,777	\$34,095	\$33,427
651000	PER DIEM & FEES	\$0	\$0	\$40	\$0	\$0	\$0
652000	PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0	\$0	\$0
653000	CONTRACTS	\$500	\$0	\$0	\$0	\$0	\$0
626001-780	ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0	\$0	\$0
610000	RESALE	\$191,009	\$270,900	\$213,658	\$205,895	\$201,858	\$197,900
	TOTAL OTHER EXPENDITURES	\$208,024	\$271,325	\$261,499	\$240,672	\$235,953	\$231,326
	GRAND TOTAL OPERATIONAL EXPENSES	\$1,254,593	\$1,268,410	\$1,225,857	\$1,204,213	\$1,205,335	\$1,195,416

George T. Bagby State Park Business Plan

Revenue Pro Forma

George T. Bagby State Park & Lodge							
Revenue Pro Forma							
Revenue (Fund) Sources	Revenue Sources Description	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
62001	LODGE ROOMS	(\$443,766)	(\$460,133)	(\$410,824)	(\$419,041)	(\$444,183)	(\$470,834)
62002	RESTAURANT	(\$272,134)	(\$240,479)	(\$201,649)	(\$205,682)	(\$218,023)	(\$231,104)
62004	PROGRAM FEES	(\$547)	(\$172)	(\$860)	(\$877)	(\$930)	(\$986)
62005	CONFERENCE ROOM FEE RENTAL	(\$8,252)	(\$7,248)	(\$6,090)	(\$6,212)	(\$6,585)	(\$6,980)
62006	COTTAGES	(\$141,411)	(\$143,906)	(\$120,257)	(\$122,663)	(\$130,022)	(\$137,824)
62014	MISC	(\$1,886)	(\$417)	(\$741)	(\$756)	(\$801)	(\$850)
62015	TIPS	(\$1,574)	\$2,193	\$0	\$0	\$0	\$0
62016	HUNTING & FISHING	\$13		\$0	\$0	\$0	\$0
62017	BANQUET SALES	(\$23,952)	(\$41,690)	(\$32,673)	(\$33,326)	(\$35,326)	(\$37,446)
62018	PHONE SALES -LD	(\$695)	(\$104)	(\$143)	(\$145)	(\$154)	(\$163)
62020	SHORT/OVER	\$114	(\$1,432)	\$905	\$923	\$979	\$1,038
62021	BICYCLES	(\$85)	(\$254)	(\$90)	(\$92)	(\$97)	(\$103)
62025	PICNIC SHELTERS	(\$840)	(\$857)	(\$697)	(\$711)	(\$754)	(\$799)
62026	CONCESSIONS	(\$16,465)	(\$15,666)	(\$14,700)	(\$14,994)	(\$15,893)	(\$16,847)
62027	BOATING	(\$2,133)	(\$2,233)	(\$1,800)	(\$1,836)	(\$1,946)	(\$2,063)
62028	SUNDRIES	\$0	(\$200)	\$0	\$0	\$0	\$0
62029	VENDING	(\$72)	(\$117)	\$0	\$0	\$0	\$0
62031	VISA/MC CHARGES		\$5,633	\$11,672	\$11,905	\$12,620	\$13,377
62032	REFUNDS	\$100	\$77	(\$10)	(\$10)	(\$11)	(\$11)
62034	DISCOUNT CABINS-LODGING	\$12,488	\$16,154	\$22,253	\$22,698	\$24,060	\$25,503
62035	AM EXPRESS CHARGES	\$3,518	\$2,432	\$1,924	\$1,962	\$2,080	\$2,205
62036	GROUP SHELTER-PARKLOGDE	(\$5,445)	(\$10,286)	(\$13,186)	(\$13,449)	(\$14,256)	(\$15,112)
62038	EQUIPMENT RENTAL	(\$710)	(\$788)	(\$895)	(\$913)	(\$968)	(\$1,026)
62041	SOFT DRINK SALES	(\$7)	(\$59)	(\$37)	(\$38)	(\$40)	(\$42)
62042	NON-COST ITEMS (ICE, WOOD)	(\$1,177)	(\$1,106)	(\$1,086)	(\$1,107)	(\$1,174)	(\$1,244)
62045	FAX	(\$1)	(\$54)	(\$11)	(\$11)	(\$12)	(\$13)
62047	GROUP CAMP-Lodgepark	\$0	\$0	(\$9,887)	(\$10,085)	(\$10,690)	(\$11,331)
62049	PET FEES AT LODGE	(\$1,000)	(\$1,240)	(\$1,880)	(\$1,918)	(\$2,033)	(\$2,155)
62050	PAID IN, PAID OUT	\$0	\$0	(\$158)	(\$161)	(\$170)	(\$181)
62051	SERVICE CHARGE-WAGES	\$764	(\$1,851)	\$0	\$0	\$0	\$0
62056	BOAT SLIP RENTAL	(\$52,057)	(\$54,315)	(\$50,410)	(\$51,418)	(\$54,503)	(\$57,773)
62057	FOOD ITEMS TO GO	\$0	(\$646)	\$0	\$0	\$0	\$0
62058	GASOLINE SALES @ LODGE	(\$35,330)	(\$41,143)	(\$35,783)	(\$36,499)	(\$38,689)	(\$41,010)
62064	TENNIS FEES	\$0	(\$35)	\$0	\$0	\$0	\$0
62065	ALCOHOL/BEVERAGE	(\$6,634)	(\$4,320)	(\$3,073)	(\$3,135)	(\$3,323)	(\$3,522)
62073	DISABLED VET DISC	\$686	\$766	\$0	\$0	\$0	\$0
62076	DISCOVER CARD CHARGES	\$229	\$863	(\$1,107)	(\$1,129)	(\$1,196)	(\$1,268)
62078	MISC DONATIONS	\$0	(\$50)	\$0	\$0	\$0	\$0
62080	CR CARD CHARGEBACK-PARKLOGDE	\$	\$233	\$75	\$77	\$81	\$86
62081	HOUSE SERVICE CHARGE	(\$668)	(\$1,195)	(\$839)	(\$856)	(\$907)	(\$961)
62083	VENDING MACHINES-RESALE	(\$22)	\$0	(\$130)	(\$133)	(\$141)	(\$150)
62084	REG GOLF @ LODGES			\$47	\$48	\$51	\$54
62086	ELECTRIC CARTS@ LODGES			\$0	\$0	\$0	\$0
62091	PROMOTIONAL DISCOUNT	\$0	\$0	\$48	\$49	\$52	\$55
62092	FRIENDS DISCOUNT-LODGE PARK	\$248	\$416	\$783	\$799	\$846	\$897
62098	HOTEL/MOTEL TAX-LODGES	\$28,185	\$23,680	(\$848)	(\$865)	(\$917)	(\$972)
62099	SALES TAX	\$65,059	\$51,383	\$714	\$728	\$772	\$818
63408	OTHER SALES & SERVICE		(\$58)	(\$523)	(\$534)	(\$566)	(\$600)
97008	MISC REVENUE-NORTH GA MTN AUTH	(\$13,914)	(\$14,541)	(\$17,206)	(\$17,550)	(\$18,603)	(\$19,720)
	TOTAL EARNED REVENUES	(\$919,373)	(\$942,764)	(\$889,174)	(\$906,957)	(\$961,375)	(\$1,019,057)
	Revenue Projection Goal	\$ 946,955	\$ 975,364	\$ 1,004,625	\$ 1,034,764	\$ 1,065,806	

Total / Cost Recovery Pro Forma

George T. Bagby State Park & Lodge						
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
Visitation	117,739	135,221	115,402	122,199	128,630	135,400
Operational Expenses	\$1,254,593	\$1,268,410	\$1,225,857	\$1,204,213	\$1,205,335	\$1,195,416
Earned Revenues	(\$919,373)	(\$942,764)	(\$889,174)	(\$906,957)	(\$961,375)	(\$1,019,057)
% Cost Recovery	-73.3%	-74.3%	-72.5%	-75.3%	-79.8%	-85.2%