

Tallulah Gorge State Park Business & Management Plan

Prepared June 2011; Finalized February 2013

Direction 2015 – Sustainable Business Planning

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Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Tallulah Gorge 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	Tallulah Gorge State Park
Site Manager	Danny Tatum
Region Manager	Joe Yeager
Date of Business Plan completion	Friday, May 06, 2011
Site size (acres)	2,739
Total number of visitors (FY 2010)	302,701
Total operating budget (FY 2010)	\$510,371
Total earned revenues (FY 2010)	\$184,022
Operational cost recovery (FY 2010)	36%
Average operating cost per visitor (FY 2010)	\$1.69
Average earned revenue per visitor (FY 2010)	\$0.61
Average cost recovery[1] (FY 2008 – 2010)	30%
Target cost recovery (FY 2015)	44%
Total full-time employees[2]	6
Total part-time employees[3]	(includes 2 kiosk empl.) 6
Primary service markets[4]	Atlanta, Gainesville, Athens
Primary attractors/visitor appeal factors	Tallulah Gorge, Jane Hurt Yarn Interpretive Center, and Multi Use/Hiking Trails.
Leading opportunities for improved site performance	Additional recreational opportunities.

Site Summary and Key Attractions

The 2,739-acre site of Tallulah Gorge State Park is located within the small town of Tallulah Falls and is located in both Rabun and Habersham counties. The park is located approximately 90 miles north of Atlanta, 45 miles north of Gainesville, and 60 miles northwest of Athens. U.S. Highway 441 (four lane) runs through the park; Interstate 85 is approximately 45 miles southeast; and Interstate 985 is 40 miles south. Areas along U.S. Highway 441 and below the Jane Hurt Yarn Interpretive Center were opened up approximately four years ago so views of the gorge and Interpretive Center could be seen.

Key Attractions

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

- Gorge (2.5 miles in length, 1000' wide, and five waterfalls)
- Jane Hurt Yarn Interpretive Center
- Theater
- Trails
- 1,100-step staircase (to the floor of the gorge and back out)
- Interpretive Programs and Special Hikes
- Gift Shop

Financial Targets

The table below details the total operating expenses and earned revenues for Tallulah Gorge 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 44% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Tallulah Gorge State Park	Target Visitation Growth from FY-2010	Target Change in Visitation		
Visitation Assumptions	10%	30,270		
	FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	260,426	262,589	302,701	332,971
Total Operational Expenses	\$700,294	\$574,988	\$510,371	\$488,634
Total Earned Revenues	\$195,824	\$154,405	\$184,022	\$217,035
Cost per Visitor	\$2.69	\$2.19	\$1.69	\$1.47
Revenue per Visitor	\$0.75	\$0.59	\$0.61	\$0.65
State Financial Support per Visitor	(\$1.94)	(\$1.60)	(\$1.08)	(\$0.82)
Total Cost Recovery	28.0%	26.9%	36.1%	44.4%
Change in Expenses between 2010 & 2015				(\$21,737)
Percent Change in Expenses between 2010 & 2015				-4.3%
Change in Revenues between 2010 & 2015				\$33,013
Percent Change in Revenues between 2010 & 2015				17.9%

Key Recommendations

Primary / Short Term Recommendations

1. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
2. Sustain sufficient non-labor operational funding and/or reduce staff so that required staff operational costs (with benefits) do not exceed 45% (FY11 was 52% & FY12 was 47%) of the total operational budget.
3. Collect a statistically-valid sample of ZIP code data from random visitors to gauge their origins and demographics. Info is sent to the Atlanta office. Will use the results to improve programming and marketing efforts to appeal to a broader audience.
4. Manage Tallulah Gorge State Park according to well-defined maintenance, program and operational standards monitored and enforced by the Region Manager and Senior Management.
5. Enhance facilities and program offerings to provide a minimum of six unique experiences for each visitor while maintaining at least a 90 % customer satisfaction rating.
6. Work with both the Habersham and Rabun County Chambers of Commerce and other destination marketing organizations to promote Tallulah Gorge State Park.
7. Utilize a minimum of five special events annually to help draw more visitors to the site.
8. Work closely with the Friends of Tallulah Gorge State Park Chapter to help raise funds and provide volunteers for improvements, program support, and labor. This includes renovation of the Jane Hurt Yarn Interpretive Center HD theater equipment and sprinkler system.
9. Review and update camping rates at the site on an annual basis to recover the total net cost of service for important and visitor-supported services.
10. Monitor and develop new sales of gift shop items associated with the site in order to increase site-generated revenues. This will involve working closely with Division's Retail Specialist.
11. Meet with decision-makers, elected officials, local business operators, and others to demonstrate the economic impact that Tallulah Gorge State Park offers.
12. Evaluate and pursue opportunities to employ concessionaires or private or public service providers on-site if they can be more cost-effective. For example, explore concessioning out our gift shop.
13. Construct and upgrade facilities and amenities at the site. Suggestions include upgrading our theater, updating interpretive displays and exhibits in the Jane Hurt Yarn Interpretive Center; enhance landscaping, and installation of a playground near the Jane Hurt Yarn Interpretive Center.
14. Coordinate staff at Tallulah Gorge, Black Rock Mountain and Moccasin Creek state parks to complete maintenance projects, administrative procedures, resale operations, etc.

Secondary / Long Term Recommendations

1. Install an improved retail point-of-sale and inventory tracking system (replace PARS). The new Active registration/resale/inventory system will be installed in FY13. Training of staff will begin in December 2012.
2. Additional revenue (cottages, campground, etc.) are needed at Tallulah Gorge, but we are limited due to terrain, cost and Georgia Power's decision to not assist us on electricity cost or transfer the operation of the campground.

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 Tallulah Gorge State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site Inventory and Facility Assessment
2. Operational Assessment
3. Financial Assessment

Site Inventory and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.
Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Total Acreage	2,739	Good
Jane Hurt Yarn Interp. Center	1	Good
Maintenance Barn	1	Fair
Pole Shed	1	Good
Gas Building	1	Poor
Maintenance Storage Shed	1	Good
Ranger Station	1	Poor
Manager's Residence	1	Good
Asst. Manager's Residence	1	Good
Bulletin Boards	7	Good
Sewage Pump Building	1	Good
Int. Center AC/Heat Air System	1	Fair
Theater AV Equipment	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
Update Interpretive Center displays	Moderate
Theater projector replacement due to age of component.	Moderate
Construct rest station near the Shortline trail	Moderate
Replace aged rubberized trail from Int. Center to North Rim trail.	High
Replace all track lights downstairs in the Int. Center	High
Replace heat and air system at Int. Center	Moderate
Replace maintenance facility	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 Tallulah Gorge State Park have been identified as **core services**:

- **Public safety and health**
- **Maintenance of grounds, facilities and infrastructure**
- **Site appropriate education, interpretation and recreational opportunities**
- **Public access to the site and its natural resources**
- **Interpretive Center display management**
- **Resource management of wildlife management areas and gorge**

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 Tallulah Gorge State Park have been identified as **important services**:

- **Self-guided interpretation / education programs with the Jane Hurt Yarn Interpretive Center**
- **Whitewater releases**
- **Aesthetic water releases**

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 Tallulah Gorge have been identified as **visitor supported services**:

- **Ranger guided interpretation and educational programs**
- **Special events and programs related to the mission of the site**
- **Gift shop**

Staffing Assessment

Labor costs at Tallulah Gorge State Park represent the largest area of budgetary expense at an average of 71% of the total operating budget each year for the last three complete years, which is higher than the target of total labor costs (including benefits) not exceeding 65% of the site's total operating expenditures. The tables below and on the following page provide a basic review of the current staffing.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Manager	1	0	2,340
Assistant Park Manager	1	0	2,080
Bldg/Const. Trades	1	0	2,080
Secretary	0	1	0
Senior Ranger Maint.	0	1	0
Naturalist/Curators/Preserv.	1	1	2,080
Facilities Safety Officer	2	0	4,160
Clerk (WL)	0	1	0
Clerk (EL)	0	1	0
TOTAL	6	5	12,740

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Clerical Worker	1	0	1508
Resale Clerk	1	1	1508
Maint. Worker	0	6	0
Housekeeper	0	1	1240
Inf. Clerk	1	0	1240
Seasonal Clerk	1	0	1240
ParkPass Kiosk Attendants	2	0	3,012
TOTAL	4	8	9,752

Labor Support

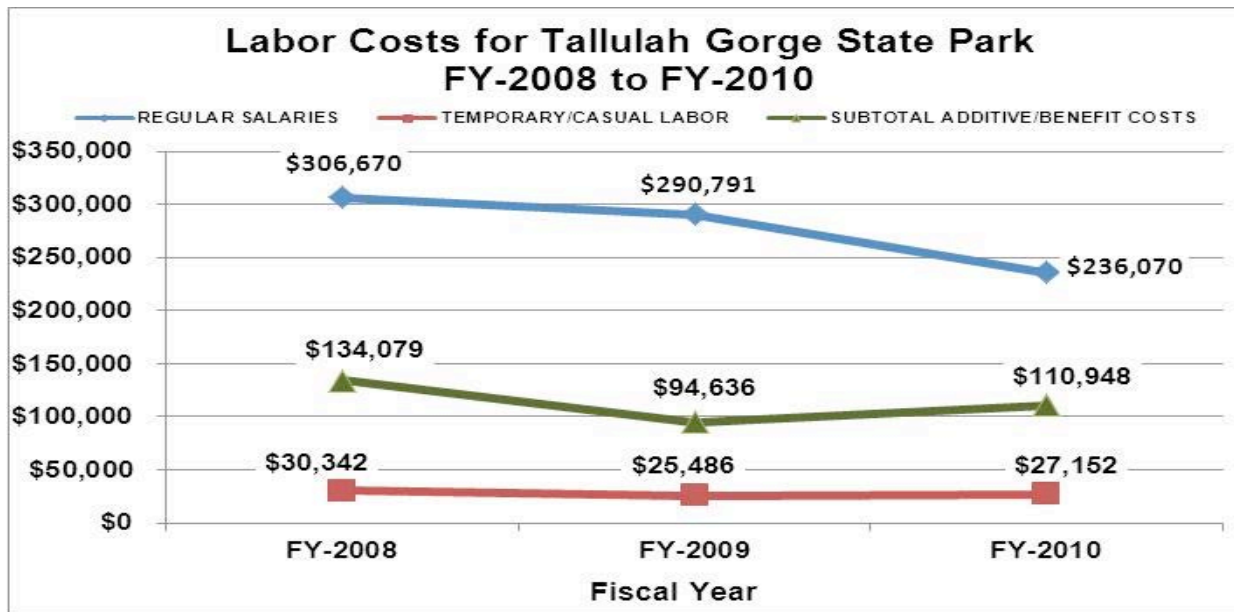
Labor Support	Annual Hours
Volunteers	3,697
Community Service Workers	80
Engineering and Construction Crews	0
Resource Management Crews	40
TOTAL	3,817

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	12,740
Part Time Employees	9,752
Labor Support	3,817
TOTAL Annual Labor Hours	26,309

LABOR BUDGET SUMMARY

Tallulah Gorge State Park					
Account Codes	Account Code and Sub-Class Expenditure Descriptions	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
501000	REGULAR SALARIES	\$306,670	\$290,791	\$236,070	-23.0%
502000	ANNUAL LEAVE PAY	\$2,513	\$0	\$11,563	360.1%
503000	OTHER SUPPLEMENTAL	\$2,779	\$1,742	\$1,837	-33.9%
511000	OVERTIME	\$0	\$0	\$0	
513000	TEMPORARY/CASUAL LABOR	\$30,342	\$25,486	\$27,152	-10.5%
514000	FICA	\$21,656	\$20,390	\$17,511	-19.1%
516000	HEALTH INSURANCE	\$71,262	\$38,368	\$51,631	-27.5%
518000	UNEMPLOYMENT INSURANCE	\$531	\$418	\$368	-30.7%
520000	ASSESSMENTS BY MERIT	\$2,058	\$2,058	\$1,233	-40.1%
522001	DRUG TESTING	\$0	\$0	\$0	
	SUBTOTAL ADDITIVE/BENEFIT COSTS	\$134,079	\$94,636	\$110,948	-17.3%
TOTAL	PERSONAL SERVICES	\$471,091	\$410,913	\$374,170	-20.6%



Visitation and Occupancy

Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by 15% or over 44,891 visitors. This is largely attributed to high gasoline cost, with visitors staying close to home, and effective marketing and promotions such as geocaching, canyon climbers club, website, etc.

Year	Total Visitation
2008	260,426
2009	262,589
2010	302,701

Occupancy for the overnight accommodations at Tallulah Gorge State Park the last three years is detailed in the table below. Overall occupancy has trended upward from 2008 to 2010, increasing by 24%. This is largely attributed to a recession with visitors staying closer to home in order to spend less for vacations and weekend getaways.

Year	Back Country Campsites Occupancy	Pioneer Campsites Occupancy
2008	1650	2525
2009	1755	2300
2010	2175	2900

Customer Service and Satisfaction

Tallulah Gorge State Park	Year	Customer Satisfaction Level
	2009	95 to 98%
	2010	95 to 98%

Financial Performance Assessment

Operational Expenses

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

Tallulah Gorge State Park				
Operational Expenses	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
REGULAR SALARIES	\$306,670	\$290,791	\$236,070	-23.0%
ANNUAL LEAVE PAY	\$2,513		\$11,563	360.1%
OTHER SUPPLEMENTAL	\$2,779	\$1,742	\$1,837	-33.9%
OVERTIME				
TEMPORARY/CASUAL LABOR	\$30,342	\$25,486	\$27,152	-10.5%
FICA	\$21,656	\$20,390	\$17,511	-19.1%
RETIREMENT	\$33,280	\$31,660	\$26,805	-19.5%
HEALTH INSURANCE	\$71,262	\$38,368	\$51,631	-27.5%
UNEMPLOYMENT INSURANCE	\$531	\$418	\$368	-30.7%
ASSESSMENTS BY MERIT	\$2,058	\$2,058	\$1,233	-40.1%
DRUG TESTING				
PERSONAL SERVICES	\$471,091	\$410,913	\$374,170	-20.6%
POSTAGE	\$809	\$38	\$424	-47.6%
MOTOR VEHICLE EXPENSES	\$33,710	\$15,119	\$14,948	-55.7%
PRINTING & PUBLICATION	\$1			
SUPPLIES & MATERIALS	\$53,744	\$22,333	\$11,184	-79.2%
REPAIRS & MAINTENANCE	\$7,640	\$7,747	\$5,659	-25.9%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE	\$2,793	\$2,623	\$2,381	-14.8%
ENERGY	\$40,724	\$41,894	\$39,236	-3.7%
RENTS	\$3,090	\$2,303	\$2,347	-24.0%
INSURANCE & BONDING	\$4,834	\$5,104	\$5,109	5.7%
FREIGHT			\$12	
PURCHASING CARD				
OTHER OPERATING EXPENSES	\$754	\$596	\$145	-80.8%
CLAIMS & BONDS & INTEREST				
TRAVEL	\$599	\$461	\$112	-81.3%
REGULAR EXPENSES	\$148,698	\$98,218	\$81,557	-45.2%
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	\$3,810	\$3,928	\$4,912	28.9%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS		\$202		
ADVERTISING - PROCUREMENT CARD				
RESALE	\$76,695	\$61,727	\$49,732	-35.2%
TOTAL OTHER EXPENDITURES	\$80,505	\$65,857	\$54,644	-32.1%
GRAND TOTAL	\$700,294	\$574,988	\$510,371	-27.1%
Earned Revenues	\$195,824	\$154,405	\$184,022	-6.0%
% Cost Recovery	28.0%	26.9%	36.1%	28.9%
Small summary table ==>				
	Fiscal Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
	FY-2008	\$700,294	\$195,824	28.0%
	FY-2009	\$574,988	\$154,405	26.9%
	FY-2010	\$510,371	\$184,022	36.1%

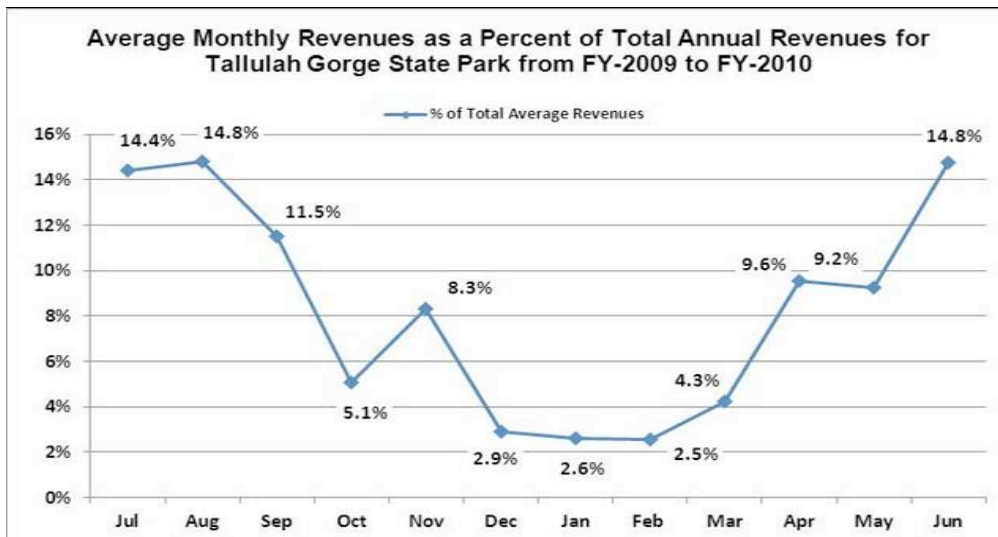
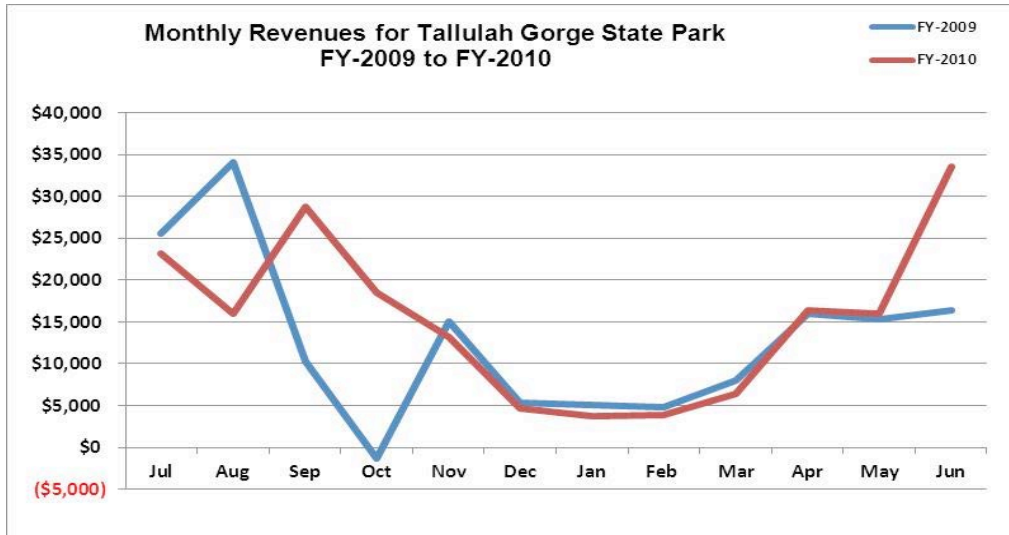
Georgia State Parks and Historic Sites

Earned Revenues

Earned revenues at Tallulah Gorge 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 7% from 2009 to 2010, with the largest increases in monthly revenues in Sept. (180%), June (12%), and May (4%), and the largest decreases in the months of Jan. (26%), Feb. (21%), March (21%) and Dec. (13%).

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$25,550	\$34,045	\$10,270	-\$1,362	\$15,036	\$5,284	\$5,064	\$4,797	\$8,033	\$15,953	\$15,313	\$16,424	\$154,407
FY 2010	\$23,163	\$16,034	\$28,736	\$18,482	\$13,133	\$4,615	\$3,757	\$3,811	\$6,383	\$16,390	\$15,990	\$33,528	\$184,022
Avg	\$24,357	\$25,040	\$19,503	\$8,560	\$14,085	\$4,950	\$4,411	\$4,304	\$7,208	\$16,172	\$15,652	\$24,976	\$169,215
% of Total Revenues	14%	15%	12%	5%	8%	3%	3%	3%	4%	10%	9%	15%	100%
% change	-9%	-53%	180%	-1457%	-13%	-13%	-26%	-21%	-21%	3%	4%	104%	19%
Note: Aug. & Oct. FY09 revenues do not match TG's revenue report. Huge discrepancies between figures.													

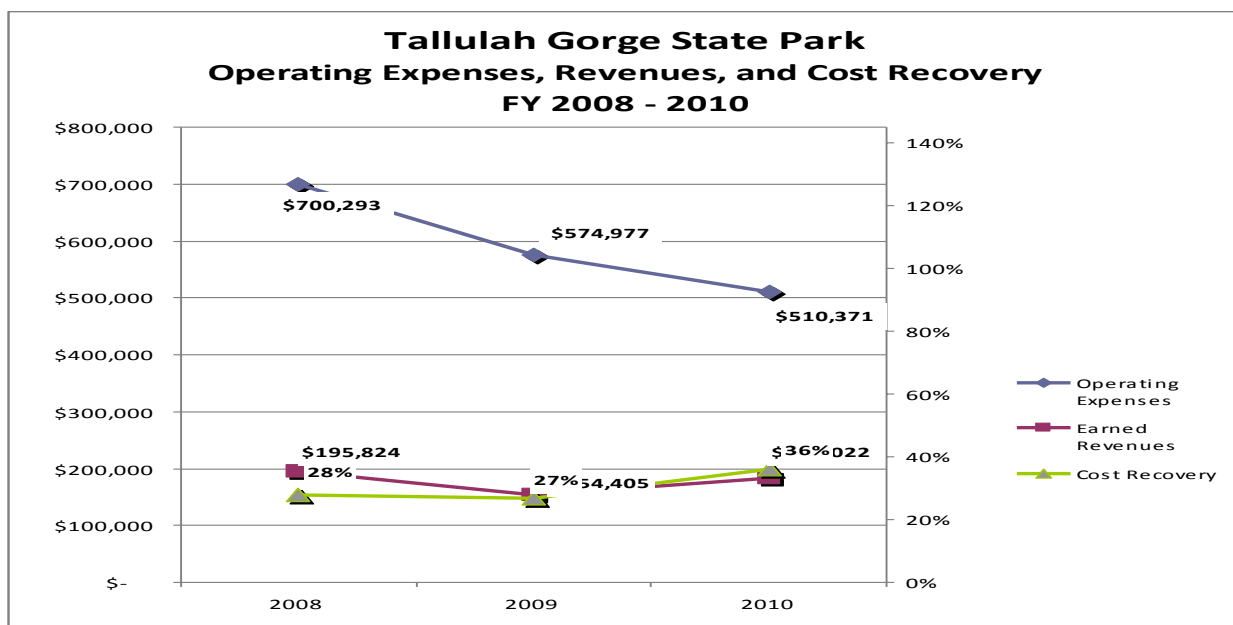
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



Cost Recovery Trends

Tallulah Gorge State Park has achieved an average cost recovery of 32% 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	\$700,294	\$195,824	28%
2009	\$574,988	\$154,405	27%
2010	\$510,371	\$184,022	36%



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 Tallulah Gorge State Park since 2005, with the largest increase being Pioneer Campsites (38%). A table detailing the rates for Pioneer, Back Country, and Georgia Power's Campground are provided below.

STATE PARKS							
Tallulah Gorge State Park	FY-2005	FY-2006	FY-2007	FY-2008	FY-2009	FY-2010	Comments
Pioneer Campsite	N/A	\$25.00	\$25.00	\$35.00	\$35.00	\$40.00	
Back Country Campsite	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$13.00	\$15 in FY12
Campsite T/RV **	\$16/\$18	\$16/\$18	\$16/\$18	\$16/\$18	\$16/\$18	\$16/\$18	
** Ga. Power operates campground							

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Tallulah Gorge State Park is operating at a 34-36% cost recovery of operating expenses through earned revenues. Tallulah Gorge State Park cannot sustain a high cost recovery level because of limited revenue generating options. The Jane Hurt Yarn Interpretive Center's Gift Shop, two back country campsites, one pioneer campsite, and special interpretive programming fees are the only revenue generation we have. Tallulah Gorge plans on increasing our recovery cost by a reduction in regular salary cost (with benefits), adding limited hourly paid employees, increasing the number of special programs with fees, and a more efficient scheduling of maintenance upkeep of the park.

Enhance Revenue Generation Strategies

Increasing earned revenue will result from the impacts of both increased visitation at the site and specific revenue enhancement strategies. Tallulah Gorge State Park will improve revenue generation by increasing the number and type of special programs at the site and charge fees that cover the labor cost with a profit. Also, one additional back country campsite is currently being constructed and will assist in added revenue.

Expand Special Events at the Site

The site's major programs and events are directly linked to the unique history of Tallulah Gorge, the city of Tallulah Falls, and the natural resources of the gorge. Our plans are to offer more exciting programs and events that will allow visitors to not only learn various natural resource aspects of the gorge, but be able to hike into restricted/historical areas.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Establish interpretive programs that provide our visitors with the opportunity to hike, explore, and learn about areas of the gorge and resources that are not accessible under normal conditions. Work with our Friends Group to bring in recreational programming instructors from various resources to assist in innovate programs.

Improve the Effectiveness of Marketing and Sales

Place all special events and interpretive programs on Facebook, twitter, local radio & TV stations to enhance educational and recreational opportunities for the public to enjoy.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Perform zip code data base from random surveys at our park pass booth and survey quest at our front desk operations on visitation of the park in the previous twelve months and how they found out about Tallulah Gorge State Park. Our goal is to have a 90% satisfied or very satisfied level from our comment card report.

Expand Partnership Opportunities

Continue to work with Georgia Power on funding of labor and programming exhibits for the Interpretive Center. Expand our community partnership opportunities through our Friends Group to work towards donations and volunteers to assist in our entire operation.

Classification of Programs and Services

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

Core Services	
Program / Service	Target Cost Recovery
Public safety and health	0%
Maintenance of grounds, facilities and infrastructure	0%
Site appropriate education, interpretation, and recreational opportunities	145%
Public access to the site and its natural resources	0%
Interpretive Center display management	0%
Resource management of wildlife management areas and gorge	0%

Important Services	
Program / Service	Target Cost Recovery
Self-guided interpretation / education programs within the Jane Hurt Yarn Interpretive Center	40%
Whitewater releases	20%
Aesthetic water releases	20%

Visitor Supported	
Program / Service	Target Cost Recovery
Ranger guided interpretation and educational programs	150%
Special events and programs related to the mission of the site	125%
Gift shop	145%

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"> Georgia Power
Vendor Partners			<ul style="list-style-type: none"> Georgia Power Coca Cola
Service Partners	<ul style="list-style-type: none"> City of Tallulah Falls 	<ul style="list-style-type: none"> Habersham and Rabun County Chambers of Commerce 	
Co-branding Partners			
Funding Resource Development Partner		<ul style="list-style-type: none"> Friends of Georgia State Parks and Historic Sites Friends of Tallulah Gorge State Park 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Tallulah Gorge State Park are based on the following desired outcomes:

1. To produce increased overall visitation and revenues.
2. To produce interpretive and historical signature programs with large participation
3. Highlight that Tallulah Gorge is one of the “Seven Wonders” of Georgia

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
Overall Visitation	302,701	310,000	308,755	337,965

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Tallulah Gorge State Park will approach marketing and publicity planning using the following guidelines and themes:

1. Event publicity

Major events benefit by having short stories in local, regional, and statewide newspapers and online social media hooks planted that run three to four weeks in advance of the event up to the date of the event itself. Stories and media need to be cultivated with contacts and online sales channels several weeks in advance of the time the stories need to run. Special interest interviews on morning, noon, and evening television news programs, radio interviews on popular rush-hour programs, and blogs on known affinity online sites should also be included.

2. Program publicity

Special and unique programs should have feature stories in magazines, local and regional weekly newspapers, and statewide daily newspapers 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.

Georgia State Parks and Historic Sites

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

Event Publicity	Program Publicity	Site Publicity
Hunter Safety	Full Moon Hike	Whitewater Kayak
Antique Auto Show	Wildflower Hike	Historical Rock Hike
	Holiday Gorge Floor Hike	Six Waterfall Hike
	Jr. Ranger Camp	Wails to Trails
	Walk off the Turkey	Learn how to Rappel
	Christmas at the Gorge	
	Mountain Biking	
	Full Moon Canoe	
	Day Canoe Trip	

PACKAGING

Examples and suggested packages for Tallulah Gorge State Park are provided in the table below.

Package	Package Details
N/A	N/A

GROUP SALES

Types of groups within which specific target customers can be identified for Tallulah Gorge State Park are listed below:

- Families
- Hiking
- Businesses
- Youth Groups
- Swiftwater
- Youth Camps
- Churches
- Schools

INCENTIVIZING NEW AND REPEAT VISITATION

Tallulah Gorge State Park will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Customer Service Skills for all employees
- Marketing

Marketing and Sales Metric Goals

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

- Loyalty and repeat customers = 41% of customers repeat their visit in a 12 month period.
- Brand confidence & customers-recruiting-customers = 55% of new customers have been informed by previous guest.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Tallulah Gorge State Park has set a financial goal of increasing annual revenues 2.50% annually between 2012 and 2015. The largest revenue growth opportunity is most likely from the months of May through the middle of November. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Tallulah Gorge State Park														
Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2010	Base Year	\$23,163	\$16,034	\$28,736	\$18,482	\$13,133	\$4,615	\$3,757	\$3,811	\$6,383	\$16,390	\$15,990	\$33,528	\$184,022
FY-2011	9%	\$25,248	\$17,477	\$31,322	\$20,145	\$14,315	\$5,030	\$4,095	\$4,154	\$6,957	\$17,865	\$17,429	\$36,546	\$200,584
FY-2012	6%	\$26,763	\$18,526	\$33,202	\$21,354	\$15,174	\$5,332	\$4,341	\$4,403	\$7,375	\$18,937	\$18,475	\$38,738	\$212,619
FY-2013	2%	\$27,298	\$18,896	\$33,866	\$21,781	\$15,477	\$5,439	\$4,428	\$4,491	\$7,522	\$19,316	\$18,844	\$39,513	\$216,871
FY-2014	1%	\$27,571	\$19,085	\$34,204	\$21,999	\$15,632	\$5,493	\$4,472	\$4,536	\$7,598	\$19,509	\$19,033	\$39,908	\$219,040
FY-2015	1%	\$27,846	\$19,276	\$34,546	\$22,219	\$15,788	\$5,548	\$4,517	\$4,582	\$7,674	\$19,704	\$19,223	\$40,307	\$221,231

These projections would result in a total of 20% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative reduction of 4% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 44% 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 36% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

STATE PARKS							
Tallulah Gorge State Park	FY-2005	FY-2006	FY-2007	FY-2008	FY-2009	FY-2010	Comments
Pioneer Campsite	N/A	\$25.00	\$25.00	\$35.00	\$35.00	\$40.00	
Back Country Campsite	\$10.00	\$10.00	\$10.00	\$10.00	\$10.00	\$13.00	\$15 in FY12
Campsite T/RV **	\$16/\$18	\$16/\$18	\$16/\$18	\$16/\$18	\$16/\$18	\$16/\$18	
** Ga. Power operates							
campground							

PARK RESERVABLES			
Tallulah Gorge State Park	Current Pricing (CY-2011)	Proposed Pricing (CY-2012)	Yield Management Margin (+/-)
Camping ** Georgia Power operates			
RV	\$20	\$20	\$0.00
Tent	\$18	\$18	\$0.00
Camping (Walk)	\$13	\$15	\$2.00
Pioneer Campsite	\$40	\$40	\$0.00
Pioneer Campsite	\$40	\$40	\$0.00

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Georgia Power	Partnership	\$14,000 every six months	Mike Phillips

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Full Moon Hike	To view Full Moon rising from Suspension Bridge	Twice per month from March -- November	Every fourth week	50	\$5.00 per person	176 %+
Historical Rock Hike	Victorian History	Twice per year	Every six months	25	\$15.00 per person	148%+
Wildflower Hike	Wildflowers	Twice per year	Spring and fall	30	\$5.00 per person	166%
Six Waterfall Hike	View all six waterfalls of the gorge	Four times per year	Every other week	20	\$25.00 per person	131%
Witches Head Hike	View the witches head rock formation	Four times per year	Once per month from June –August & once in October	20	\$15.00 per person	166%
Holiday Gorge Floor Hike	Hike to Sliding Rock	Holiday Weekends	Summer Holidays	25	\$5.00 per person	146%
Jr. Ranger Camp	Camp for youth	Two weeks in June	Once per year	15	\$25.00 per child	116%
Wail to Trails	Halloween Hike on our Shortline Trail	October	Once per year	200	\$3.00 per person	0% (Friends performs)
Walk off the Turkey Hike	Exercise by hiking the gorge floor	Friday after Thanksgiving	Once per year	25	\$5.00 per person	146%
Christmas at the Gorge	Christmas	December	Once per year	200+	No Charge	0%(Friends performs)
Canoe Day Trip	Fun on the Water	Two times per summer	Twice per year	16	\$15.00 per person	178%
Rappelling Skills	Rappelling	Four times – Spring & Fall	Twice in the Spring /Fall	20	\$20.00 per person	150%+
Whitewater Kayaking	Whitewater Releases	First two weekends in April and First Three Weekends in November	Five Weekends	200	N/A	10 to 20 %
Mountain Biking Tour	Mountain Bking	One time during the winter	February	20	\$5.00 per person	141%
Hunter Safety	Hunter Safety Education	Twice per year				0%
Full Moon Canoe	Full moon canoeing	Six times from Spring through Fall	Every month	16	\$15.00 per person	178%

Expense Management Plan

Personnel Assignments

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

Action	Timeline	Outcome
Convert the Parks/Golf Maint. Full-time unclassified position to a 1508 hourly position.	July 1, 2011	A savings of a minimum of \$25,341
If L.E. Ranger position becomes vacant, convert to an hourly security position.	Vacancy occurs	Potential savings of \$33,739

Management Techniques

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

Action	Timeline	Outcome
Increase camp host and local volunteers for the Interpretive Center and maintenance by an additional 1500 hours per year.	July 2011	Hourly 1508 employee hours will be reduced.

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 schedules for entire site	July 2011	Annual cost reduction of \$700
Daily work log from maintenance and L.E.	June 2011	Better use of time

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

	Tallulah Gorge State Park						
Account	Operational Expenses	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
501000	REGULAR SALARIES	\$236,070	\$176,856	\$144,024	\$145,623	\$152,904	\$152,904
502000	ANNUAL LEAVE PAY	\$11,563	\$2,696	\$10,777	\$0	\$0	\$0
503000	OTHER SUPPLEMENTAL	\$1,837	\$170		\$0		
511000	OVERTIME	\$0			\$0		
513000	TEMPORARY/CASUAL LABOR	\$27,152	\$43,239	\$42,581	\$41,151	\$42,500	\$43,000
514000	FICA	\$17,511	\$12,922	\$11,032	\$11,345	\$11,035	\$11,040
515000	RETIREMENT	\$26,805	\$18,704	\$16,749	\$22,567	\$16,750	\$16,800
516000	HEALTH INSURANCE	\$51,631	\$45,336	\$46,249	\$45,309	\$46,300	\$46,375
518000	UNEMPLOYMENT INSURANCE	\$368	\$944	\$1,408	\$1,230	\$1,425	\$1,435
520000	ASSESSMENTS BY MERIT	\$1,233	\$1,918	\$2,331	\$2,040	\$2,350	\$2,385
522001	DRUG TESTING	\$0					
	TOTAL PERSONAL SERVICES	\$374,170	\$302,785	\$275,151	\$269,265	\$273,264	\$273,939
611000	POSTAGE	\$424	\$578	\$495	\$520	\$600	\$625
612000	MOTOR VEHICLE EXPENSES	\$14,948	\$14,003	\$14,696	\$14,518	\$15,000	\$15,800
613000	PRINTING & PUBLICATION	\$0	\$740	\$975	\$1,032	\$1,000	\$1,050
614000	SUPPLIES & MATERIALS	\$11,184	\$15,347	\$16,149	\$16,066	\$17,250	\$18,125
615000	REPAIRS & MAINTENANCE	\$5,659	\$7,774	\$12,619	\$13,250	\$12,500	\$13,250
616000	EQUIPMENT >\$1000< \$5,000	\$0					
617000	WATER & SEWAGE	\$2,381	\$2,337	\$1,827	\$1,770	\$2,000	\$2,200
618000	ENERGY	\$39,236	\$46,533	\$41,322	\$44,937	\$48,245	\$48,650
619000	RENTS	\$2,347	\$2,406	\$2,424	\$3,291	\$3,400	\$3,500
620000	INSURANCE & BONDING	\$5,109	\$5,265	\$5,490	\$5,775	\$5,800	\$5,950
622000	FREIGHT	\$12	\$23	\$32	\$35	\$40	\$50
626000	PURCHASING CARD	\$0					
627000	OTHER OPERATING EXPENSES	\$145	\$763	\$2,174	\$2,284	\$2,300	\$2,500
700000	CLAIMS & BONDS & INTEREST	\$0					
640000	TRAVEL	\$112	\$147	\$281	\$299	\$200	\$225
	TOTAL REGULAR EXPENSES	\$81,557	\$95,916	\$98,484	\$103,777	\$108,335	\$111,925
701&722	MOTOR VEHICLE EQUIPMENT	\$0					
720000	EQUIPMENT PURCHASES >5000	\$0					
713 & 716	CAPITAL\ LEASE Prin & Int	\$0					
648000	REAL ESTATE RENTALS	\$0					
871-872000	VOICE/DATA COMMUNICATIONS	\$4,912	\$2,191	\$2,328	\$2,371	\$2,475	\$2,600
651000	PER DIEM & FEES	\$0					
814001	COMPUTER SUPPLIES	\$0		\$598	\$630	\$650	\$700
653000	CONTRACTS	\$0	\$486	\$1,082	\$1,152	\$1,175	\$1,225
626001-780	ADVERTISING - PROCUREMENT CARD	\$0					
610000	RESALE	\$49,732	\$89,081	\$87,493	\$91,529	\$95,000	\$98,245
	TOTAL OTHER EXPENDITURES	\$54,644	\$91,758	\$91,501	\$95,682	\$99,300	\$102,770
	GRAND TOTAL OPERATIONAL EXPENSES	\$510,371	\$490,459	\$465,136	\$468,724	\$480,899	\$488,634

Georgia State Parks and Historic Sites

Revenue Pro Forma

Tallulah Gorge State Park							
Revenue Pro Forma							
Revenue (Fund) Sources	Revenue Sources Description	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
60001	CONCESSION AND TP NON-FOOD	\$128,394	\$146,077	\$143,747	\$146,623	\$148,089	\$149,578
60003	TELESCOPE	\$1,290	\$874	\$910	\$928	\$937	\$946
60005	CAMPSITE-BACK COUNTRY	\$149	\$226	\$350	\$357	\$361	\$364
60015	GROUP SHELTER (CFR)		\$30	\$5			
60017	VENDING	\$3,917	\$3,646	\$3,664	\$3,737	\$3,774	\$3,812
60020	SHORT/OVER	(\$41)	\$5	\$4	\$5	\$5	\$10
60027	PIONEER CAMPING	\$205	\$560	\$680	\$694	\$701	\$708
60059	HUNTING/FISHING	\$1,153	\$0				
60036	PROGRAM FEES	\$6,783	\$6,379	\$8,838	\$9,015	\$9,105	\$9,196
60090	FOOD/BEV ITEMS TO GO	\$4,569	\$5,666	\$5,602	\$5,600	\$5,656	\$5,713
60092	FRIENDS DISCOUNT	(\$414)	(\$625)	(\$678)	(\$712)	(\$719)	(\$726)
60099	SALES TAX	\$9,250	\$10,903	\$10,628	\$10,841	\$10,949	\$11,059
65003	FRIENDS MEMBERSHIP FEES	\$23,045	\$23,241	\$28,401	\$28,969	\$29,259	\$29,552
65004	PAY OUT TO "FRIENDS"	(\$23,045)	(\$23,241)	(\$28,401)	(\$28,969)	(\$29,259)	(\$29,552)
60042	NON-COST ITEMS(ICE,WOOD)	\$0	\$0	\$0			
60066	CANYON CL. & MUDDY SPK. CLUB	\$2,210	\$2,010	\$1,730	\$1,710	\$1,727	\$1,744
60025	REFUNDS	\$0	\$0	\$0			
60037	MIS. PARK RECEIPTS	\$0					
60082	BAD CHECKS						
60905	VIP			\$5,246			
66002	CANCELLATION FEES						
66003	REFUNDS-ADV RESERV						
66005	CAMPING						
66008	TENT/PIONEER CAMPING						
69005	CAMPSITES - PW						
69008	TENT/PIONEER CAMPS						
60049	DONATIONS - RESTRICTED TO TG	\$26,557	\$25,399	\$32,982	\$32,982	\$32,982	\$34,631
	TOTAL EARNED REVENUES	\$184,022	\$201,150	\$213,708	\$211,780	\$213,567	\$217,035
	Revenue Projection Goal		\$ 200,584	\$ 212,619	\$ 216,871	\$ 219,040	\$ 221,231

Total / Cost Recovery Pro Forma

Tallulah Gorge State Park						
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
Visitation	302,701	278,792	282,649	283,872	294,560	332,971
Operational Expenses	\$510,371	\$490,459	\$465,136	\$468,724	\$480,899	\$488,634
Earned Revenues	\$184,022	\$201,150	\$213,708	\$211,780	\$213,567	\$217,035
% Cost Recovery	36.1%	41.0%	45.9%	45.2%	44.4%	44.4%