

# **Laura S. Walker State Park Business & Management Plan**

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**Prepared July 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 Laura S. Walker 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	Laura S. Walker State Park
Site Manager	Owen T. Griffin
Region Manager	Tommy Turk
Date of Business Plan completion	May 17, 2011
Site size	305 acres
Total number of visitors (FY 2010)	201,959
Total operating budget (FY 2010)	\$336,209
Total earned revenues (FY 2010)	\$168,901
Operational cost recovery (FY 2010)	50%
Average operating cost per visitor (FY 2010)	1.66
Average earned revenue per visitor (FY 2010)	.84
Average cost recovery <sup>1</sup> (FY 2008 – 2010)	48%
Target cost recovery (FY 2015)	122%
Total full-time employees <sup>2</sup>	3
Total part-time employees <sup>3</sup>	4
Primary service markets <sup>4</sup>	Jacksonville, FL, Brunswick, Valdosta
Primary attractors/visitor appeal factors	Camping, Group Camp, Picnicking, Reunions, Weddings, Boating, Fishing, Trails and the Lakes Golf Course at Laura S. Walker. Close proximity to Okefenokee Swamp Park, one of 3 main entrances to the Okefenokee Wildlife Refuge.
Leading opportunities for improved site performance	Strong market opportunity for cottages. Renovation of Group Camp Staff House and Interpretive Center would provide more overnight rental opportunities along with Group Camp Cabin cluster renovations for off season camper cabin rentals.

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

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

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

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

## Site Summary and Key Attractions

The 305-acre site of Laura S. Walker State Park is located approximately an hour's drive from the metropolitan areas of Jacksonville FL, Brunswick GA, and Valdosta GA. Laura Walker is 10 miles east of the northern edge of the Okefenokee Swamp. The isolation and long distance from interstate traffic will prove challenges to meeting cost recovery goals for the site.

### Key Attractions

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

- Camping
- Proximity to the Okeefenokee Swamp
- Picnicking
- Group shelters for reunions, parties, weddings
- Boating & fishing
- Nature trails
- Geo-caching
- Group camp
- The Lakes Golf Course at Laura S. Walker

## Financial Targets

The table below details the total operating expenses and earned revenues for Laura S. Walker 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 122% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Laura Walker State Park	Target Visitation Growth from 2010	Target Change in Visitation			
Visitation Assumptions	15%	30,294			
	2008	2009	2010	2011	2015 Target
<b>Visitors</b>	227,289	207,874	201,959	180,000	225,487
<b>Total Expenses</b>	\$ 410,311	\$ 354,799	\$ 336,209	\$ 290,234	\$ 362,732
<b>Total Revenues</b>	\$ 183,272	\$ 177,332	\$ 168,901	\$ 175,000	\$ 443,467
<b>Cost per Visitor</b>	\$ 1.81	\$ 1.71	\$ 1.66	\$ 1.61	\$ 1.96
<b>Revenue per Visitor</b>	\$ 0.81	\$ 0.85	\$ 0.84	\$ 0.97	\$ 1.60
<b>State Financial Support per Visitor</b>	\$ 1.00	\$ 0.85	\$ 0.83	\$ 0.64	\$ (0.36)
<b>Total Cost Recovery</b>	45%	50%	50%	60%	122%
<b>Change from 2010 Expenses</b>					\$ 26,523
<b>Percent Change from 2010 Expenses</b>					7.89%
<b>Change from 2010 Revenues</b>					\$ 274,566
<b>Percent Change from 2010 Revenues</b>					162.56%

## Key Recommendations

### **Primary / Short Term Recommendations**

1. Site operations should be conducted on a “cost-based” standard, tracking revenue vs. expenditures to obtain net cost recovery realized annually
2. Plan and develop a minimum of four special events per year(one per season) to help attract visitors and increase awareness of the site
3. Engage the Friends of Laura Walker group to help raise funding and provide a source of volunteer labor and support for the site.
4. Conduct in-house surveys to determine resale items desired by site visitors. More heavily promote gift shop and retail offerings at the site utilizing social media and local advertising
5. Develop active partnerships with other key public and private area recreation providers including the Okefenokee Swamp Park and the Okefenokee Swamp National Wildlife Refuge, seek out revenue-sharing activities and cooperative programming ventures between LWSP and these providers
6. Sustain adequate operational funding or reduce staff so that staff operational costs, including benefits for full-time associates, do not exceed 65% of total expenses.
7. Collect and compile a statistically viable sample of ZIP code data from visitors to obtain demographic cross-section of LWSP visitors to meet programming, recreational, and facility demands.
8. Plan and construct ten cottages and renovate campsites to provide a source of sustainable “stay-use” revenue.
9. Develop concession agreement for the collection pine straw from day use areas.
10. Enhance existing facilities, both through modernization of existing buildings and introduction of native plants, flowers, and botanical elements, to give each customer a more unique experience, while keeping intact the historical authenticity of the site and site structures.
11. Review and analyze rates yearly to determine net cost of services rendered for both crucial and visitor-supported services
12. Closely analyze labor in all operational areas to maximize service delivery and maximize return on investment with right position, right job, right person, right pay.
13. Continue to weigh pros and cons of amending horsepower restrictions on lake out of Georgia code and placing in park rules to maximize recreation opportunities for all water enthusiasts—canoeists, kayakers, boaters and fishermen.
14. Plan and develop special events that appeal specifically to key user groups that are revenue-generating, such as fishing tournaments and concert events that appeal to families.
15. Enhance pod/cluster of the group camp cabins (preferably 11-14, lakeside), insulate, new furnishings, paint and repair wooden structures, and aggressively market to target groups.
16. Plan, develop, and install two lake swimming areas, one on day-use side of park, and one on boat ramp side of park.

17. Demolish existing pool facility and block day-use bathroom. Plan and construct modern restroom at site of pool facility.
18. Add 5 to 10 camper cabins in the closed pioneer area and add infrastructure for future cottages at the same time.

**Secondary / Long Term Recommendations**

1. Enhance existing interior trail system to expand related recreational opportunities, to promote a healthy lifestyle, and allow expanded, controlled public access to the natural resources of the site.
2. Engage local public figures, stakeholders, and specific user groups to determine feasibility of installing bike path along GA Hwy 177 from Hwy 82 to Okefenokee Swamp Park.
3. Continue to add and develop overnight accommodations at LWSP, amenities which have never existed at the site such as cottages, camper cabins, bunkhouse(s), etc.
4. Develop hiking and biking trails in the adjacent Dixon Forest.

## 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 Laura S. Walker 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 Laura S. Walker State Park, and provides the assessed condition of each as reviewed in May, 2011 .

Site Asset / Amenity	Quantity	Condition
Total acreage	305	
Visitors Center/office	1	Good
Campsites	44	Fair
Group Shelters	4	Fair
Day-use comfort station	1	Poor
Fishing dock	1	Fair
Group camp cabins	16	Poor
Group camp comfort stations	4	Poor
Maintenance Shop	1	Fair
Barn	1	Fair
Interpretive Center	1	Fair
Picnic Shelters	7	Good
Manager's Residence	1	Good
Asst Mgrs. Residence	1	Good
Pioneer Area	1	Good
Pool Complex	1	Poor
Staff House	1	Fair
Nature Trails	2	Fair
Softball Field	1	Poor

### **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
Group camp renovation(kitchen, staff house, camper cabins)	High
Installation of boat dock at lake	Moderate
Visitor Center expansion(increase resale space, renovate office space)	Moderate
Renovate campground, sites to combat erosion and uneven sites	High
Convert interpretive center into 4-person "bunkhouse", with kitchen.	High
Demolish pool facility, demolish block day-use bathroom and construct modern bathroom facility at old pool facility site	High
Plan and construct 2 swimming areas, one in day-use and one at boat ramp area.	High
Enhance pod/cluster of group camp cabins and bath house by lake. (Insulate, repair and paint)	High
Convert staff cottage into more traditional cottage facility, maximize space, install kitchen.	High

## **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 Laura S. Walker State Park have been identified as **core services**:

- **Active management of the site and its resources in order to protect the integrity and future viability of the site**
- **Open access to the site and its resources**
- **Site appropriate educational, interpretation and recreational opportunities**
- **Public safety**
- **Maintenance of site, grounds, facilities and infrastructure**

### CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of tax funds and earned revenues]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at **Laura S. Walker State Park** have been identified as **important services**:

- **Self-guided recreational activities (hiking, canoeing, biking, geocaching)**
- **Fishing and recreational boating on Laura Walker Lake**

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

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

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

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

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

The following programs and services offered at Laura S. Walker State Park have been identified as **visitor supported services**:

- **Retail / gift shop**
- **Ranger-led programs and activities**
- **Rentals (bikes, canoes, camping, day-use shelters)**
- **Special events (holiday, historically significant, resource-oriented)**
- **Events not site-related (weddings, family reunions, scouting events)**
- **Friends Chapter supported (plant sales, consignment, etc.)**

## Georgia State Parks and Historic Sites

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### Staffing Assessment

Labor costs at Laura S. Walker 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 at the site.

#### Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Manager Manager	1	0	2600
Assistant Manager	0	1	0
Utility Worker 2	1	0	2080
Park Ranger 1	0	1	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>4,680</b>

#### Part Time Employees

Labor Support	Annual Hours
Volunteers	4000
Community Service Workers	1800
Engineering and Construction Crews	0
Resource Management Crews	0
<b>TOTAL</b>	<b>5,800</b>

#### Labor Support

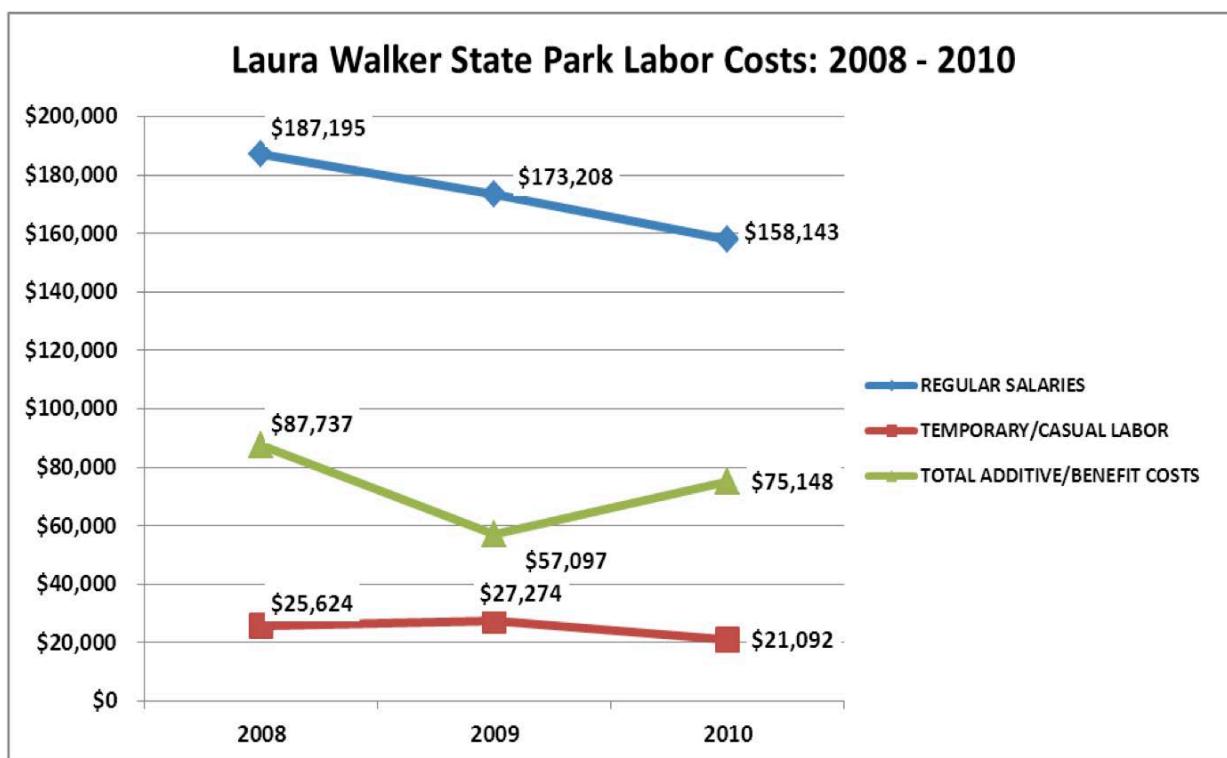
Position / Title	Quantity (FTE)	Vacancies	Hours
Clerk	2	0	3016
Maintenance	3	0	3016
<b>TOTAL</b>	<b>5</b>	<b>0</b>	<b>6,032</b>

#### Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	4,680
Part Time Employees	5,800
Labor Support	6,032
<b>TOTAL Annual Labor Hours</b>	<b>16,512</b>

**LABOR BUDGET SUMMARY**

Laura Walker	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
Account Code and Sub-Class Expenditure Descriptions				
REGULAR SALARIES	187,195	173,208	158,143	-16%
ANNUAL LEAVE PAY	1	1	5,275	527400%
OTHER SUPPLEMENTAL	31	0	289	832%
TEMPORARY/CASUAL LABOR	25,624	27,274	21,092	-18%
FICA	16,236	12,500	11,714	-28%
RETIREMENT	22,533	19,382	22,459	0%
HEALTH INSURANCE	47,457	23,799	33,988	-28%
UNEMPLOYMENT INSURANCE	304	240	327	8%
ASSESSMENTS BY MERIT	1,176	1,176	1,096	-7%
<b>PERSONAL SERVICES</b>	<b>300,557</b>	<b>257,580</b>	<b>254,383</b>	<b>-15%</b>



### Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 11% or over 25,330 visitors. This is largely attributed to a general downturn in the economy, rising fuel prices, and hotter than usual temperatures in late spring and early summer.

Year	Total Visitation
2008	227,289
2009	207,874
2010	201,959

Occupancy for the overnight accommodations at Laura S. Walker State Park the last three years is detailed in the table below. Overall occupancy has remained constant from 2008 to 2010.

Year	Camping Occupancy
2008	33.06%
2009	33.46%
2010	32.84%

### Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Laura S. Walker State Park	2009	100%
	2010	100%

## Financial Performance Assessment

### Operational Expenses

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

<b>Laura S. Walker State Park</b>				
<b>Operational Expenses</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change from 2008</b>
REGULAR SALARIES	187,195	173,208	158,143	-16%
ANNUAL LEAVE PAY	1	1	5,275	527400%
OTHER SUPPLEMENTAL	1	1	289	28800%
OVERTIME	31	0		
TEMPORARY/CASUAL LABOR	25,624	27,274	21,092	-18%
FICA	16,236	12,500	11,714	-28%
RETIREMENT	22,533	19,382	22,459	0%
HEALTH INSURANCE	47,457	23,799	33,988	-28%
UNEMPLOYMENT INSURANCE	304	240	327	8%
ASSESSMENTS BY MERIT	1,176	1,176	1,096	-7%
DRUG TESTING				
<b>PERSONAL SERVICES</b>	<b>300,558</b>	<b>257,581</b>	<b>254,383</b>	<b>-15%</b>
POSTAGE	350	230	230	-34%
MOTOR VEHICLE EXPENSES	11,963	12,000	6,500	-46%
PRINTING & PUBLICATION	1	1	1	0%
SUPPLIES & MATERIALS	23,300	13,000	10,651	-54%
REPAIRS & MAINTENANCE	3,500	4,510	3,871	11%
EQUIPMENT >\$1000< \$5,000	4,359	0	0	-100%
WATER & SEWAGE	1	1	0	-100%
ENERGY	39,818	49,495	45,866	15%
RENTS	2,400	2,637	1,190	-50%
INSURANCE & BONDING	7,154	5,821	5,350	-25%
FREIGHT	1	1	1	0%
PURCHASING CARD	1	1	1	0%
OTHER OPERATING EXPENSES	2,454	1,940	1,987	-19%
CLAIMS & BONDS & INTEREST	1	1	1	0%
TRAVEL	14	112	43	207%
<b>REGULAR EXPENSES</b>	<b>95,317</b>	<b>89,750</b>	<b>75,692</b>	<b>-21%</b>
MOTOR VEHICLE EQUIPMENT	1	1	1	0%
EQUIPMENT PURCHASES >5000	6,200	1	1	-100%
CAPITAL LEASE Prin & Int	1	1	1	0%
REAL ESTATE RENTALS	1	0	1	0%
VOICE/DATA COMMUNICATIONS	4,622	4,709	3,082	-33%
PER DIEM & FEES	1	1	1	0%
PER DIEM & FESS EXPENSE	1	1	0	-100%
CONTRACTS	1	1	0	-100%
ADVERTISING - PROCUREMENT CARD	1	1	0	-100%
RESALE	3,621	2,766	3,056	-16%
<b>TOTAL OTHER EXPENDITURES</b>	<b>14,450</b>	<b>7,482</b>	<b>6,143</b>	<b>-57%</b>
<b>GRAND TOTAL</b>	<b>\$ 410,325</b>	<b>\$ 354,813</b>	<b>\$ 336,218</b>	<b>-18%</b>
<b>Earned Revenues</b>	<b>\$183,272</b>	<b>\$177,332</b>	<b>\$168,901</b>	<b>-36%</b>
<b>% Cost Recovery</b>	<b>45%</b>	<b>50%</b>	<b>50%</b>	<b>12%</b>

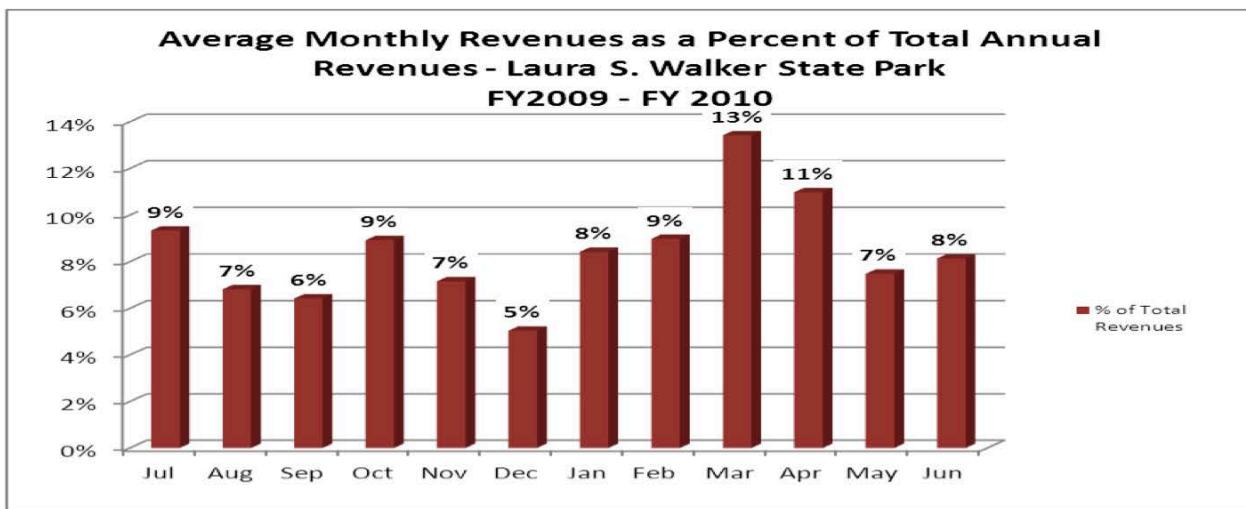
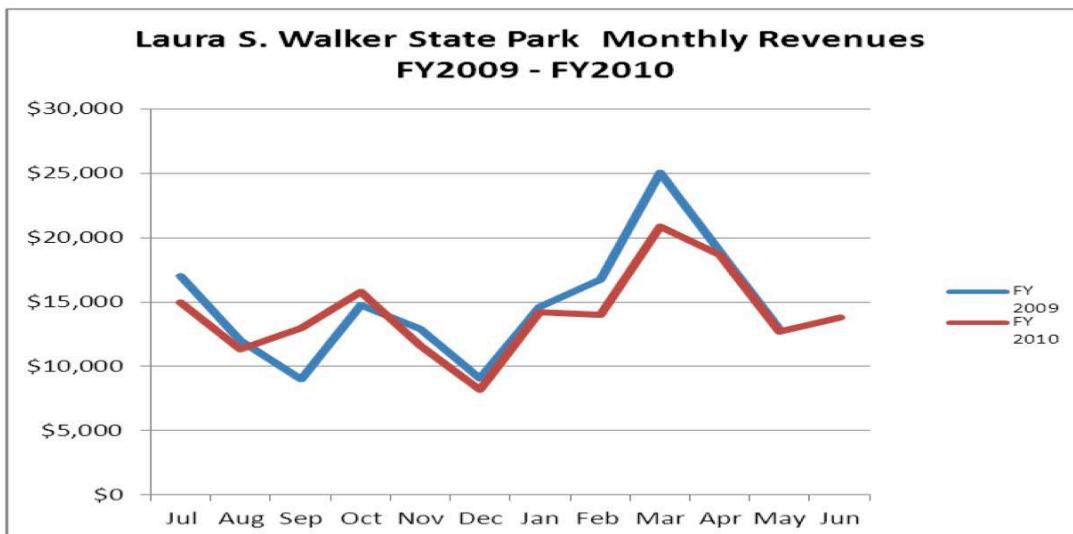
### Earned Revenues

Earned revenues at Laura S. Walker State Park have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation. Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue decreased 5% from 2009 to 2010, with the largest increases in monthly revenues in Oct. (7%) and Sept. (43%) and the largest decreases in the months of July (-12%), Dec. (-10%), Feb. (-17%) and March (-17%).

## Georgia State Parks and Historic Sites

Laura S. Walker													
FY 2009 - FY 2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$17,001	\$12,049	\$9,031	\$14,752	\$12,945	\$9,106	\$14,634	\$16,776	\$25,070	\$18,940	\$12,945	\$14,084	\$175,560
FY 2010	\$14,982	\$11,306	\$12,966	\$15,809	\$11,592	\$8,154	\$14,228	\$13,980	\$20,892	\$18,669	\$12,681	\$13,784	\$166,901
Avg	\$15,992	\$11,678	\$10,999	\$15,281	\$12,269	\$8,630	\$14,431	\$15,378	\$22,981	\$18,805	\$12,813	\$13,934	\$171,231
% of Total Revenues	9%	7%	6%	9%	7%	5%	8%	9%	13%	11%	7%	8%	100%
% change	-12%	-6%	44%	7%	-10%	-10%	-3%	-17%	-17%	-1%	-2%	-2%	-5%

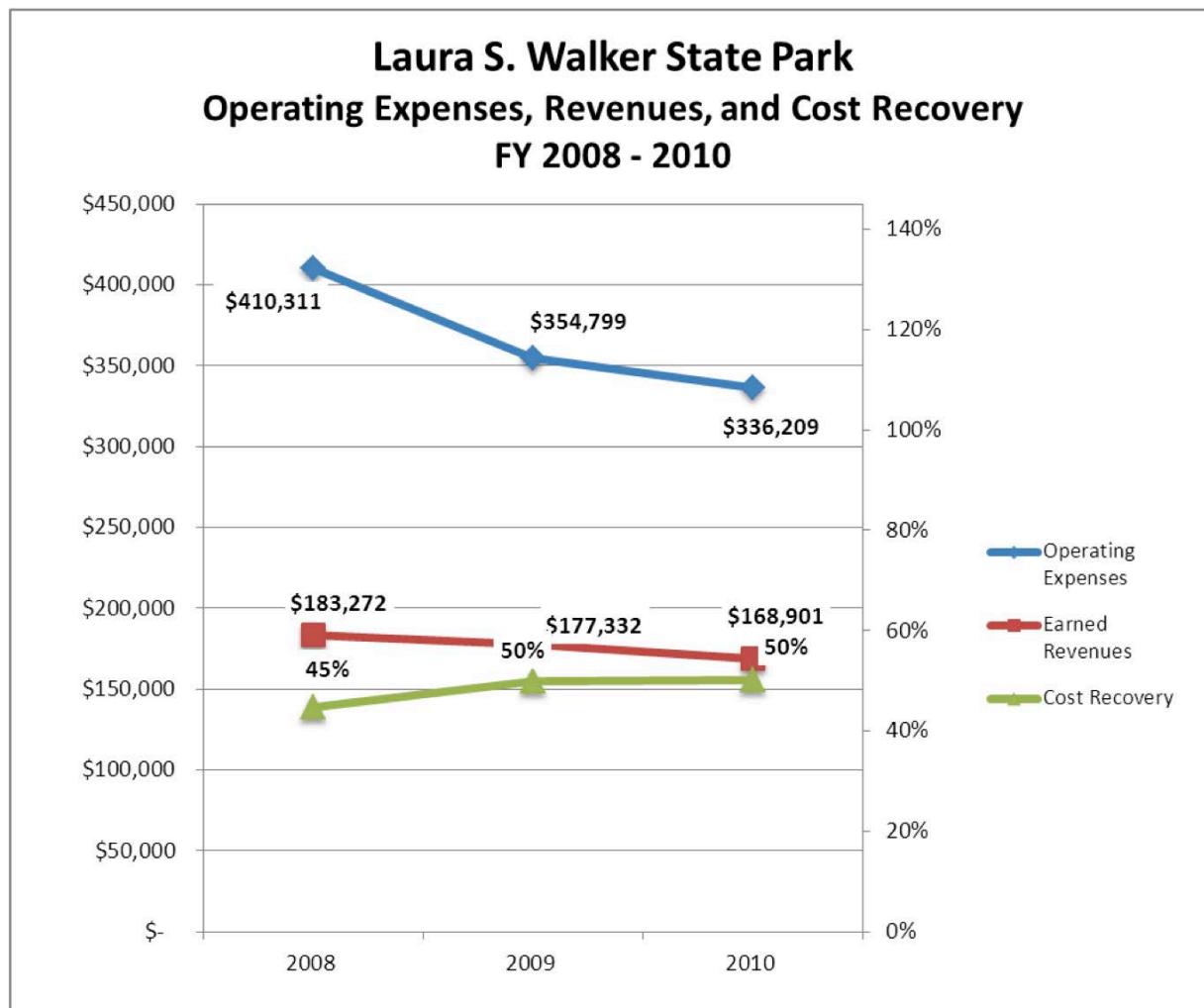
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



### Cost Recovery Trends

Laura S. Walker State Park has achieved an average cost recovery of 49% 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	\$410,311	\$183,272	45%
2009	\$354,799	\$177,332	50%
2010	\$336,209	\$168,901	50%



## Georgia State Parks and Historic Sites

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### 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 Laura S. Walker State Park since 2005, with the largest increase being nightly rates for camping (23%), the group camp (19%), and the pioneer camp (86%). A table detailing the rates for park reserveables is provided below.

	2005	2006	2007	2008	2009	1/1/2010	4/1/2010	2011
<b>STATE PARKS</b>								
<b>Laura S. Walker</b>								
Picnic Shelters-Regular	\$35	\$35	\$35	\$40	\$40	\$40	\$45	\$45
Picnic Shelter-Premium #1	\$40	\$40	\$40	\$40	\$45	\$45	\$50	\$50
Picnic Shelter-Premium #6	\$40	\$40	\$40	\$40	\$45	\$45	\$50	\$50
Group Shelter #1	\$215	\$140	\$140	\$140	\$160	\$160	\$165	\$165
Group Shelter #2	\$65	\$65	\$65	\$65	\$75	\$75	\$80	\$80
Group Shelter #3	\$90	\$90	\$90	\$90	\$100	\$100	\$105	\$105
Group Shelter #4	\$125	\$125	\$125	\$125	\$130	\$130	\$135	\$135
Camping RV/Tent				23/21	23/21	23/21	26/24	26/24
RV/Tent Regular	20/18	20/18	20/18					
RV/Tent Premium	22/20	22/20	22/20					
Pioneer Premium	\$25	\$25	\$25	\$25	\$25	\$25	\$28	\$28
Pioneer Regular	\$15	\$15	\$15	\$15	\$25	\$25	\$28	\$28
Group Camp	\$360	\$385	\$385	\$385	\$425	\$425	\$430	\$430
Cabins	\$25	\$25	\$25	\$25	\$35	\$35	\$40	\$40
Group Camp Kitchen		\$90	\$90	\$90	\$100	\$100	\$105	\$105
Staff House		\$100	\$100	\$100	\$100	\$100	\$105	\$105

## Business and Management Plan

### Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Laura S. Walker State Park

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

Laura S. Walker is operating at an average of 50% cost recovery of operational expenses through earned revenues. Great measures have been taken in the past 2-3 years to cut operating expenses while still continuing to operate and satisfy the expectations and demands of park visitors. Laura S. Walker lacks an adequate number of overnight facilities to offer our guests, which greatly decreases sustainable revenue. Laura Walker can increase revenue with the addition of modern overnight facilities, such as traditional cottages or camper cabins, and also by more heavily promoting the site through special events. The site is fairly well isolated from major population centers. It is critical to the site to increase cost recovery to no less than 75% by increasing revenue streams.

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

Revenue increases can most likely be realized from increased visitation to the site and through specific, measureable and attainable revenue enhancement strategies. Laura Walker will improve revenue generation through the addition of overnight reserveable facilities, the offering of at least four special events to gain exposure and recognition for the site, and by more heavily promoting retail sales of branded items that provide a memory of unique experiences realized by guests during their stay.

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

Laura Walker currently provides two annual special events that are linked to the Thanksgiving and Christmas holidays, and also holds games and activities on July 4<sup>th</sup> weekend. Special event offerings should be expanding to offer at least two more special events, one for each season, taking into consideration the changing demographics of visitors to the site in each particular season. The Friends Chapter of Laura S. Walker is critical to the success of special events at the park, given the very small number of staff available at the site for such expanded programs. With volunteer help from the Friends of LWSP and other volunteers, Laura Walker can also increase visitation numbers with the development of the ball field area located behind the park office, so that local groups can hold softball and baseball tournaments, and are charged a fee for any organized event held in the area. Benefits could be obtained from partnering with the Okefenokee Swamp Park to offer complimentary programs to special events held at the Swamp Park.

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

Recreational and interpretive programs at Laura Walker are primarily of the self-guided variety, involving outdoor recreation activities such as hiking, biking, geocaching, canoeing, and kayaking. Measures should be taken to develop ranger or volunteer-led programs that satisfy the interests of each of these different user groups. Particular effort should be given to offer day camps for youth that are educational in nature and promote the recreational aspect of the site, notably Junior Ranger day camps and partnerships with DNR's Wildlife Resources Shooting Sports Director in providing Archery Summer Day Camps, in which revenue sharing is practiced between the PRHSD and Wildlife Resources Division. Consideration should be given to exploring partnerships with local outfitters near the Okefenokee Swamp and the Satilla River to offer canoeing and kayaking excursions, with the thought that participants in these programs will stay as overnight guests at Laura S. Walker. Programs could be

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

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explored as revenue-makers similar to the golf/camping package available for guests that stay at Laura S. Walker and golf at the Lakes golf course.

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

Marketing and promotion of Laura S. Walker can be pursued more aggressively to promote greater visitation and occupancy during all seasons. Partnerships with other similar organizations should be developed in order to increase occupancy numbers and provided a more balanced number of visitors and revenue, rather than putting the majority of effort in one or two special events and only during peak and shoulder seasons.

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

Laura Walker can more properly and easily evaluate customer satisfaction with the site through the use of on-site surveys, conducted periodically among different user-group segments. Laura Walker needs to have 90%-95% of customers rate their responses as “satisfied”, “excellent”, or similar, depending on the particular survey and what method(s) are utilized. Programs, services, or service delivery that consistently scores lower than desired need to be re-evaluated, and if it is determined that the proper improvements cannot be achieved, the program or service will be phased out. As for service delivery ratings that fall below desired levels, staff will be re-trained in problem areas and progress reports will be developed to complement current e-performance SOPs.

### **Expand Partnership Opportunities**

There are a number of providers in the area proximal to Laura Walker that offer similar services, including the Okefenokee Wildlife Refuge, the Okefenokee Swamp Park, and private campgrounds. Partnerships need to be aggressively developed with these local providers to provide support service delivery at Laura Walker. Corporate co-sponsorships need to be pursued for major events, to help defray costs and to utilize the extra resources to more effectively market Laura Walker to major markets and demographic groups.

## Classification of Programs and Services

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

<b>Core Services</b>	
<b>Program / Service</b>	<b>Target Cost Recovery</b>
Active management of the site and its resources in order to protect the integrity and future viability of the site	0%
Open access to the site and its resources	30% -60%
Site appropriate education, interpretation and recreational opportunities	20%-40%
Public safety	0%
Maintenance of site, grounds, facilities and infrastructure	0%

<b>Important Services</b>	
<b>Program / Service</b>	<b>Target Cost Recovery</b>
Self-guided recreational activities(hiking, canoeing, biking, geocaching)	20%-50%
Fishing and recreational boating on Laura Walker Lake	30% - 70%

<b>Visitor Supported</b>	
<b>Program / Service</b>	<b>Target Cost Recovery</b>
Retail/gift shop	140% +
Ranger-led programs and activities	100%
Rentals (bikes, canoes, camping, day-use)	150%-200%
Special events (holiday, historically significant, resource-oriented)	150%-200%
Events not site-related (weddings, family reunions, scouting events)	100%-150%
Friends Chapter supported (plant sales, consignment, etc.)	100%-150%

## Partnership Development Plan

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

	<b>Public Partners</b>	<b>Not-for-profit Partners</b>	<b>Private / Enterprise Partners</b>
<b>Operational Partners</b>	<ul style="list-style-type: none"> <li>• The Lakes Golf Course at Laura S. Walker</li> </ul>	<ul style="list-style-type: none"> <li>• Lions Camp for the Blind</li> </ul>	
<b>Vendor Partners</b>			<ul style="list-style-type: none"> <li>• Coca-Cola</li> <li>• REI</li> <li>• GA Power</li> </ul>
<b>Service Partners</b>	<ul style="list-style-type: none"> <li>• City of Waycross</li> <li>• Waycross YMCA</li> </ul>	<ul style="list-style-type: none"> <li>• Waycross Tourism Board</li> <li>• BSA/GSA</li> </ul>	
<b>Co-branding Partners</b>	<ul style="list-style-type: none"> <li>• Stephen Foster State Park</li> <li>• Okefenokee NWR</li> </ul>		<ul style="list-style-type: none"> <li>• Okefenokee Swamp Park</li> <li>• Twin Oaks Park</li> <li>• Wild Adventures</li> </ul>
<b>Funding Resource Development Partner</b>		<ul style="list-style-type: none"> <li>• Friends of GA State Parks &amp; Hist. Sites</li> <li>• Friends of LWSP</li> </ul>	

## Marketing and Sales Plan

### Marketing and Sales Goals

Marketing and sales goals for Laura S. Walker State Park are based on the following desired outcomes:

1. To achieve higher overall visitation and net revenues
2. To develop and produce more site/area-themed special events that draw large attendance
3. To develop more nature-themed, outdoor recreation based programs to bring visitors to the site that might not visit the site due to a lack, or perceived lack, of activities offered.

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
Special events	500 vis./yr.	1000 vis./yr.	2000 vis./yr.	4000 vis./yr.
Overall Visitation	168,000	180,000	210,000	225,000

### Marketing and Promotion Strategies

#### PUBLICITY AND SOCIAL MEDIA

Laura S. Walker 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, 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. Each 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.

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

<b>Event Publicity</b>	<b>Program Publicity</b>	<b>Site Publicity</b>
Fall Festival	Junior Ranger Day Camp	Swamp Fest
Christmas Program	Summer Archery Day Camp	Twin Oaks Bluegrass Festival
Bass Fishing Tournament	Backyard Birding	Swamp Run
	July 4th Field Day	Bass Fishing Tournament

### **PACKAGING**

Examples and suggested packages for Laura S. Walker State Park are provided in the table below.

<b>Package</b>	<b>Package Details</b>
Fish Tales	Free or discounted night camping/camper cabin if catching biggest/most unusual fish, tie into fishing tournament(s)
Regional Discount/Promotion	Promotional gift shop item if completing specific challenges at several parks/sites in same area(LWSP, S. Foster, Crooked River, Hofwyl), partnering with corporate partner such as Coca-Cola or REI
Local business discounts	Booklet of discount opportunities for local recreation providers, leisure activities, family businesses, with proceeds shared between LWSP and local providers

### **GROUP SALES**

Types of groups within which specific target customers can be identified for Laura S. Walker State Park are listed below:

- Families
- Boy Scouts/Girl Scouts
- Churches
- Colleges
- Businesses
- Clubs
- Sister Agencies
- Local community organizations
- School groups(public/private)
- Local intramural sports leagues
- Activity/Special Interest Enthusiasts

### **INCENTIVIZING NEW AND REPEAT VISITATION**

Laura S. Walker State Park will utilize the following strategies and/or incentives to encourage new and repeat visitation starting in FY 2012:

- Returning customer discounts
- Group pricing(camping clubs, group camp)
- Weekday/weekend, on-peak/off-peak variable pricing
- Partnership discounts(selected club or organization members)

### **Marketing and Sales Metric Goals**

The following marketing and sales metric goals and/or others will be monitored and progress reported at Laura S. Walker Park:

1. Loyalty and repeat customers = 60% of customers return within 12-months.
2. Brand confidence & customers-recruiting-customers = 45%-50% customers referred by friend or family member that has previously visited LWSP.

## Revenue Generation Plan

### Revenue / Cost Recovery Goals

Laura S. Walker State Park has set a financial goal of increasing annual revenues 4% in 2012 and 5% in 2015 (based on presumptive addition of new overnight rental facilities). The largest revenue growth opportunity is most likely in May, June, and July. Families seeking summer vacation destinations can be drawn to the park as Laura Walker adds more family-oriented programs and overnight accommodations. 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
2010	Base Year	\$14,982	\$11,306	\$12,966	\$15,809	\$11,592	\$8,154	\$14,228	\$13,980	\$20,892	\$18,669	\$12,681	\$13,797	\$169,056
2011	3%	\$15,431	\$11,645	\$13,355	\$16,283	\$11,940	\$8,399	\$14,655	\$14,399	\$21,519	\$19,229	\$13,061	\$14,211	\$174,128
2012	4%	\$16,049	\$12,111	\$13,889	\$16,935	\$12,417	\$8,735	\$15,241	\$14,975	\$22,380	\$19,998	\$13,584	\$14,779	\$181,093
2013	5%	\$34,258	\$30,044	\$31,947	\$35,206	\$30,372	\$26,431	\$33,394	\$33,110	\$41,033	\$38,485	\$31,440	\$32,900	\$398,620
2014	5%	\$35,971	\$31,546	\$33,544	\$36,966	\$31,891	\$27,753	\$35,064	\$34,766	\$43,085	\$40,409	\$33,012	\$34,545	\$418,551
2015	5%	\$37,769	\$33,124	\$35,222	\$38,815	\$33,485	\$29,140	\$36,817	\$36,504	\$45,239	\$42,430	\$34,663	\$36,272	\$443,467

These projections would result in a total of 162% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative increase of 8% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 122% 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 50% cost recovery in that year.

### Revenue Generation Strategies

#### PRICING PLAN

LAURA S WALKER PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Yield Mgmt Margin (%)
Camping (RV/Tent)	\$26/\$24	\$26/\$24	+/- 7%
Picnic Shelter-Regular	\$45	\$50	+/- 10%
Picnic Shelter-Premium 1 and 6	\$28	\$50	+/- 10%
Group Shelter 1 (capacity)	\$165(150)	\$180	+/- 10%
Group Shelter 2 (capacity)	\$80(125)	\$90	+/- 10%
Group Shelter 3 (capacity)	\$105(75)	\$120	+/- 10%
Group Shelter 4 (capacity)	\$135(90)	\$150	+/- 10%
Pioneer Campsite	28(\$1pp over 25)	\$60	+/- 10%
Group Camp	\$430	\$450	+/- 10%
Camper Cabin	\$40	\$50	+/- 10%
Staff House	\$105	\$125	+/- 10%
Camp Kitchen	\$105	\$120	+/- 10%

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### INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Fall Festival	Holiday	Fall	Once/year	1000+	2.00	150%-200%
Christmas-lights program	Holiday	December	Once/year	1000+	2.00	150%-200%
Fishing tournament	Recreation	Spring/Fall	Biennially	20-40 boats(trolling motors)	50.00	150%-200%

### PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Food concessions(lake/events)	1 year	15% of gross proceeds to park	Park Manager
Packages/promotions w/ local businesses	1 year	Shared revenue	Region Manager
Pine straw collection/landscaping	1 year	15% of gross proceeds to park	Park Manager

## Expense Management Plan

### Personnel Assignments

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

Action	Timeline	Outcome
Eliminate seasonal naturalist position	July 2011	Annual labor cost reduction of \$12,064
Fill Senior Ranger position, eliminate vacant utility 1 position, eliminate vacant clerk position	January 2012	Annual labor cost reduction of \$10000

### Management Techniques

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

Action	Timeline	Outcome
Concession service at lake	Mid/late summer 2011	Increased revenue

### Adjusted Levels of Service

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

Action	Timeline	Outcome
Pioneer 2 area closed	Immediate	Annual cost reduction of \$3000

## Financial Pro Forma

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

### Expense Pro Forma

<b>Laura S. Walker</b>		2011(Project ed)	2012	2013	2014	2015
State Park						
Operational Expenses	2010 (Actual)					
REGULAR SALARIES	\$158,143	\$83,958	\$111,601	\$110,820	\$110,044	\$109,274
ANNUAL LEAVE PAY	\$5,275	\$12,263	\$12,177	\$12,092	\$12,007	\$11,923
OTHER SUPPLEMENTAL	\$289	\$648	\$643	\$639	\$634	\$630
OVERTIME	\$0	\$0	\$0	\$0	\$0	\$0
TEMPORARY/CASUAL LABOR	\$21,092	\$41,608	\$41,317	\$77,028	\$76,489	\$75,953
FICA	\$11,714	\$6,911	\$6,863	\$7,315	\$7,264	\$7,213
RETIREMENT	\$22,459	\$24,536	\$24,364	\$24,194	\$24,024	\$23,856
HEALTH INSURANCE	\$33,988	\$23,332	\$23,169	\$23,006	\$22,845	\$22,686
UNEMPLOYMENT INSURANCE	\$327	\$572	\$568	\$564	\$560	\$556
ASSESSMENTS BY MERIT	\$1,096	\$959	\$952	\$946	\$939	\$932
DRUG TESTING	\$0	\$0	\$0	\$0	\$0	\$0
<b>PERSONAL SERVICES</b>	<b>\$254,383</b>	<b>\$194,787</b>	<b>\$221,654</b>	<b>\$256,604</b>	<b>\$254,807</b>	<b>\$253,024</b>
POSTAGE	\$230	\$250	\$248	\$247	\$245	\$243
MOTOR VEHICLE EXPENSES	\$6,500	\$10,590	\$10,516	\$12,442	\$12,355	\$12,268
PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$10,651	\$15,193	\$15,087	\$19,981	\$19,841	\$19,702
REPAIRS & MAINTENANCE	\$3,871	\$4,041	\$4,013	\$7,985	\$7,929	\$7,874
EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0	\$0
WATER & SEWAGE	\$0	\$0	\$0	\$0	\$0	\$0
ENERGY	\$45,866	\$42,695	\$42,396	\$54,099	\$53,720	\$53,344
RENTS	\$1,190	\$1,924	\$1,911	\$1,897	\$1,884	\$1,871
INSURANCE & BONDING	\$5,350	\$5,499	\$5,461	\$6,422	\$6,377	\$6,332
FREIGHT	\$0	\$57	\$57	\$57	\$56	\$56
PURCHASING CARD	\$0	\$0	\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$1,987	\$2,113	\$2,098	\$3,084	\$3,062	\$3,041
CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0	\$0
TRAVEL	\$43	\$119	\$118	\$117	\$117	\$116
<b>REGULAR EXPENSES</b>	<b>\$75,688</b>	<b>\$82,481</b>	<b>\$81,904</b>	<b>\$106,331</b>	<b>\$105,586</b>	<b>\$104,847</b>
MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	\$0	\$0	\$0
EQUIPMENT PURCHASES >5000	\$0	\$0	\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int	\$0	\$0	\$0	\$0	\$0	\$0
REAL ESTATE RENTALS	\$0	\$0	\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$3,082	\$3,378	\$3,354	\$3,331	\$3,308	
PER DIEM & FEES	\$0	\$0	\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0	\$0	\$0
CONTRACTS	\$0	\$0	\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0	\$0	\$0
RESALE	\$3,056	\$5,000	\$4,965	\$4,930	\$4,896	\$4,861
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$6,138</b>	<b>\$8,378</b>	<b>\$8,319</b>	<b>\$8,261</b>	<b>\$8,203</b>	<b>\$4,861</b>
<b>GRAND TOTAL</b>	<b>\$ 336,209</b>	<b>\$ 285,646</b>	<b>\$ 311,878</b>	<b>\$ 371,195</b>	<b>\$ 368,597</b>	<b>\$ 362,732</b>

**Revenue Pro Forma**

Revenue Pro Forma							
LAURA S. WALKER STATE PARK							
Revenue (Fund) Sources	Revenue Sources Description	FY 2010 (Actual)	FY11	FY 2012	FY 2013	FY 2014	FY 2015
60001	CONCESSION AND TP NON-FOOD	\$ 3,477	\$ 3,651	\$ 3,797	\$ 3,987	\$ 4,187	\$ 4,396
60002	CANCELLATION FEES	\$ 268	\$ 282	\$ 293	\$ 310	\$ 326	\$ 342
60004	COTTAGES	\$ 8,202	\$ 8,613	\$ 8,957	\$ 214,677	\$ 225,411	\$ 236,681
60005	CAMP SITES	\$ 82,921	\$ 87,067	\$ 90,550	\$ 95,983	\$ 100,782	\$ 105,821
60006	GROUP CAMP	\$ 11,960	\$ 12,558	\$ 13,060	\$ 13,844	\$ 14,536	\$ 15,263
60007	BOATS	\$ 370	\$ 389	\$ 404	\$ 428	\$ 450	\$ 472
600015	GROUP SHELTERS	\$ 535	\$ 562	\$ 584	\$ 619	\$ 650	\$ 683
60017	VENDING MACHINE COMMISSIONS	\$ 556	\$ 584	\$ 607	\$ 644	\$ 676	\$ 710
60018	WASH & DRY	\$ 958	\$ 1,006	\$ 1,046	\$ 1,109	\$ 1,164	\$ 1,223
60020	SHORT/OVER	\$ 79	\$ 83	\$ 86	\$ 91	\$ 96	\$ 101
60025	REFUNDS	\$ (14,817)	\$ (15,557)	\$ (16,180)	\$ (17,150)	\$ (18,008)	\$ (18,908)
60027	PIONEER CAMP	\$ 1,266	\$ 1,329	\$ 1,382	\$ 1,465	\$ 1,539	\$ 1,616
60028	PICNIC SHELTERS	\$ 15,190	\$ 15,950	\$ 16,587	\$ 17,583	\$ 18,462	\$ 19,385
60033	CAMPSITE SR. CITIZEN DISCOUNT	\$ (12,898)	\$ (13,543)	\$ (14,085)	\$ (14,930)	\$ (15,676)	\$ (16,460)
60036	PROGRAM FEES	\$ 217	\$ 228	\$ 237	\$ 251	\$ 264	\$ 277
60037	MISC PARK RECEIPTS	\$ 672	\$ 706	\$ 734	\$ 778	\$ 817	\$ 858
60042	NON-COST ITEMS (ICE, WOOD)	\$ 1,950	\$ 2,048	\$ 2,130	\$ 2,257	\$ 2,370	\$ 2,489
60059	H&F SALES TO NORTHLAKE	\$ (12)	\$ (13)	\$ (13)	\$ (14)	\$ (15)	\$ (16)
60073	DISABLED VET DISCOUNT	\$ (2,107)	\$ (2,213)	\$ (2,301)	\$ (2,439)	\$ (2,561)	\$ (2,689)
60080	CR CARD CHGBACKS-PARKS	\$ (69)	\$ (72)	\$ (75)	\$ (80)	\$ (84)	\$ (88)
60082	BAD CHECKS	\$ (99)	\$ (104)	\$ (108)	\$ (115)	\$ (120)	\$ (126)
60090	FOOD/BEV ITEMS TO GO	\$ 1,348	\$ 1,415	\$ 1,472	\$ 1,560	\$ 1,638	\$ 1,720
60092	"FRIENDS" DISCOUNT AT PARKS	\$ (521)	\$ (548)	\$ (569)	\$ (604)	\$ (634)	\$ (665)
60099	SALES TAX	\$ 751	\$ 789	\$ 820	\$ 869	\$ 913	\$ 958
63908	OTHER/MISC	\$ 12	\$ 12	\$ 13	\$ 14	\$ 14	\$ 15
65001	DAILY PARKING PASS		\$ -	\$ -	\$ -	\$ -	\$ -
65002	ANNUAL PARKING PASS		\$ -	\$ -	\$ -	\$ -	\$ -
65003	"FRIENDS" MEMBERSHIP FEES			\$ -		\$ -	\$ -
65004	PAY-OUT TO "FRIENDS"		\$ -	\$ -	\$ -	\$ -	\$ -
66002	CANCELLATION FEES	\$ 1,323	\$ 1,389	\$ 1,445	\$ 1,531	\$ 1,608	\$ 1,688
66003	REFUNDS-ADV RESERV.	\$ (7,020)	\$ (7,371)	\$ (7,666)	\$ (8,126)	\$ (8,532)	\$ (8,959)
66005	CAMPING	\$ 19,475	\$ 20,449	\$ 21,267	\$ 22,543	\$ 23,670	\$ 24,853
66008	TENT/PIONEER CAMPING	\$ 625	\$ 656	\$ 683	\$ 723	\$ 760	\$ 798
66013	ADM FEES	\$ 15	\$ 16	\$ 16	\$ 17	\$ 18	\$ 19
66015	GROUP SHELTERS	\$ 150	\$ 158	\$ 164	\$ 174	\$ 182	\$ 191
66016	GROUP CAMP	\$ 2,980	\$ 3,129	\$ 3,254	\$ 3,449	\$ 3,622	\$ 3,803
66019	TRANSFER FEES	\$ 23	\$ 24	\$ 25	\$ 27	\$ 28	\$ 29
66028	PICNIC SHELTERS	\$ 13,865	\$ 14,558	\$ 15,141	\$ 16,049	\$ 16,851	\$ 17,694
66082	BAD CHECKS	\$ (75)	\$ (79)	\$ (82)	\$ (87)	\$ (91)	\$ (96)
69005	CAMP SITES-PW	\$ 31,328	\$ 32,894	\$ 34,210	\$ 36,263	\$ 38,076	\$ 39,980
69008	TENT/PIONEER CAMPING	\$ 853	\$ 896	\$ 931	\$ 987	\$ 1,037	\$ 1,089
69028	PICNIC SHELTERS-PW	\$ 6,520	\$ 6,846	\$ 7,120	\$ 7,547	\$ 7,924	\$ 8,321
<b>TOTAL</b>		<b>\$ 170,272</b>	<b>\$ 178,785</b>	<b>\$ 185,937</b>	<b>\$ 402,237</b>	<b>\$ 422,349</b>	<b>\$ 443,467</b>

## Georgia State Parks and Historic Sites

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### Total / Cost Recovery Pro Forma

LAURA S. WALKER STATE PARK						
TOTAL PRO FORMA	2010 (Actual)	2011(Proj.)	2012	2013	2014	2015
Visitation	201,959	180,000	205,998	212,178	218,543	225,487
Operational Expenses	\$ 336,209	\$ 285,646	\$ 311,878	\$ 371,195	\$ 368,597	\$ 362,732
Earned Revenues	\$170,272	\$178,785	\$185,937	\$402,237	\$422,439	\$443,467
% Cost Recovery	51%	63%	60%	108%	115%	122%

## Action Plan

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

## **ACTION PLAN**

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**Site:**

## Site Manager:

**Month:**