

Sweetwater Creek State Conservation Park

Business & Management Plan

Prepared June 2011; Finalized December 2012

Direction 2015 – Sustainable Business Planning

Table of Contents

Executive Summary 3

Site and Operations Assessment 7

 Site Inventory and Facility Assessment..... 7

 Operational Assessment 10

 Financial Performance Assessment 15

Business and Management Plan 17

 Business Goals 18

 Classification of Programs and Services..... 20

 Partnership Development Plan..... 21

 Marketing and Sales Plan..... 22

 Revenue Generation Plan 24

 Expense Management Plan 27

 Financial Pro Forma 28

Action Plan..... **Error! Bookmark not defined.**

Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Sweetwater Creek State Conservation 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	Sweetwater Creek State Conservation Park
Site Manager	Brad Ballard
Region Manager	Eric Bentley
Date of Business Plan completion	Sunday, July 01, 2012
Site size (acres)	2,549
Total number of visitors (FY 2010)	191,096
Total operating budget (FY 2010)	\$409,749
Total earned revenues (FY 2010)	\$113,400
Operational cost recovery (FY 2010)	28%
Average operating cost per visitor (FY 2010)	\$2.14
Average earned revenue per visitor (FY 2010)	\$0.59
Average cost recovery[1] (FY 2008 – 2010)	29%
Target cost recovery (FY 2015)	42%
Total full-time employees[2]	5
Total part-time employees[3]	5
Primary service markets[4]	Atlanta
Primary attractors/visitor appeal factors	Hiking, Fishing, Civil War History, Picnicking, Group Outings, Dog Walking, Boating
Leading opportunities for improved site performance	Adding at least 5 yurts, Mountain Bike Trails, Dog Park, More parking at Trailhead/Interpretive Center/Bait shop, Hike-in Campsites, Disc Golf, Parking area at Chattahoochee property.

Site Summary and Key Attractions

This 2549-acre park is in Metro Atlanta. This park is important for city dwellers seeking a close outdoor retreat, and is in the top 6 parks on any given month for visitation and park pass revenue. Only a short drive from I-20 and 15 minutes from downtown Atlanta, the park's revenue potential is currently restricted to day use only.

Key Attractions

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

- 9 miles of gorgeous hiking trails providing a wilderness setting close to Atlanta
- The ruins of an 1840's mill, burned by General Sherman's troops during the Civil War
- 215-acre Sparks Reservoir (operated by the City of Eastpoint)
- Bait shop and boat rental facility
- LEED Platinum Interpretive Center/Gift Shop/Meeting Room
- 150 capacity group shelter
- 11 picnic shelters

Financial Targets

The table below details the total operating expenses and earned revenues for Sweetwater Creek State Conservation 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 42% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Sweetwater Creek State Conservation Park	Target Visitation Growth from FY-2010	Target Change in Visitation		
Visitation Assumptions	15%	28,664		
	FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	252,520	132,431	191,096	219,760
Total Operational Expenses	\$549,899	\$402,313	\$409,749	\$406,418
Total Earned Revenues	\$132,121	\$139,349	\$113,400	\$168,883
Cost per Visitor	\$2.18	\$3.04	\$2.14	\$1.85
Revenue per Visitor	\$0.52	\$1.05	\$0.59	\$0.77
State Financial Support per Visitor	(\$1.65)	(\$1.99)	(\$1.55)	(\$1.08)
Total Cost Recovery	24.0%	34.6%	27.7%	41.6%
Change in Expenses between 2010 & 2015				(\$3,331)
Percent Change in Expenses between 2010 & 2015				-0.8%
Change in Revenues between 2010 & 2015				\$55,483
Percent Change in Revenues between 2010 & 2015				48.9%

Key Recommendations

Primary / Short Term Recommendations

1. Complete stabilization of the Mill Ruins is essential to this site.
1. 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 the development of a concessionaire agreement to manage private events on-site such as races, festivals, fishing tournaments, etc.
2. Engage Friends of Sweetwater members to become an active partner in obtaining or exceeding our sustainability goals.
3. Seek local partners to help support operations, programs, and service delivery and for cross-marketing purposes such as advertising park amenities and programs.
4. Develop a more detailed analysis of labor requirements of all major park functions to match the right position with the right job at the right pay.
5. Certain areas of the park peak with visitation at different times of the year. Closing certain facilities such as the Bait Shop during the winter or closing the Interpretive Center on Mondays and Tuesdays could save revenue with little impact on visitors.
6. Develop package deals to go with group shelter or meeting room rentals. Packages could include a history hike or interpretive program with rental.
7. Upgrade facilities and amenities at the site that are likely to have a cost recovery level at or above 100%. This would include upgrading the group shelter's heating and air. Enhancing signage throughout the site and at the Interpretive Center, adding new landscaping, and providing free Wi-Fi at the site. Construct new parking areas and move all trailheads to the front of the Interpretive Center.
8. Improve and add parking areas around the Interpretive Center and bait shop to handle the amount of traffic. Currently both locations suffer from lack of available parking spaces. One fix might be a reduction in picnic shelters close to the trailhead to allow for more parking. Also the interior roads need repaving soon.
9. Create a hike in or back country camping area that can hold 4 to 6 campers. Many hikers come to Sweetwater to train and prepare to hike the Appalachian Trail. With a back country area, hikers could also test out their gear.
10. In the next five years, it would be imperative to have at least five yurts available for overnight rental. This would bring in an additional \$40,000 in revenue.

Secondary / Long Term Recommendations

1. Enlarge the bait shop to hold more merchandise and to better serve customers. Have the ability to accept credit cards for fishing/hunting license sales. Fishing license sales at the bait shop can exceed thirty per day which at this point is cash or check only.
2. Incorporate mountain biking with the current trails. Most trails are wide enough to support hiking and biking. Also create new mountain trails around the eastside and riverside areas of the park.

3. Make the north causeway parking area loop back out to the main road. When lot is full guest must try to back their way out. This is also a problem for LE rangers patrolling the area. Also the restroom for that area is in dire need of an upgrade.
4. Construct a dog park with obstacles, open areas, and water fountains that can include an additional fee or annual pass.

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 Sweetwater Creek State Conservation 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 Sweetwater Creek State Conservation Park, and provides the assessed condition of each as reviewed in March 2012.

Site Asset / Amenity	Quantity	Condition
Interpretive Center/Gift	1	Excellent
Boat Ramp	1	Good
North Causeway Pit toilet	1	Poor (Needs remodeled)
Bait shop restroom	1	Good
Main Trailhead Restroom	1	Good
Bait shop	1	Good (Needs AC work)
Picnic Shelters	11	Fair
Group Shelter	1	Good (Needs heat pump to help reduce power bill)
Interior Roads/Parking Areas	3	Poor – Scheduled for FY 2014 bond funding
Waterlines	4	Factory Shoals is Poor
Maintenance Shop	1	Fair (Needs restroom and parking area)
Rangers Residence	1	Good
Assistant Manager's	1	Good
Manager's Residence	1	Good
Red Trail	1	Fair
White Trail	1	Fair
Blue Trail	1	Fair
Yellow Trail	1	Fair
New Manchester Mill Ruins	1	Poor - Working on funding for Preservation Plan
Boat Rental Dock	1	Fair (Need to consider floating dock or remodeling)
Picnic Areas	10	Fair (Need uplift with mulch, new tables, and parking)

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
Conserve Mill Ruins	High
Improve roads and parking areas	High
North Causeway Restroom and parking loop	High
Bait Shop AC Unit	High
Maintenance Area restroom and parking area	High
Replace water lines along Factory Shoals Road (Main lines are old)	High
Replace rental boat dock	Moderate
New Roof , dropped ceiling, new HVAC unit at group shelter	Moderate
Picnic Shelters (Paint, tables, grills, landscape)	Moderate
Revitalize picnic areas (New grills, tables, gravel)	Moderate
Trail upkeep and maintenance	Moderate
2 nd building/classroom area at Interpretive center	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

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

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

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

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

The following programs and services offered at Sweetwater Creek have been identified as **core services**:

- **Actively manage/protect the cultural and natural resources of the park. (The 1840's mill, artifacts associated with the mill, the unique habitats throughout the park, G2 Mountain Longleaf community on ridge top)**
- **Provide a safe environment for park visitors**
- **Public access**
- **Maintenance of park grounds and facilities**
- **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 Sweetwater Creek have been identified as **important services**:

- **Providing guided interpretation and educational programs**
- **Providing areas for interested parties to study history/natural resources**
- **Providing areas for fishing and access to the public boat ramp**
- **Providing trails for walkers/hikers**

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 Sweetwater Creek have been identified as **visitor supported services**:

- **Gift / retail shop at Interpretive Center**
- **Bait Shop for fisherman to buy food, bait, supplies**
- **Providing public access to the Interpretive Center**
- **Group and picnic shelters available for family reunions, birthday parties, etc.**
- **Boat Rentals**
- **Special events such as races and festivals**

Staffing Assessment

Labor costs at Sweetwater Creek State Conservation Park represent the largest area of budgetary expense at an average of 67% of the total operating budget each year for the last three complete years, which is slightly higher than the target of total labor costs (including benefits) not exceeding 65% of the site's total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Manager	1		2340
Assistant Park Manager	1		2340
Interpretive Ranger	1		2080
Maintenance Ranger	1		2080
Utility Worker		1	2080
Secretary	1		2080
TOTAL	5	1	13000

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Clerk	3		4524
Maintenance	2		2500
TOTAL	5		7024

Labor Support

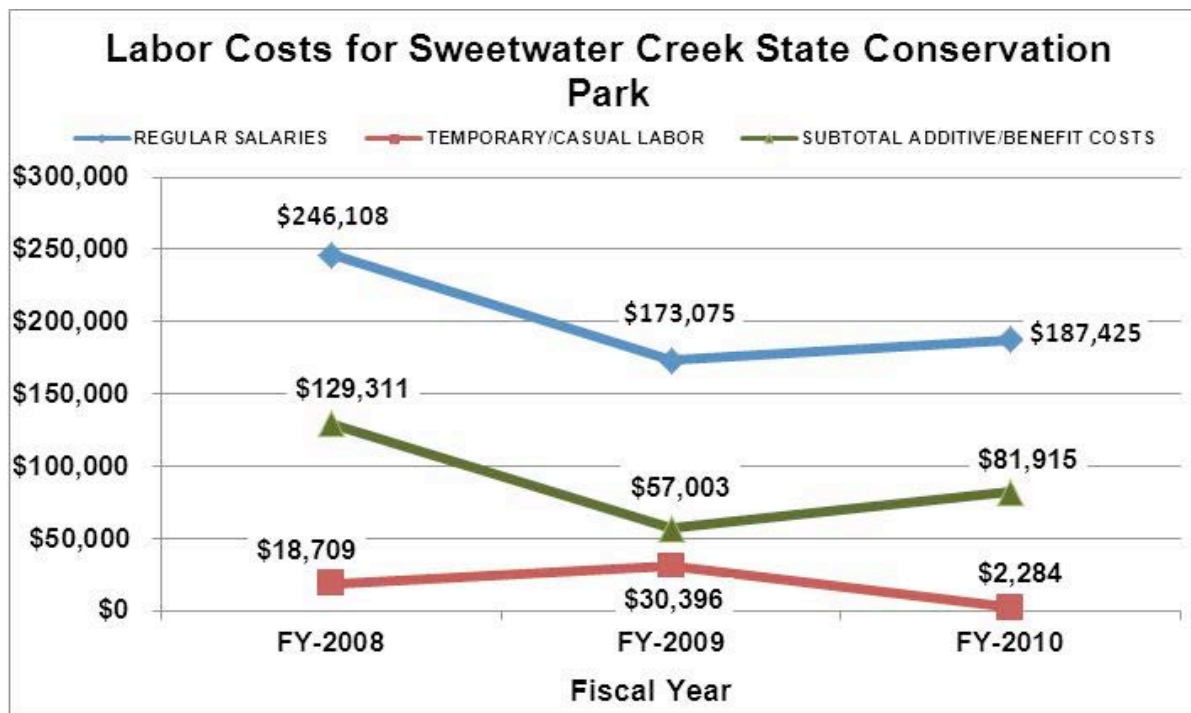
Labor Support	Annual Hours
Volunteers	3000
Community Service Workers	11795
Kiosk Workers	2000
Resource Management Crews	104
TOTAL	16899

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	13000
Part Time Employees	7024
Labor Support	16899
TOTAL Annual Labor Hours	36923

LABOR BUDGET SUMMARY

Sweetwater Creek State Conservation 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	\$246,108	\$173,075	\$187,425	-23.8%
502000	ANNUAL LEAVE PAY	\$10,153	\$3,317	\$0	-100.0%
503000	OTHER SUPPLEMENTAL	\$1,917	\$11	\$0	-100.0%
511000	OVERTIME	\$0	\$0	\$8,251	
513000	TEMPORARY/CASUAL LABOR	\$18,709	\$30,396	\$2,284	-87.8%
514000	FICA	\$17,131	\$11,445	\$12,272	-28.4%
516000	HEALTH INSURANCE	\$58,976	\$23,743	\$40,303	-31.7%
518000	UNEMPLOYMENT INSURANCE	\$304	\$329	\$0	-100.0%
520000	ASSESSMENTS BY MERIT	\$1,176	\$1,617	\$1,370	16.5%
522001	DRUG TESTING	\$0	\$0	\$0	
	SUBTOTAL ADDITIVE/BENEFIT COSTS	\$129,311	\$57,003	\$81,915	-36.7%
TOTAL	PERSONAL SERVICES	\$394,128	\$260,475	\$271,624	-31.1%



Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 24% or 61,424 visitors. Weather and economic forces have played an important role in the downward turn. The flood of 2009 in the Douglas County area led to a decline in local guest visits and a cold wet winter in 2010 led to a decline in winter guests. Sweetwater Creek State Conservation Park also suffers from lack of parking, bad roads, and unique opportunities. With the addition of yurts, mountain bike trails, and a dog park, attendance will have the opportunity to reach the 2008 mark. Additionally, the park staff is working with private groups to offer more races and other special events to help boost visitation.

Year	Total Visitation
2008	252,520
2009	132,431
2010	191,096

Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Sweetwater Creek State Park	2009	84%
	2010	95%

Financial Performance Assessment

Operational Expenses

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

Sweetwater Creek State Conservation Park				
Operational Expenses	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
REGULAR SALARIES	\$246,108	\$173,075	\$187,425	-23.8%
ANNUAL LEAVE PAY	\$10,153	\$3,317	\$0	-100.0%
OTHER SUPPLEMENTAL	\$1,917	\$11	\$0	-100.0%
OVERTIME	\$0	\$0	\$8,251	
TEMPORARY/CASUAL LABOR	\$18,709	\$30,396	\$2,284	-87.8%
FICA	\$17,131	\$11,445	\$12,272	-28.4%
RETIREMENT	\$39,655	\$16,542	\$19,719	-50.3%
HEALTH INSURANCE	\$58,976	\$23,743	\$40,303	-31.7%
UNEMPLOYMENT INSURANCE	\$304	\$329	\$0	-100.0%
ASSESSMENTS BY MERIT	\$1,176	\$1,617	\$1,370	16.5%
DRUG TESTING	\$0	\$0	\$0	
PERSONAL SERVICES	\$394,128	\$260,475	\$271,624	-31.1%
POSTAGE	\$794	\$495	\$979	23.3%
MOTOR VEHICLE EXPENSES	\$18,741	\$17,767	\$10,534	-43.8%
PRINTING & PUBLICATION	\$0	\$0	\$0	
SUPPLIES & MATERIALS	\$2,380	\$2,808	\$12,325	417.9%
REPAIRS & MAINTENANCE	\$5,438	\$2,787	\$3,029	-44.3%
EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	
WATER & SEWAGE	\$14,463	\$20,176	\$25,681	77.6%
ENERGY	\$24,336	\$28,086	\$30,137	23.8%
RENTS	\$3,034	\$3,036	\$3,657	20.5%
INSURANCE & BONDING	\$1,259	\$3,615	\$3,635	188.7%
FREIGHT	\$10	\$0	\$0	-100.0%
PURCHASING CARD	\$28,698	\$11,483	\$9,970	-65.3%
OTHER OPERATING EXPENSES	\$2,988	\$3,021	\$2,754	-7.8%
CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	
TRAVEL	\$0	\$0	\$23	
REGULAR EXPENSES	\$102,142	\$93,274	\$102,724	0.6%
MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	
EQUIPMENT PURCHASES >5000	\$0	\$0	\$0	
CAPITAL\ LEASE Prin & Int	\$0	\$0	\$0	
REAL ESTATE RENTALS	\$5,040	\$5,040	\$5,040	0.0%
VOICE/DATA COMMUNICATIONS	\$3,049	\$3,428	\$1,870	-38.7%
PER DIEM & FEES	\$0	\$0	\$0	
PER DIEM & FESS EXPENSE	\$0	\$0	\$0	
CONTRACTS	\$0	\$0	\$0	
ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	
RESALE	\$45,540	\$40,096	\$28,491	-37.4%
TOTAL OTHER EXPENDITURES	\$53,628	\$48,564	\$35,402	-34.0%
GRAND TOTAL	\$549,899	\$402,313	\$409,749	-25.5%
Earned Revenues	\$132,121	\$139,349	\$113,400	-14.2%
% Cost Recovery	24.0%	34.6%	27.7%	15.2%

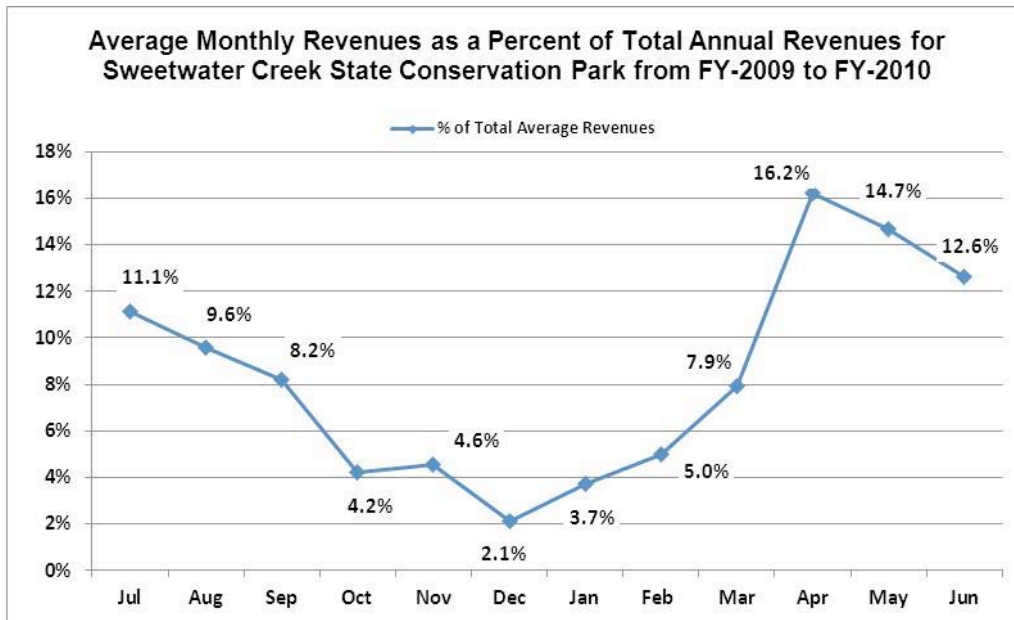
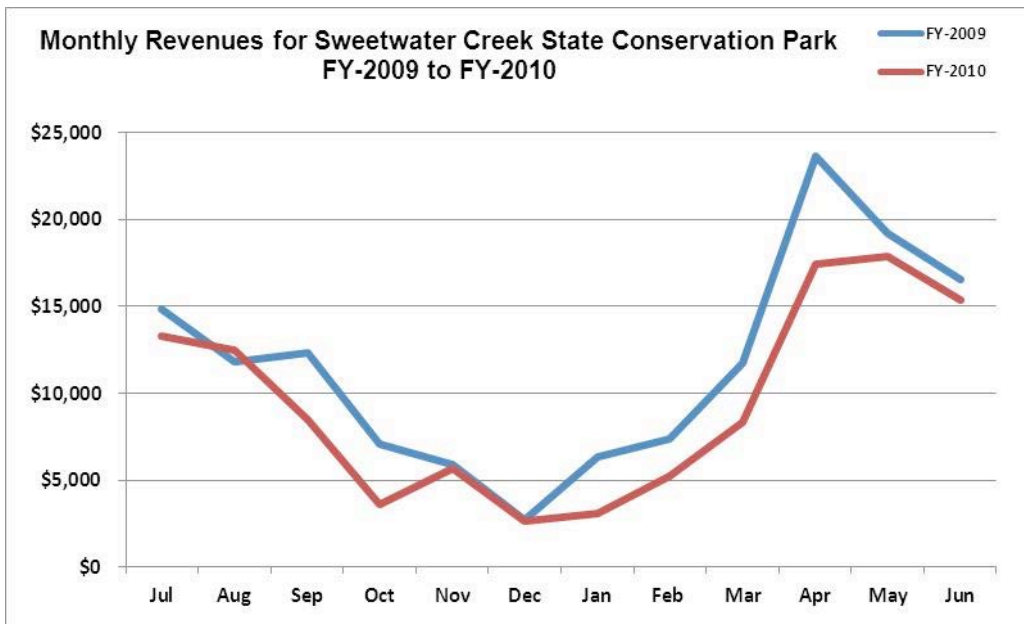
Earned Revenues

Earned revenues at Sweetwater Creek State Conservation Park have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation.

Sweetwater Creek State Conservation Park													
FY-2009 to FY-2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2009	\$14,808	\$11,802	\$12,296	\$7,069	\$5,896	\$2,723	\$6,311	\$7,366	\$11,709	\$23,625	\$19,191	\$16,551	\$139,349
FY-2010	\$13,306	\$12,463	\$8,473	\$3,591	\$5,648	\$2,609	\$3,117	\$5,238	\$8,327	\$17,396	\$17,843	\$15,388	\$113,400
Average Revenues	\$14,057	\$12,132	\$10,384	\$5,330	\$5,772	\$2,666	\$4,714	\$6,302	\$10,018	\$20,511	\$18,517	\$15,970	\$126,374
% of Total Average Revenues	11.1%	9.6%	8.2%	4.2%	4.6%	2.1%	3.7%	5.0%	7.9%	16.2%	14.7%	12.6%	
% change btwn FY-2009 & FY-2010	-10.1%	5.6%	-31.1%	-49.2%	-4.2%	-4.2%	-50.6%	-28.9%	-28.9%	-26.4%	-7.0%	-7.0%	-18.6%

Monthly earned revenues for the last two years indicate that total annual revenue decreased 19% from 2009 to 2010, with the largest increase in monthly revenues in August (10%) and the largest decreases in the months of January (-51%), October (-49%), February (-29%), and March (-29%).

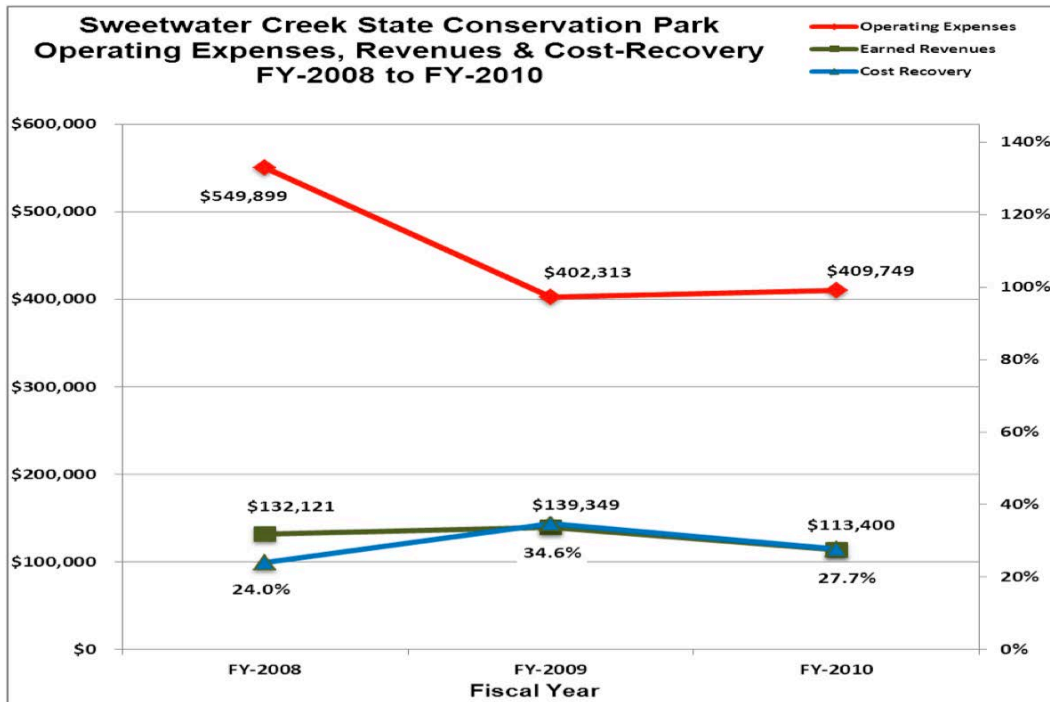
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



Cost Recovery Trends

Sweetwater Creek State Conservation Park has achieved an average cost recovery of 29% of annual operational expenses through earned revenues from FY 2008 to FY 2010. This is detailed and illustrated in the table and graph below.

Fiscal Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
FY-2008	\$549,899	\$132,121	24.0%
FY-2009	\$402,313	\$139,349	34.6%
FY-2010	\$409,749	\$113,400	27.7%



Review of Pricing

Data on rate information on program rates is not readily available, only the last five years are evaluated. There has been some growth in fees charged at Sweetwater Creek State park since 2008, with the largest increase being \$5.00 and \$15.00 program fees, and addition of pedal boats for rent. A table detailing the rates for 2008 – 2010 is provided below.

STATE PARKS				
Sweetwater Creek State Conservation Park	FY-2008	FY-2009	FY-2010	Comments
Program Fees	\$1.00	\$1.00	\$5 to \$15	
School Groups (Under 17 children)	\$1.00	\$1.00	\$50 Flat Fee	
School Groups (Over 18 children)	\$1.00	\$1.00	\$2 per child	2012 rate is \$3.00 per child
Rental Boats 1 hour (Jon. Kayak, Canoe)	\$5.00	\$5.00	\$5.00	2011 rate is \$10 per hour
Rental Boats 4 hours (Jon. Kayak, Canoe)	\$0.00	\$15.00	\$15.00	2011 rate is \$20 per hour
Rental Boats 8 hours (Jon. Kayak, Canoe)	\$0.00	\$25.00	\$25.00	2011 rate is \$30 per hour
Pedal boats (per half hour/per person)	\$0.00	\$0.00	\$3.00	2011 rate is \$5.00 per person

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Sweetwater Creek State Conservation Park

Enhance Cost Recovery of Site Operations

Sweetwater Creek State Conservation Park is operating at a 29% cost recovery of operational expenses through earned revenues. Sweetwater Creek plans to improve cost recovery of site operations by cutting labor costs, expanding interpretive programming, plus adding overnight facilities such as yurts and adding amenities to draw more visitors to the site. New interpretive programming will include interpretive kayak trips on the reservoir and creek plus additional Junior Ranger programs throughout the summer.

Enhance Revenue Generation Strategies

Increased revenue will most likely come from the addition of overnight facilities and increased visitation to the park. An additional strategy is currently being planned to move all the trail heads to the front of the Interpretive Center and retail area. With the position of the current trail head it is estimated that 60% to 75% of guests never get to within 100 yards of the Interpretive Center. Prices and times for rental boats will also be reviewed and adjusted to increase revenue.

Expand Special Events at the Site

Current special events at Sweetwater Creek are operated with concession agreements and include activities such as cross country races, family fun days, and small festivals. Sweetwater Creek will have a goal of creating three new special events in 2013.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

The interpretive center at Sweetwater Creek features quality history exhibits and the unique design of a LEED certified building that predominately appeals to adults and history enthusiasts. The interpretive center needs to be able to attract other park users such as hikers, paddlers, and nature lovers. In the past year, the staff at Sweetwater Creek have put quite a bit of energy in offering a new variety of recreational/educational programs such as dog hikes, and twilight paddles. Sweetwater Creek is in need of new programming that attracts larger groups than the average 3 or 4 people. With the addition of interpretive kayaking trips and the addition of new special events, program revenues will increase.

Improve the Effectiveness of Marketing and Sales

We already utilize the park's web page and local newspapers, but do not do a very good job of using social media to advertise programs and events. A marketing strategy will soon go into effect reaching out to local school and day care facilities to increase public awareness of park facilities and programs. Sweetwater Creek will also be talking to area chamber of commerce groups to advertise facilities for meetings and group events and will also reach out to new citizens moving into the area.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Sweetwater Creek State Park will strive for a 90% or higher approval rating. Part of this will be established with improving facilities, upkeep of the park, a variety of programs, hiring and retaining employees with good customer service skills. We will monitor the new online comment cards available to all visitors to the park.

Expand Partnership Opportunities

Sweetwater Creek State Park will be seeking to establish relationships with its Friends chapter, trail running clubs, local businesses, and the surrounding community to seek out stakeholders willing to invest in the park. We will be seeking partners on small-scale projects such as building improvements, picnic area improvements, and trail maintenance. We will also seek out new partners to assist with adding new amenities such as mountain biking and a dog park.

Classification of Programs and Services

The tables below summarize the classifications of programs and services at Sweetwater Creek 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
Active management and protection of the cultural and natural resources of the park (1840 mill ruins and artifacts, G2 Mountain Longleaf, unique habitats throughout the park)	0%
Provide a safe environment for park visitors	0%
Public access to site	100%
Maintenance of park grounds and facilities	0%
Site appropriate education, interpretation and recreational opportunities	125-150%

Important Services	
Program / Service	Target Cost Recovery
Providing guided interpretation and educational programs	125%
Providing areas for interested parties to study history/natural resources	100%
Providing areas for fishing and access to the public boat ramp	100%
Providing trails for walkers/hikers	10-20%

Visitor Supported	
Program / Service	Target Cost Recovery
Gift / retail shop at the Interpretive Center	150%
Bait shop for fishermen to buy food, bait and supplies	150%
Public access to Interpretive Center	100%
Special events	125%
Boat rentals	100%
Group and picnic shelters	100%

Partnership Development Plan

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

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
Operational Partners	<ul style="list-style-type: none"> Douglas County 	<ul style="list-style-type: none"> Douglas Co. Rogue Runners Long-Leaf Alliance The Nature Conservancy Non-Game Wildlife Atlanta Audubon Society Boy Scouts of America 	<ul style="list-style-type: none"> Martina Dorm (Private Hikes) Penny Perel (Yoga Instructor)
Vendor Partners			<ul style="list-style-type: none"> REI Coca Cola
Service Partners	<ul style="list-style-type: none"> City of East Point 	<ul style="list-style-type: none"> Friends of Sweetwater Creek State Park Douglas County Rogue Runners Atlanta Audubon Society Douglas County Kiwanis Club Georgia Ultra running 	
Co-branding Partners			
Funding Resource Development Partner		<ul style="list-style-type: none"> Friends of Sweetwater Creek State Park Georgia Wildlife Resources Division National Park Service Friends of Georgia State Parks and Historic Sites 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Sweetwater Creek State Park are based on the following desired outcomes:

1. Increase numbers and diversity of visitors to the site by reaching out to local chamber of commerce, state welcome centers, and civic groups.
2. Produce at least three signature events with large public participation which in turn will increase revenue and visitation figures.
3. Increase 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
Interpretive Program Revenue	\$9,500/yr	\$12,000	\$14,000	\$20,000
Special Event Programming	2	2	3	5

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Sweetwater Creek 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. Sweetwater Creek will also provide major event flyers and information to area chamber of commerce and civic groups.

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. Programs must be put on all Atlanta Area social media sites as well as posted throughout the park for guest to view.

3. Sweetwater Creek State Conservation Park Publicity

Sweetwater Creek State Conservation Park can focus its publicity toward sharing its programming opportunities, recreational amenities, resource management goals, and long term plans through yearly park tours with local media, local leaders, civic groups, and the interested public. 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 Sweetwater Creek State Park are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Sweetwater Factory Days	Atlanta Audubon Hikes	Spring Bloom when dogwoods are out
Family Fun Night	Jr. Ranger Day Camps	Candle Light Hike inside Mill Ruins
New Manchester Days	Ruins to Rapids Full Moon Hike	Prescribed Fire Burns
Kayak Fishing Tournament	Twilight Paddle	Longleaf Pine Area

PACKAGING

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

Package	Package Details
Group Shelter or Conference Room Rental/Program	Rent the group shelter and get a 30 minute nature or history presentation.
Boat Rental/Mill Tour	Rent any boat for 1 hour or more and receive two passes for mill tour.

GROUP SALES

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

- Families
- Church Groups
- Kayakers
- Nature enthusiasts
- Photographers
- Historians
- Hikers/Dog walkers
- Trail Runners
- Schools

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Offer new and unique programming/packages for return visitors
- Moving trail heads to front of Interpretive Center
- Increase signage leading guest to Interpretive Center or Bait shop

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported at Sweetwater Creek State Conservation Park:

- Loyalty and repeat customers = 65% customers repeat visit with in 12 month period.
- Brand confidence & customers recruiting customers = 50 % of visitors from customer referrals.

Revenue Generation Plan

Revenue / Cost Recovery Goals

Sweetwater Creek has set a financial goal of increasing annual revenues 5% annually between 2011 and 2013. Increased visitation along with new attractions will help Sweetwater Creek continue the 5% increase. The largest revenue growth opportunity is most likely after implementation of yurts in 2014 with a 10% increase in 2014 and a 16% increase in 2015. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2010	Base Year	\$13,306	\$12,463	\$8,473	\$3,591	\$5,648	\$2,609	\$3,117	\$5,238	\$8,327	\$17,396	\$17,843	\$15,388	\$113,400
FY-2011	5%	\$13,971	\$13,086	\$8,896	\$3,770	\$5,931	\$2,739	\$3,273	\$5,500	\$8,743	\$18,266	\$18,735	\$16,158	\$119,070
FY-2012	5%	\$14,670	\$13,740	\$9,341	\$3,959	\$6,227	\$2,876	\$3,437	\$5,775	\$9,180	\$19,179	\$19,672	\$16,966	\$125,023
FY-2013	5%	\$15,403	\$14,427	\$9,808	\$4,157	\$6,539	\$3,020	\$3,608	\$6,064	\$9,640	\$20,138	\$20,656	\$17,814	\$131,274
FY-2014	10%	\$16,944	\$15,870	\$10,789	\$4,573	\$7,193	\$3,322	\$3,969	\$6,671	\$10,603	\$22,152	\$22,721	\$19,595	\$144,402
FY-2015	16%	\$19,655	\$18,409	\$12,515	\$5,304	\$8,343	\$3,854	\$4,604	\$7,738	\$12,300	\$25,696	\$26,357	\$22,731	\$167,506

These projections would result in a total of 42% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative decrease of 2% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 42% 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 28% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

PARK RESERVABLES			
Sweetwater Creek State Conservation Park	Current Pricing (CY-2011)	Proposed Pricing (CY-2012)	Yield Management Margin (+/-)
Picnic Shelter	\$70.00	\$70.00	20%
Conference Room	\$105.00	\$105.00	20%
Group Shelter Weekday	\$150.00	\$150.00	20%
Group Shelter Weekend	\$205.00	\$205.00	20%

Georgia State Parks and Historic Sites

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Ruins to Rapids	History/Recreation	Full moon weekends	12/yr	All age groups	\$6	125%
Twilight Paddles	Interpretive tour of the reservoir	Spring/Summer/Fall	12/yr	12 and up	\$15	150%
Mill Ruin Interpretation Tour	History/Photography/Curiosity	Every Weekend 1pm to 3pm	52/yr	All park visitors	\$5	110%
Bird Walks	Nature Lovers/Photographers	1/every two months	6/yr	All age groups	\$5	100%
Hayrides	Families, Church Groups, Elderly or very young, new parents	Fall	1/week	Families and Groups	\$5	100%
Mother/Son Night Outside	A chance for moms to enjoy the outdoors with their son or sons	Spring	1/year	Mothers and sons	\$30 per couple	100%
Civil War Camp Reenactment	To show what a civil war looked like	Fall Spring	2/year	All age groups	\$5 park pass	100%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Friends of Sweetwater State Conservation Park	Revolving	Assist with park projects, programming, and advertising including financially and with labor. To help maintain community awareness and outreach.	John Johnston
REI		To bring new guests to Sweetwater through joint advertising.	
Ga DNR Wildlife Resources Division		To improve the health of the lake inside Sweetwater Creek State Conservation Park and restock fish.	
National Park Service		Assist with making the Chattahoochee River Property a more viable site for programming.	Charlotte Gillis
Douglas County Rogue Runners		Continue working together to provide cross country races at SWC with proceeds going to the friends of SWC.	Johnny Buice
GET GUTS Running Group		Continue working together to provide cross country races at SWC with proceeds going to the friends of SWC.	Ryan Cobb
Kiwanis Club of Douglas Co.		Continue working together to provide Tri-Athlons at SWC with proceeds benefiting local children's charities and the friends of SWC.	John Sell
Atlanta Audubon Society		To provide guided bird hikes once a month at SWC	
City of East Point		To keep a working relationship with the city in order to maintain the lease for the reservoir and bait shop.	

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 one bait shop clerk to part time hourly worker	2011	Salaried labor costs have decreased from \$130,599.44 (March 2011) to \$84,632.97 (March 2012)
Eliminate vacant full time office clerk position	2011	Complete

Management Techniques

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

Action	Timeline	Outcome
Continue use of part time clerks and maintenance staff.	2012	Salaried labor costs have decreased from \$130,599.44 (March 2011) to \$84,632.97 (March 2012)

Adjusted Levels of Service

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

Action	Timeline	Outcome
Close bait shop during winter months	2012	Salaried labor costs have decreased from \$130,599.44 (March 2011) to \$84,632.97 (March 2012)
Change hours and days of operation at Interpretive Center through winter months	2012	Close Interpretive Center on Mondays and Tuesdays December through February

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

Sweetwater Creek State Conservation Park							
Account	Operational Expenses	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY2-015
501000	REGULAR SALARIES	\$187,425	\$184,375	\$183,517	\$182,232	\$180,997	\$179,712
502000	ANNUAL LEAVE PAY	\$0	\$7,136	\$6,780	\$6,423	\$6,066	\$5,709
503000	OTHER SUPPLEMENTAL	\$0	\$313	\$297	\$280	\$267	\$250
511000	OVERTIME	\$8,251	\$111	\$0	\$0	\$0	\$0
513000	TEMPORARY/CASUAL LABOR	\$2,284	\$11,922	\$27,000	\$25,625	\$24,250	\$22,875
514000	FICA	\$12,272	\$11,521	\$10,934	\$10,347	\$9,760	\$9,173
515000	RETIREMENT	\$19,719	\$25,118	\$23,862	\$19,444	\$19,308	\$19,173
516000	HEALTH INSURANCE	\$40,303	\$40,200	\$40,021	\$39,741	\$39,463	\$39,186
518000	UNEMPLOYMENT INSURANCE	\$0	\$400	\$400	\$400	\$400	\$400
520000	ASSESSMENTS BY MERIT	\$1,370	\$1,370	\$1,360	\$1,351	\$1,341	\$1,332
522001	DRUG TESTING	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL PERSONAL SERVICES	\$271,624	\$282,466	\$294,171	\$285,843	\$281,852	\$277,810
611000	POSTAGE	\$979	\$950	\$945	\$945	\$945	\$945
612000	MOTOR VEHICLE EXPENSES	\$10,534	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
613000	PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0	\$0
614000	SUPPLIES & MATERIALS	\$12,325	\$16,649	\$16,500	\$16,500	\$16,500	\$16,500
615000	REPAIRS & MAINTENANCE	\$3,029	\$3,483	\$4,008	\$4,000	\$4,000	\$4,000
616000	EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0	\$0
617000	WATER & SEWAGE	\$25,681	\$18,634	\$19,000	\$19,000	\$19,000	\$19,000
618000	ENERGY	\$30,137	\$32,619	\$30,000	\$30,000	\$30,000	\$30,000
619000	RENTS	\$3,657	\$3,371	\$3,631	\$3,606	\$3,580	\$3,555
620000	INSURANCE & BONDING	\$3,635	\$3,635	\$3,609	\$3,584	\$3,559	\$3,534
622000	FREIGHT	\$0	\$0	\$0	\$0	\$0	\$0
626000	PURCHASING CARD	\$9,970	\$0	\$0	\$0	\$0	\$0
627000	OTHER OPERATING EXPENSES	\$2,754	\$7,940	\$8,000	\$8,000	\$8,000	\$8,000
700000	CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0	\$0
640000	TRAVEL	\$23	\$0	\$0	\$0	\$0	\$0
	TOTAL REGULAR EXPENSES	\$102,724	\$97,781	\$96,194	\$96,135	\$96,084	\$96,035
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	\$5,040	\$5,040	\$5,040	\$5,040	\$5,040	\$5,040
871-872000	VOICE/DATA COMMUNICATIONS	\$1,870	\$5,501	\$1,857	\$1,844	\$1,831	\$1,819
651000	PER DIEM & FEES	\$0	\$0	\$0	\$0	\$0	\$0
652000	PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0	\$0	\$0
653000	CONTRACTS	\$0	\$0	\$0	\$0	\$0	\$0
626001-780	ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0	\$0	\$0
610000	RESALE	\$28,491	\$37,130	\$35,000	\$38,000	\$40,000	\$42,000
	TOTAL OTHER EXPENDITURES	\$35,402	\$47,671	\$41,897	\$44,884	\$46,871	\$48,859
	GRAND TOTAL OPERATIONAL EXPENSES	\$409,749	\$427,917	\$432,262	\$426,862	\$424,808	\$422,703

Georgia State Parks and Historic Sites

Revenue Pro Forma

Sweetwater Creek State Conservation 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	(\$37,272)	(\$39,135)	(\$41,092)	(\$43,146)	(\$47,461)	(\$55,055)
60007	Boat Rentals	(\$22,231)	(\$23,343)	(\$24,510)	(\$25,736)	(\$28,309)	(\$32,839)
60015	Group Shelter Conference Room	(\$635)	(\$667)	(\$700)	(\$735)	(\$809)	(\$938)
60019	H/F License	(\$527)	(\$553)	(\$581)	(\$610)	(\$671)	(\$778)
60020	Short Over	(\$439)	(\$461)	(\$484)	(\$508)	(\$559)	(\$649)
60025	Refunds	\$6,185	\$6,494	\$6,819	\$7,160	\$7,876	\$9,136
60036	Program Fees	(\$12,373)	(\$12,992)	(\$13,642)	(\$14,324)	(\$15,756)	(\$18,277)
60037	Misc. Park Receipts	(\$425)	(\$446)	(\$468)	(\$492)	(\$541)	(\$627)
60041	SOFT DRINK SALES	(\$6,855)	(\$7,198)	(\$7,558)	(\$7,936)	(\$8,729)	(\$10,126)
60042	Non Cost (Ice, Wood)	(\$266)	(\$279)	(\$293)	(\$308)	(\$338)	(\$392)
60059	H/F Sales to Northlake	\$467	\$0	\$0	\$0	\$0	\$0
60066	Special Park Clubs	(\$490)	(\$515)	(\$540)	(\$567)	(\$624)	(\$723)
60090	Food/Dev Items to Go	(\$5,616)	(\$5,897)	(\$6,192)	(\$6,501)	(\$7,152)	(\$8,296)
60092	"Friends" Discounts at Parks	\$61	\$64	\$67	\$71	\$78	\$90
60099	SALES TAX	\$2,348	\$2,465	\$2,588	\$2,718	\$2,989	\$3,468
61100	Misc. Concession	(\$301)	(\$316)	(\$332)	(\$348)	(\$383)	(\$445)
66002	Cancellation Fees	(\$1,270)	(\$1,334)	(\$1,401)	(\$1,471)	(\$1,618)	(\$1,877)
66003	Refunds	\$1,269	\$1,332	\$1,399	\$1,469	\$1,615	\$1,874
66015	Group Shelter	(\$8,360)	(\$8,778)	(\$9,217)	(\$9,678)	(\$10,646)	(\$12,349)
66028	Picnic Shelter	(\$9,405)	(\$9,875)	(\$10,369)	(\$10,887)	(\$11,976)	(\$13,892)
69015	Group Shelter	(\$7,975)	(\$8,374)	(\$8,793)	(\$9,232)	(\$10,156)	(\$11,780)
69006	Camping (Yurts)	\$0	\$0	\$0	\$0	\$0	\$0
69028	Picnic Shelter	(\$9,290)	(\$9,755)	(\$10,243)	(\$10,755)	(\$11,830)	(\$13,723)
TOTAL EARNED REVENUES		(\$113,400)	(\$119,560)	(\$125,540)	(\$131,817)	(\$144,999)	(\$168,199)
Revenue Projection Goal			\$ 119,070	\$ 125,023	\$ 131,274	\$ 144,402	\$ 167,506

Total / Cost Recovery Pro Forma

Sweetwater Creek State Conservation							
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015	
Visitation	191,096	194,918	200,765	206,788	212,992	219,760	
Operational Expenses	\$409,749	\$427,917	\$432,262	\$426,862	\$424,808	\$422,703	
Earned Revenues	(\$113,400)	(\$119,560)	(\$125,540)	(\$131,817)	(\$144,999)	(\$168,199)	
% Cost Recovery	-27.7%	-27.9%	-29.0%	-30.9%	-34.1%	-39.8%	

