

# **Unicoi State Park and Lodge Business & Management Plan**

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**Prepared June 2011; Finalized July 2012**

**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 Unicoi State Park and Lodge 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	Unicoi State Park and Lodge
Site Manager	Scott Hudgins
Region Manager	Joe Yeager
Date of Business Plan completion	January 25, 2012
Site size	1,050 acres
Total number of visitors (FY 2010)	560,218
Total operating budget (FY 2010)	\$ 3,608,272
Total earned revenues (FY 2010)	\$ 3,760,115
Operational cost recovery (FY 2010)	108%
Average operating cost per visitor (FY 2010)	\$ 6.44
Average earned revenue per visitor (FY 2010)	\$ 6.71
Average cost recovery <sup>1</sup> (FY 2008 – 2010)	102%
Target cost recovery (FY 2015)	115%
Total full-time employees <sup>2</sup>	24
Total part-time employees <sup>3</sup>	59
Primary service markets <sup>4</sup>	Atlanta, Athens, Chattanooga, Clemson
Primary attractors/visitor appeal factors	Unicoi Lodge, park programming, North Georgia mountains. USFS Anna Ruby Falls, Alpine Helen, Unicoi Lake and Smith Creek
Leading opportunities for improved site performance	Expand lodge and conference center amenities, upgrade guest rooms to be competitive, and add: swimming pool, exercise room and grill. Improve marketing and sales.

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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

Nestled in the north Georgia Mountains just two miles from the Alpine village of Helen, Unicoi is one of Georgia's most beloved state parks. Throughout the year, the park offers outstanding programs which focus on natural, cultural, historical and recreational resources. Outdoor enthusiasts will enjoy hiking and biking on scenic mountain trails, especially those leading to Helen and Anna Ruby Falls. Craft lovers should not miss the lodge gift shop specializing in hand-made quilts and local pottery. Numerous picnic tables are located throughout the park.

### Key Attractions

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

- 53 Acre Lake
- 100 Room Lodge
- Conference Center
- Full Service Restaurant
- Craft Shop
- Campground Store
- 4 – 1 bedroom cottages
- 22 – 2 bedroom cottages
- 4 – 3 bedroom cottages
- 82 Tent, Trailer and RV campsites
- 33 Walk-in Campsites
- 16 Platform Campsites
- Beach House/Group Shelter
- 7 Picnic Shelters
- 4 Lighted Tennis Courts
- 12 miles of Hiking Trails
- 8 Miles of Mountain Bike Trail
- Swimming Beach and Rental Boats
- 3 Playgrounds

## Financial Targets

The table below details the total operating expenses and earned revenues for Unicoi State Park and Lodge 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 115% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues. With the drop in revenue from 2008 to 2010 of just over \$1M and the responding reduction in expenses of \$1.1M, the cost per visitor and revenue per visitor reflect these decreases. Because of the necessity to offer special promotions

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and discounted rates based on the economy, revenue per visitor has dropped from the 2008 figures to the current figures. Rates in the local competitive market for lodge rooms are much lower and with our “aging facilities,” it has become more difficult for us to achieve rack rate. The increases in visitation are due to our traffic counts including visitors to Anna Ruby Falls.

Unicoi State Park and Lodge	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	5%	28,011		
	2008	2009	2010	2015 Target
Visitors	502,734	525,887	560,218	588,229
Total Expenses	\$ 4,614,462	\$ 3,955,052	\$ 3,497,312	\$ 3,674,700
Total Revenues	\$ 4,790,633	\$ 3,776,172	\$ 3,760,115	\$ 4,224,393
Cost per Visitor	\$ 9.18	\$ 7.52	\$ 6.24	\$ 6.25
Revenue per Visitor	\$ 9.53	\$ 7.18	\$ 6.71	\$ 7.18
State Financial Support per Visitor	\$ 0.35	\$ (0.34)	\$ 0.47	\$ 0.93
Total Cost Recovery	104%	95%	108%	115%
Change from 2010 Expenses				\$ 177,388
Percent Change from 2010 Expenses				5.07%
Change from 2010 Revenues				\$ 464,278
Percent Change from 2010 Revenues				12.35%

## Key Recommendations

### Primary / Short Term Recommendations

1. Operate the site using cost-based accounting, including the net cost recovery achieved annually.
2. Utilize the new online comment card for day-use and overnight visitors.
3. 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 the boat rental/beach operation. Some additional amenities that could be added to the lake rental operation would be “fishing kayaks” and “sit on top kayaks” along with the canoe and pedal boat rentals. If dock space was added or the existing docks were modified, we could add jon boats with electric motors. For food options, we could renovate the end of the beach house upstairs area to add food service options at the lake; this would be limited items such as hamburgers, hotdogs, fountain drinks, package snack items, etc. We could also expand the picnic area at the beach and add mini shelters/pavilions above the rock wall to expand the picnicking opportunities on the park.
4. Utilize a minimum of ten special events annually to help draw more visitors to the site, with three revenue generating special events annually. There are a number of special events, such as Outdoor Adventure Day, that we do not charge the public to attend other than ParkPass. The three major revenue generating events are the Fireside Arts/Craft Show, BirdFest, and Family Camp, which generate indirect revenue in all areas of the park including lodging, restaurant and program fees. See our Business Goals section for new revenue generating events planned.
5. Seek local partners to help support operations, programs, and service delivery and for cross-marketing purposes.

6. Partner with local Chambers of Commerce or other destination marketing organizations (DMOs) to promote Unicoi. Currently the Site Manager is on the Chamber of Commerce Board; the former Lodge Manager is now the Executive Director of the White County Convention and Visitors Bureau; and the Resource Manager is the liaison for the Friends of Unicoi.
7. Continue to work with the Unicoi Chapter of the Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.
8. Fill the Sales and Marketing Manager position (formerly the Conference Planner) to help the site become more sustainable. This is not a new position: when Lori VanSickle transferred to Amicalola Falls we had a Conference Planner and two Conference Coordinators. This position would provide leadership to the sales office and generate more outside sales and conference coordination for Unicoi, with a positive impact on cost recovery that would more than pay for the position.
9. Partner with Coral Hospitality and the North Georgia Mountains Authority on various projects and operational opportunities.
10. Establish an account with Constant Contact to begin marketing to our past guests. With this account, we can survey our past guests annually for input on the most desirable amenities for the renovation work, and it will also allow us to market the restaurant and holiday events. We are also developing various packages to sell on Groupon.

**Secondary / Long Term Recommendations**

1. Add new lodge amenities and renovate the existing lodge rooms. New amenities could include a swimming pool, exercise room, business center and grill.
2. Renovate and expand the Beach House for more attractive and expanded use as a group and wedding venue (it currently accommodates only 75 – 100 guests).
3. Work with NGMA to establish a reserve fund or revolving account that allows for earned revenues above a certain percentage of operational cost recovery to be reinvested in the site.
4. Evaluate all the mechanical facilities on the park and assess life expectancy to establish a plan for future upgrades.
5. Renovate picnic shelter #3 in order to create a group shelter with a full kitchen and restroom facilities to accommodate a minimum of 150 guests; a parking area already exists for the facility.
6. Utilize a facility at Smithgall Woods to house interns in order to use Stewart Lodges to reopen the group camp as a rentable/revenue generating operation. The revenue potential from renting the group camp would be \$30,000 to \$40,000 annually.

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

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

### Site Inventory and Facility Assessment

#### **Methodology**

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

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

**Inventory and Assessment**

The table below is an inventory of facilities and amenities at Unicoi State Park and Lodge that provides the assessed condition of each as reviewed in June, 2011.

<b>Site Asset / Amenity</b>	<b>Quantity</b>	<b>Condition</b>
Total acreage	1,050	Good
Unicoi Lodge A	1	Fair
Unicoi Lodge B	1	Fair
Unicoi Lodge C	1	Fair
Unicoi Lodge D	1	Fair
Unicoi Lodge - Conference Facilities Masters Hall	1	Good
Unicoi Lodge - Conference Facilities Logo Room	1	Fair
Unicoi Lodge - Conference Facilities Dogwood Room	1	Good
Unicoi Lodge – Restaurant	1	Good
Unicoi Lodge - Kitchen	1	Fair
Unicoi Lodge – Smith Creek Room	1	Fair
Unicoi Lodge Gift Shop	1	Good
Visitor Center Trading Post store	1	Good
Visitor Center – Interpretive Programming Area	1	Good
A Cottages	4	Good
B Cottages	12	Fair
C Cottages	4	Good
Smith Creek Cottages	10	Good
Beach House	1	Fair
Boat Rentals/Concession Area	1	Fair
Intern Camp	1	Fair
Picnic Shelter 1	1	Good
Picnic Shelter 2	1	Poor
Picnic Shelter 3	1	Good
Picnic Shelter 4	1	Good
Picnic Shelter 5	1	Good
Picnic Shelter 6	1	Good
Picnic Shelter 7	1	Good
Picnic Shelter 8	1	Good
Hickory Hollow Tent Camping	33	Fair
Laurel Ridge Power/Water Camping	23	Fair
Little Brook Power/Water Camping	18	Fair
Big Brook Full Hook Up Camping	13	Fair
Squirrel's Nest Platform Camping	16	Fair
Hickory Hollow Comfort Station	1	Good
Little Brook Comfort Station	1	Fair
Big Brook Comfort Station	1	Good
Squirrel's Nest Comfort Station	1	Fair
Picnic Shelter #7 Comfort Station	1	Fair
Anna Ruby Falls/Beach House parking Comfort Station	1	Good

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Picnic Shelter #6 Comfort Station	1	Fair
Tennis Court Comfort Station	1	Good
Maintenance Barn	1	Fair
Maintenance Shop at Lodge	1	Fair
Laundry Facility	1	Fair
Frog Pond Intern House	1	Poor
Site Manager Residence	1	Good
Resource Manager Residence	1	Good
Basement Apartment (underground storage)	1	Fair
Unicoi Lake	1	Good
Upper Smith Creek	1	Fair
Lower Smith Creek/Delayed Harvest Stream	1	Good
Playground Campground	1	Good
Playground Lodge	1	Fair
Playground Shelter #6	1	Fair
Tennis Courts	1	Fair
Bottoms Loop Trail	1	Fair
Lake Trail	1	Good
Lake Trail Floating Bridge	1	Fair
Frog Pond Nature Trail	1	Good
Unicoi/Helen Trail	1	Good
Mountain Bike Trail	1	Good
Mountain Bike Trail Bridge	1	Good
Swimming Beach	1	Fair
Sewage Pond and Spray Field	1	Fair
Bottoms Fields	1	Good
Intern Camp/Bottoms Field Bridge	1	Good
Boat House	1	Good
Old Campground Laundry Building	1	Fair
Fishing Docks	8	Fair
SST restrooms in Bottoms	1	Fair
Shelter 4 and 5 Bridge	1	Fair

**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
Lodge Rooms Renovation	High
Swimming Pool	High
Exercise Room in Lodge	High
Smith Creek Grill	High
Master Hall and Logo Sound and Lighting System Upgrade	High
Laundry Facility	High
Picnic Shelter 2	High
Disc Golf	High
Frog Pond Intern House	Moderate
Maintenance Barn	Moderate
Tennis Courts	Moderate
Little Brook Comfort Station	Moderate
Squirrel's Nest Comfort Station	Moderate
Boat Rentals/Concession Area and Restrooms	Moderate
Unicoi Lake water level gate	Moderate
Upper Smith Creek – bank erosion/trail	Moderate
Beach – depth of swimming area	Low
Basement Apartment (underground storage)	Low

## **Operational Assessment**

The Operational Assessment includes:

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

### **Inventory and Classification of Programs and Services**

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

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

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

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

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

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

The following programs and services offered at Unicoi State Park and Lodge have been identified as **core services**:

- **Active management of the natural/cultural resources in order to protect their integrity**
- **Open and public access to the site and its resources**
- **Public safety**
- **Maintenance of grounds, facilities and infrastructure**
- **Park public programs**

- **Passive interpretation**

**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 Unicoi State Park and Lodge have been identified as **important services**:

- **Lake activities**
- **Picnicking/day use**
- **Hiking, interpretive/self-guided and mountain bike trails**
- **Special events**
- **Visitor center/ interpretive programming center**

**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 Unicoi State Park and Lodge have been identified as **visitor supported services**:

- **Meeting facilities/conference center services**
- **Lodge rooms**

- Camping
- Cottages
- Lodge gift shop
- Trading post store
- Group programs
- Food service
- Boat rentals

### **Staffing Assessment**

Labor costs at Unicoi State Park and Lodge represent the largest area of budgetary expense at an average of 61% of the total operating budget each year for the last three complete years, which is lower than the target of total labor costs (including benefits) not exceeding 65% of the site's total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

#### **Full Time Equivalent Employees**

<b>Position / Title</b>	<b>Quantity (FTE)</b>	<b>Vacancies</b>	<b>Annual Hours</b>
Park Manager 3	1		<b>2080</b>
Resource Manager 2	1		<b>2080</b>
Resource Manager 1	2		<b>4160</b>
Parks Rec Admin	1		<b>2080</b>
Park Interp Ranger	0	1	<b>2080</b>
AOC 2	1		<b>2080</b>
Acct Parapro	1		<b>2080</b>
Maintenance Engineer	1		<b>2080</b>
General Trades Craftsman	2		<b>4160</b>
Utility Worker 1	1		<b>2080</b>
Lodge Manager	1		<b>2080</b>
Conference Planner		1	<b>2080</b>
Conference Coordinator	2		<b>4160</b>
Office Manager (Front Desk)	1		<b>2080</b>
Clerk 2 (Night Audit)	1		<b>2080</b>
Clerk 2 (FD Lead)		1	<b>2080</b>
Sales Manager 2 (Retail)	1		<b>2080</b>
F & B Director 1	1		<b>2080</b>
FS Director (Asst)	2		<b>4160</b>
FS Manager	1		<b>2080</b>
FSE 2 (Cook)	1		<b>2080</b>
Housekeeping Supervisor	1		<b>2080</b>
Housekeeping Team Leader	2		<b>4160</b>
<b>TOTAL</b>	<b>25</b>	<b>3</b>	<b>58240</b>

#### **Part Time Employees**

<b>Position / Title</b>	<b>Quantity (FTE)</b>	<b>Vacancies</b>	<b>Hours</b>
Seasonal Naturalist	1		<b>1508</b>
Accounting Clerk	2		<b>3016</b>
Maintenance Worker	7	1	<b>12064</b>
Sales Representative	1		<b>1508</b>
Night Audit	1		<b>1508</b>
Front Desk Clerk	7	5	<b>16588</b>
PSW – Gift Shop Clerk	3		<b>4524</b>

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FSW – Conference Setup	3	1	<b>6032</b>
FSW – Cook	4		<b>7540</b>
FSW – Cook Helper	2		<b>4524</b>
FSW – Dish / Utility	2	1	<b>4524</b>
FSW – Cashier / Hostess	3	1	<b>6032</b>
FSW1 – Banquet Server	2		<b>4524</b>
FSW 1 – Server	8	1	<b>13572</b>
Housekeeper	13	1	<b>21112</b>
Concession Clerk – Beach	2	3	<b>3016</b>
<b>TOTAL</b>	<b>61</b>	<b>14</b>	<b>111592</b>

### Labor Support

Labor Support	Annual Hours
Volunteers – Campground Hosts	<b>4374</b>
Volunteers – Friends + Community/Scouts	<b>1500</b>
Community Service Workers	<b>800</b>
Engineering and Construction Crews	<b>120</b>
Resource Management Crews	<b>80</b>
<b>TOTAL</b>	<b>6874</b>

### Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	<b>58240</b>
Part Time Employees	<b>111592</b>
Labor Support	<b>6874</b>
<b>TOTAL Annual Labor Hours</b>	<b>176,706</b>

**LABOR BUDGET SUMMARY**

Unicoi State Park and Lodge				
Account Code and Sub-Class Expenditure Descriptions	2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
REGULAR SALARIES	1,721,762	1,669,888	1,163,860	<b>-32%</b>
ANNUAL LEAVE PAY	5,851	4,275	32,256	<b>451%</b>
OTHER SUPPLEMENTAL	0	0	415	<b>0%</b>
OVERTIME	2,171	39	697	<b>-68%</b>
TEMPORARY/CASUAL LABOR	403,283	228,340	379,971	<b>-6%</b>
FICA	130,115	124,270	89,700	<b>-31%</b>
RETIREMENT	182,319	178,969	124,703	<b>-32%</b>
HEALTH INSURANCE	407,884	230,340	250,365	<b>-39%</b>
UNEMPLOYMENT INSURANCE	3,263	687	1,473	<b>-55%</b>
ASSESSMENTS BY MERIT	12,642	3,381	4,932	<b>-61%</b>
<b>PERSONAL SERVICES</b>	<b>2,869,290</b>	<b>2,440,189</b>	<b>2,048,371</b>	<b>-29%</b>

**Visitation and Occupancy**

Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by 11% or over 57,484 visitors. The increase in visitation figures is mostly attributed to day use visitors. Due to the economy, people are coming for more day trips to enjoy the outdoors. The occupancy decreases are largely attributed to loss of group and leisure travel in the lodge. The visitation increase is attributed to higher day use visitors over this same time frame.

Year	Total Visitation
2008	502,734
2009	525,887
2010	560,218

Occupancy for the overnight accommodations at Unicoi State Park and Lodge over the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, with a 13% decrease in the lodge being the largest change. This is largely attributed to Loss of group business in the lodge and the economy as a whole.

Year	Lodge Occupancy	Cottage Occupancy	Camping Occupancy
2008	50%	51%	39%
2009	36%	46%	37%
2010	37%	49%	31%

**Customer Service and Satisfaction**

Site	Year	Customer Satisfaction Level
	2009	81%
	2010	68%

Many of our negative customer comments are with regards to “tired and outdated facilities.” Group evaluations have been good with regards to the meeting facilities and food service operation, but the reoccurring comment on our group evaluations is the guest rooms are “tired and need updating.” We have also received numerous group evaluations about the guest rooms being “damp and musty.” We are aware of this issue and have been trying to deal with it for a number of years. The actual rating is subjective and statistically questionable.

## Financial Performance Assessment

### Operational Expenses

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

Unicoi State Park and Lodge	2008	2009	2010	% Change from 2008
Operational Expenses	2008	2009	2010	
REGULAR SALARIES	1,721,762	1,669,888	1,163,860	-32%
ANNUAL LEAVE PAY	5,851	4,275	32,256	451%
OTHER SUPPLEMENTAL	0	0	415	#DIV/0!
OVERTIME	2,171	39	697	
TEMPORARY/CASUAL LABOR	403,283	228,340	379,971	-6%
FICA	130,115	124,270	89,700	-31%
RETIREMENT	182,319	178,969	124,703	-32%
HEALTH INSURANCE	407,884	230,340	250,365	-39%
UNEMPLOYMENT INSURANCE	3,263	687	1,473	-55%
ASSESSMENTS BY MERIT	12,642	3,381	4,932	-61%
DRUG TESTING	0	0	0	
<b>PERSONAL SERVICES</b>	<b>2,869,290</b>	<b>2,440,189</b>	<b>2,048,371</b>	<b>-29%</b>
POSTAGE	6,088	1,768	2,842	-53%
MOTOR VEHICLE EXPENSES	38,568	24,313	34,395	-11%
PRINTING & PUBLICATION	3,647	2,070	1,601	-56%
SUPPLIES & MATERIALS	222,513	139,245	132,124	-41%
REPAIRS & MAINTENANCE	57,529	44,343	31,274	-46%
EQUIPMENT >\$1000< \$5,000	8,336	225	0	-100%
WATER & SEWAGE	639		0	-100%
ENERGY	352,478	364,730	378,395	7%
RENTS	19,436	19,815	17,173	-12%
INSURANCE & BONDING	8,631	27,339	26,489	207%
FREIGHT	708	1,193	226	
PURCHASING CARD				
OTHER OPERATING EXPENSES	141,142	128,519	115,053	-18%
CLAIMS & BONDS & INTEREST				
TRAVEL	2,373	0	117	-95%
<b>REGULAR EXPENSES</b>	<b>862,089</b>	<b>753,560</b>	<b>739,689</b>	<b>-14%</b>
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000	7,480	34,595		
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	18,685	35,187	26,781	43%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	1,702	50	10,546	520%
ADVERTISING - PROCUREMENT CARD				
RESALE	855,215	691,470	671,925	-21%
<b>TOTAL OTHER EXPENDITURES</b>	<b>883,082</b>	<b>761,302</b>	<b>709,252</b>	<b>-20%</b>
<b>GRAND TOTAL</b>	<b>\$ 4,614,462</b>	<b>\$ 3,955,052</b>	<b>\$ 3,497,312</b>	<b>-24%</b>
<b>Earned Revenues</b>	<b>\$4,790,633</b>	<b>\$3,776,172</b>	<b>\$3,760,115</b>	<b>-22%</b>
<b>% Cost Recovery</b>	<b>104%</b>	<b>95%</b>	<b>108%</b>	<b>4%</b>

## Georgia State Parks and Historic Sites

### Earned Revenues

Earned revenues at Unicoi State Park and Lodge have decreased since 2008, while visitation has increased overall. Overall visitation, including all visitors to the park, i.e. day-use, camping, restaurant, etc., has increased; however, lodge room visitation has trended downward due to loss of group business.

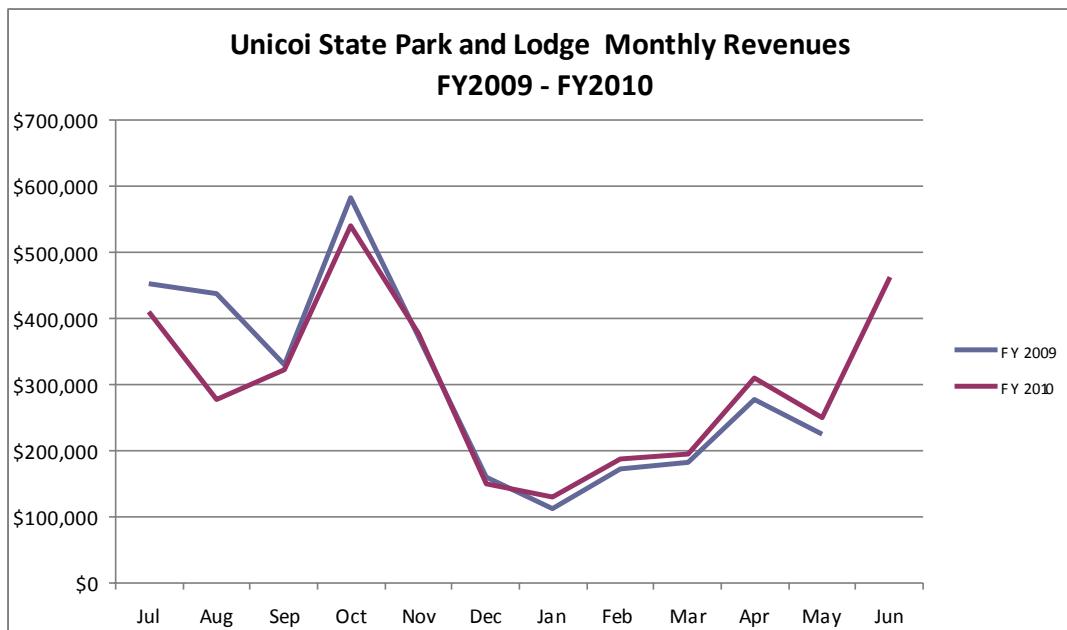
Monthly earned revenues for the last two years (see table below) indicate that the total annual revenue decreased 3% from 2009 to 2010, with the largest **increase** in monthly revenues in January (15%), February (10%), April(11%), May (10%) and June (11%), etc., and the largest **decreases** in the months of July (-9%), August(-36%) , October (-7%), and December (-6%).

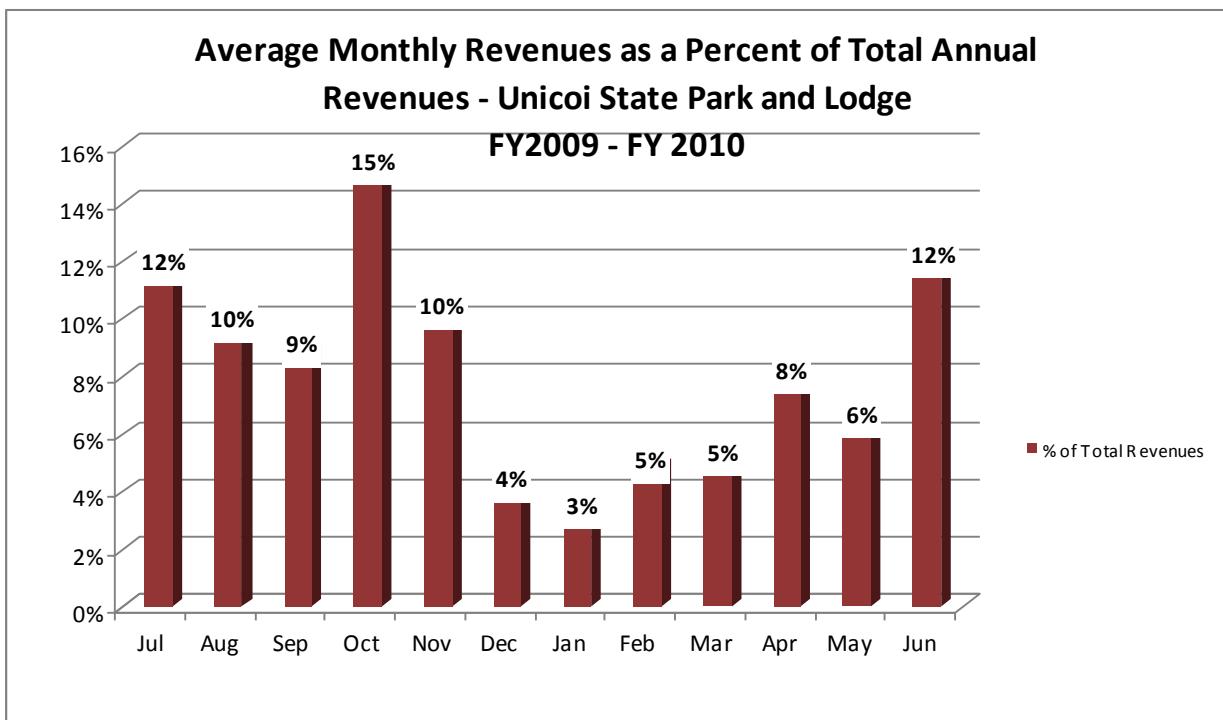
#### Unicoi State Park and Lodge

##### FY 2009 - FY 2010 Monthly Revenue

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$451,925	\$438,034	\$330,528	\$582,233	\$371,412	\$159,251	\$112,731	\$171,595	\$181,267	\$278,435	\$225,856	\$418,071	\$3,719,565
FY 2010	\$409,822	\$278,163	\$322,670	\$539,228	\$377,799	\$150,341	\$130,041	\$188,521	\$195,411	\$310,011	\$249,520	\$462,398	\$3,611,783
Avg	\$430,873	\$358,099	\$326,599	\$560,731	\$374,606	\$154,796	\$121,386	\$180,058	\$188,339	\$294,223	\$237,688	\$440,234	\$3,665,674
% of Total Revenues	12%	10%	9%	15%	10%	4%	3%	5%	5%	8%	6%	12%	100%
% change	-9%	-36%	-2%	-7%	2%	-6%	15%	10%	8%	11%	10%	11%	-3%

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

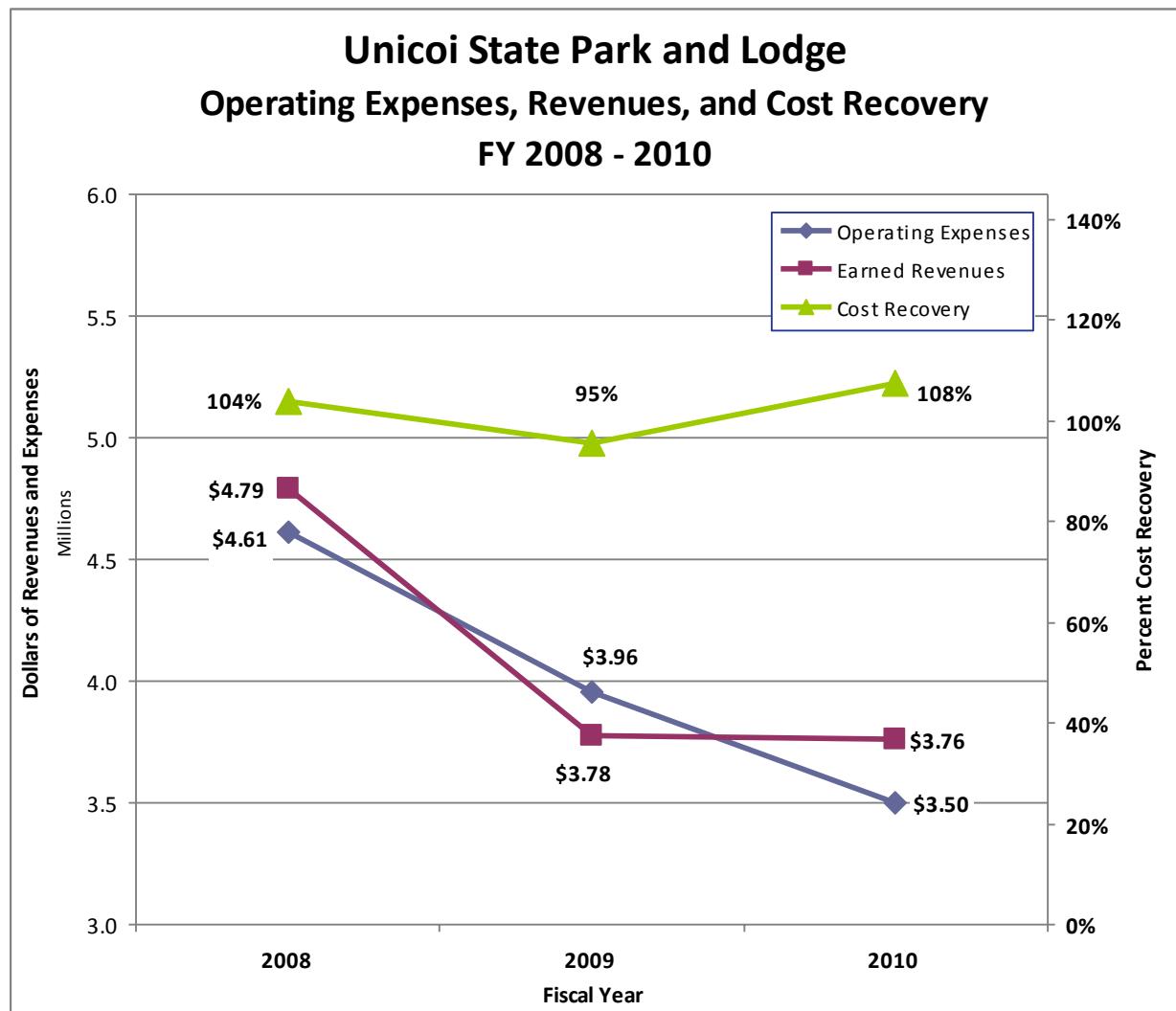




### Cost Recovery Trends

Unicoi State Park and Lodge has achieved an average cost recovery of 102% 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	\$4,614,462	\$4,790,633	104%
2009	\$3,955,052	\$3,776,172	95%
2010	\$3,497,312	\$3,760,115	108%



### 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 Unicoi State Park and Lodge since 2005, with the largest increase being in 2010. A table detailing the rates for all facilities is provided below.

		2005	2006	2007	2008	2009	2010
<b>Lodges</b>							
<b>Unicoi State Park &amp; Lodge</b>							
Cottage 1 BR	Low:Dec-Feb	69/79	69/79	69/79	70/80	75/85	80/90
	Mid:Mar-Aug	99/109	99/109	99/109	100/110	100/110	105/115
	High:Sept-Nov	99/109	99/109	99/109	100/110	105/115	110/120
Cottage 2 BR	Low:Dec-Feb	69/79	79/89	79/89	80/90	80/90	100/110
Smith Crk	Mid:Mar-Aug	99/109	99/109	99/109	100/110	100/110	130/140
	High:Sept-Nov	99/109	99/109	99/109	110/120	110/120	130/140
Cottage 2 BR	Low:Dec-Feb	79/89	89/99	89/99	90/100	95/105	100/110
Lake	Mid:Mar-Aug	99/109	99/109	99/109	120/130	125/135	130/140
	High:Sept-Nov	99/109	99/109	99/109	120/130	125/135	130/140
Cottage 3 BR	Low:Dec-Feb	109/119	109/119	109/119	110/120	115/125	120/130
	Mid:Mar-Aug	119/129	119/129	119/129	130/140	135/145	140/150
	High:Sept-Nov	119/129	119/129	119/129	130/140	135/145	140/150
Lodge Dbl	Low:Dec-Feb	69/79	70/80	75/85	75/85	75/85	75/85
	Mid:Mar-Aug	89/99	90/100	95/105	105/115	105/115	105/115
	High:Sept-Nov	89/99	100/130	105/135	105/135	105/135	105/135
Lodge Loft	Low:Dec-Feb	69/79	70/80	75/85	75/85	75/85	75/85
	Mid:Mar-Aug	89/99	90/100	95/105	105/115	105/115	105/115
	High:Sept-Nov	89/99	100/130	105/135	105/135	105/135	105/135
Picnic Shelter		30	30	35	40	40	45
Group Shelter (100)		N/A	N/A	N/A	250	300	305
Camping - Full		20	24	24	25	27	30
Camping - Regular		18	22	22	22	25	28
Camping - Platform		10	10	10	10	12	15
Camping - Tent		16	20	20	20	23	25
Camping - Buddy Site		36	44	44	44	50	53

## Business and Management Plan

### Business Goals

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

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

Unicoi State Park and Lodge is currently operating at a 104% cost recovery of operational expenses through earned revenues. It is critical that the site increases its cost recovery to no less than 108% by 2015. This could be done by adding revenue generating special events to capture a new audience and by adding new visitor services.

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

Unicoi State Park and Lodge will improve revenue generation by adding:

1. Wedding pavilion overlooking Lake Unicoi off the parking decks of Unicoi Lodge
2. Additional parking to handle new wedding facility (expand existing parking deck to accommodate 75 additional spaces)
3. Group shelter at current picnic shelter #3 location
4. Weight and exercise room in the lodge
5. New visitor center near Unicoi Dam to handle camper check-in and visitor information
6. Enhanced audiovisual services in lodge conference center
7. Business center for lodge guests
8. Property management/point of sale updated software to encompass the entire park
9. Expansion of gift shop in existing location
10. Indoor/outdoor pool
11. Add disc golf to the Bottoms Area.

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

1. Continue existing special events with a minimum of 10 per year. Re-evaluate them each year in August to decide if they need to continue, be expanded, or discontinued. Refer to Annual Interpretive Plan for a full listing of our special events. Below are events that have changed.
  - Wildflower Weekend changed to a “Wild About Wildflowers” month. This change was made because it became a stagnant program and attendance was dwindling. The new program will be every Saturday in April and will generate more attendance for this program, as well as more indirect revenue. Also, two of the weekends will now have an evening speaker.
  - Astronomy Night was removed from the list as this program has also become stagnant. Also, many other parks are conducting astronomy programs, and staff time can be better used planning new special events.
2. At the annual special event meeting, in addition to re-evaluating existing programs, brainstorm new ideas for events that may bring in new or larger markets.

3. Continue to host the annual Family Camp special event that began in 2008. The event brings indirect revenue including cottage and camping and restaurant revenues.
4. Continue to host the Georgia Mountain BirdFest that began in 2011 through at least 2016 to realize full potential and revenue.
5. Host a “Boomers Club” for people who are 50 years of age or older. This program would incorporate four weekends over the year. Two weekends would be centered on outdoor activities while the other two would be centered on the “arts.” Target date will be winter 2013.
6. Continue to offer the Full Moon Paddle program that began in 2010 once a month in June – August as long as a Certified Canoeing Instructor is on staff to generate revenue with little staff time.
7. Host a “Science Camp” field trip offering for students during the school year that may be offered as a 1-day, 2-day or 3-day camp. This would be modeled after the 4-H camps and would bring in additional programming, lodging and restaurant revenues. Target date will be fall 2013.
8. Fall hayrides through the campground to generate revenue. Target date will be fall 2012.

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

1. Offer interpretive and recreational programs to the public every Friday and Saturday year round. Seasonally offer programs based on staffing up to 5-7 days a week.
2. Expand winter programs to things like Zumba, Jazz in the Atrium and Growing Up Wild (started 2012) and strategically time these programs based on meal times and gift shop hours so as to bring indirect revenue.
3. Offer a park sponsored tennis tournament in March 2013.
4. Invest in sending interpretive staff to receive certifications such as yoga and Tai Chi instruction so they can provide more diverse recreational/healthy programs and do not have to find outside sources.
5. Collect surveys at all special events for one year to properly assess the “visitors” point of view.
6. Study scholarly/published information about trends in both recreation and state park settings, as well as learn what programs are already being offered in Habersham and White counties to help understand what “niche” is already being fulfilled and what is not already being provided by other agencies.

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

Fill the vacant Sales Manager position (vacated in 2008) to establish new and bolster current Marketing and Sales efforts. Work with the Division Marketing Unit to establish additional advertising and marketing funding through the hotel/motel tax budget.

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

Promote the new online comment card, along with the existing group evaluation, to capture a 90% satisfaction rating for all areas of the park. Conduct in-house customer service training annually to ensure all site staff provides the same level of customer service with site management holding staff accountable.

## Georgia State Parks and Historic Sites

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### Expand Partnership Opportunities

Build new partnerships with companies/organizations/colleges/universities listed below by creating new value added packages for Unicoi State Park and Lodge guests.

### Classification of Programs and Services

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

Core Programs / Services	Target Cost Recovery
Active management of the natural/cultural resources in order to protect their integrity	0%
Open and public access to the site and its resources	20% to 50%
Public safety	0%
Maintenance of grounds, facilities and infrastructure	0%
Park public programs	0%
Passive interpretation	0%

Important Programs / Services	Target Cost Recovery
Lake activities	20%
Picnicking/day use	0%
Hiking, interpretive/self-guided and mountain bike trails	0%
Special events	50% to 120%
Visitor center/interpretive programming center	20%-50%

Visitor Supported Programs / Services	Target Cost Recovery
Meeting facilities/ conference center services	100%
Lodge rooms	105%
Camping	60%
Cottages	100%
Lodge gift shop	100%
Trading post store	110%
Group programs	30%
Food service	105%
Boat rentals	20%

## 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>Lodge/Conference Center</li> </ul>	<ul style="list-style-type: none"> <li>Friends of Unicoi</li> </ul>	<ul style="list-style-type: none"> <li>Wild Wood Outfitters</li> </ul>
<b>Vendor Partners</b>			<ul style="list-style-type: none"> <li>Babyland General</li> <li>Cool River Tubing</li> <li>Habersham Winery</li> <li>HEMC – Green Power</li> <li>Coca Cola</li> <li>Sysco Foods</li> </ul>
<b>Service Partners</b>	<ul style="list-style-type: none"> <li>Smithgall Woods</li> <li>Hardman Farm</li> <li>Buck Shoals</li> <li>White and Habersham County Schools</li> <li>White and Habersham County Libraries</li> </ul>	<ul style="list-style-type: none"> <li>Friends of Georgia State Parks</li> <li>Friends of Unicoi State Park</li> <li>CVB</li> <li>North GA. Travel Assoc.</li> <li>White County Chamber</li> <li>Georgia Forestry Commission</li> <li>US Forest Service</li> <li>All DNR Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Innsbruck Golf Course</li> <li>VIP Travel Services</li> </ul>
<b>Co-branding Partners</b>	<ul style="list-style-type: none"> <li>Alpine Helen/White County CVB</li> <li>Lodge/Conference Center</li> </ul>	<ul style="list-style-type: none"> <li>Friends of Georgia State Parks</li> <li>Friends of Unicoi</li> <li>Georgia Ornithological Society</li> <li>Atlanta Audubon Society</li> </ul>	<ul style="list-style-type: none"> <li>Innsbruck Golf Course</li> <li>Cradle of Forestry/Anna Ruby Falls</li> <li>Cool River Tubing</li> <li>Habersham Winery</li> <li>Babyland General</li> <li>John Kollock</li> <li>Best Western</li> <li>Hampton Inn</li> <li>North GA. Wine Growers</li> <li>Travel Store</li> <li>Leisure Time</li> </ul>
<b>Funding Resource Development Partner</b>		<ul style="list-style-type: none"> <li>Friends of Georgia State Parks</li> <li>Friends of Unicoi State Park</li> </ul>	

## Marketing and Sales Plan

### Marketing and Sales Goals

Marketing and sales goals for Unicoi State Park and Lodge are based on the following desired outcomes:

1. Maximize revenues by building on our current clients needs such as adding breaks, more programming, meeting audio-visual needs, etc.
2. Actualize 3% to 5% higher revenues each year in group bookings
3. Grow occupancy by 2% by 2012 and by 5% by 2015 – see below
4. Increase visitation through programming.

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
Lodge Rooms	36%	40%	42%	45%
Cabins	53%	53%	55%	58%

### Marketing and Promotion Strategies

#### PUBLICITY AND SOCIAL MEDIA

Unicoi State Park and Lodge will approach marketing and publicity planning using the following guidelines and themes:

##### **1. Event publicity**

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

##### **2. Program publicity**

Special and unique programs should have feature stories in magazines, local and regional weekly newspapers, and statewide daily newspapers that are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will likely require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If pre-publicity cannot be generated, post-publicity can help promote future programs.

##### **3. Site Publicity**

Site publicity focusing on a single site or sub-set of sites requires more intense planning efforts to attract multiple writers and editors from target publications. 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.

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

<b>Event Publicity</b>	<b>Program Publicity</b>	<b>Site Publicity</b>
YouTube	Facebook	YouTube
Radio/TV	Newspaper	Radio/TV
Facebook/website	Radio	Facebook/website
Magazines	Website	Magazines
Bulletin Boards	Bulletin Boards	Bulletin Boards
In-house TV Channel	In-house TV Channel	In-house TV Channel
Helen TV Channel	CVB	Helen TV Channel
CVB	White County Chamber	CVB
White County Chamber	Magazines	White County Chamber

#### **PACKAGING**

Examples and suggested packages for Unicoi State Park and Lodge are provided in the table below.

<b>Package</b>	<b>Package Details</b>
Lodging rate package	Overnight accommodations for two, breakfast for two @ only \$69.00 - \$99.00 a night (seasonal).
Camp Packages (Band Camps, Soccer Camp, etc)	Overnight accommodations, package rates for meals, meeting facility, field usage. Seasonal/package rates apply.
Anna Ruby Falls Package	Overnight accommodations for two, entrance to Anna Ruby Falls, granola bars and water for two @ \$99.00 a night.
Cabbage Patch Kids Package	Overnight accommodations for two, breakfast for two, gift from Babyland General, crib provided in room for newly adopted Cabbage Patch doll @ only \$109.00 a night.
Stay N Play Package	Overnight accommodations for two, breakfast for two, greens fees and cart for unlimited play for two at Innsbruck Golf Course @ only \$169.00 a night.
Junior Ranger Birthday Party Package	Picnic shelter rental, 2 ranger led programs, pizza and the junior ranger patch for 25 @ \$200

#### **GROUP SALES**

Types of groups within which specific target customers can be identified for Unicoi State Park and Lodge are listed below:

- Weddings
- Family Reunions
- Corporations
- Race Organizers

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

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

- RSVP Rate – Offered to group customers at check-out that extends a low rate on next stay.
- Free audio-visual equipment when a two + day meeting is booked.

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

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

1. Loyalty and repeat customers:
  - 5% discount for every room booked and actualized
  - Dining Club Card to give the 10<sup>th</sup> meal free
  - Gift certificates for annual programs, i.e. Family Camp, BirdFest
2. Adopt-A-Family initiative to provide guests with a personalized stay to include a coupon for 20% discount for their next stay. The front desk staff would pick a family upon check-in to personalize their stay. This would be done by contacting this family throughout their stay to recommend amenities in the area and ideas while at the park.
3. Brand confidence & customers-recruiting-customers = Renovations of lodge rooms, continued customer service training.

## Revenue Generation Plan

### Revenue / Cost Recovery Goals

Unicoi State Park and Lodge has set a financial goal of increasing annual revenues 3% annually between 2012 and 2015. The largest revenue growth opportunity is most likely Unicoi Lodge and Conference Center. 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	\$412,642	\$278,829	\$322,519	\$541,589	\$373,219	\$147,280	\$131,570	\$186,452	\$198,915	\$313,841	\$248,069	\$465,707	\$3,620,634
2011	3%	\$425,021	\$287,194	\$332,194	\$557,837	\$384,416	\$151,699	\$135,518	\$192,046	\$204,882	\$323,256	\$255,512	\$479,678	\$3,729,253
2012	4%	\$440,596	\$297,718	\$344,368	\$578,279	\$398,503	\$157,258	\$140,484	\$199,083	\$212,390	\$335,102	\$264,875	\$497,256	\$3,865,912
2013	3%	\$453,819	\$306,653	\$354,702	\$595,633	\$410,462	\$161,977	\$144,700	\$205,058	\$218,764	\$345,159	\$272,824	\$512,179	\$3,981,928
2014	3%	\$467,456	\$315,868	\$365,361	\$613,532	\$422,796	\$166,844	\$149,048	\$211,220	\$225,338	\$355,531	\$281,022	\$527,570	\$4,101,585
2015	3%	\$481,452	\$325,325	\$376,301	\$631,902	\$435,455	\$171,840	\$153,511	\$217,544	\$232,085	\$366,176	\$289,436	\$543,366	\$4,224,394

These projections would result in a total of 14% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative increase of 14% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 115% 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 108% cost recovery in that year.

### Revenue Generation Strategies

#### PRICING PLAN

- The current conditions of the facilities will not support an increase in pricing. The proposal was pending room renovations.

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Positive Yield Management Margin (%)	Negative Yield Management Margin (%)	Positive Yield Management Margin (\$)	Negative Yield Management Margin (\$)
4	Unicoi State Park & Lodge						
	<b>Picnic Shelter</b>	\$45	\$50	10%	-10%	\$4.50	(\$4.50)
	<b>Group Shelter (Beach House)</b>	\$305	\$350	10%	-10%	\$30.50	(\$30.50)
	<b>Camping (Full Hook-Up)</b>	\$30	\$35	10%	-10%	\$3.00	(\$3.00)
	<b>Camping (Power &amp; Water)</b>	\$28	\$30	10%	-10%	\$2.80	(\$2.80)
	<b>Camping (Double Buddy Power &amp; Water)</b>	\$53	\$55	10%	-10%	\$5.30	(\$5.30)
	<b>Camping (Walk In Tent)</b>	\$25	\$25	10%	-10%	\$2.50	(\$2.50)
	<b>Camping (Squirrels Nest)</b>	\$15	\$20	10%	-10%	\$1.50	(\$1.50)
	<b>Cottage (1 BR)</b>						
	Dec 1 - Feb 28 (Sun-Thurs)	\$80	\$85	20%	-20%	\$16.00	(\$16.00)
	Dec 1 - Feb 28 (Fri - Sat)	\$90	\$95	10%	-10%	\$9.00	(\$9.00)
	March 1 - Aug 31 (Sun - Thurs)	\$105	\$110	20%	-20%	\$21.00	(\$21.00)
	March 1 - Aug 31 (Fri - Sat)	\$115	\$120	10%	-10%	\$11.50	(\$11.50)
	Sept 1 - Nov 30 (Sun - Thurs)	\$110	\$115	20%	-20%	\$22.00	(\$22.00)
	Sept 1 - Nov 30 (Fri - Sat)	\$120	\$125	10%	-10%	\$12.00	(\$12.00)
	<b>Cottage (2 BR)</b>						
	Dec 1 - Feb 28 (Sun-Thurs)	\$100	\$105	20%	-20%	\$20.00	(\$20.00)
	Dec 1 - Feb 28 (Fri - Sat)	\$110	\$115	10%	-10%	\$11.00	(\$11.00)
	March 1 - Aug 31 (Sun - Thurs)	\$130	\$135	20%	-20%	\$26.00	(\$26.00)
	March 1 - Aug 31 (Fri - Sat)	\$140	\$145	10%	-10%	\$14.00	(\$14.00)
	Sept 1 - Nov 30 (Sun - Thurs)	\$130	\$140	20%	-20%	\$26.00	(\$26.00)
	Sept 1 - Nov 30 (Fri - Sat)	\$140	\$150	10%	-10%	\$14.00	(\$14.00)
	<b>Cottage (2 BR - Smith Creek)</b>						
	Dec 1 - Feb 28 (Sun-Thurs)	\$105	\$110	20%	-20%	\$21.00	(\$21.00)
	Dec 1 - Feb 28 (Fri - Sat)	\$115	\$120	10%	-10%	\$11.50	(\$11.50)
	March 1 - Aug 31 (Sun - Thurs)	\$135	\$140	20%	-20%	\$27.00	(\$27.00)
	March 1 - Aug 31 (Fri - Sat)	\$145	\$150	10%	-10%	\$14.50	(\$14.50)
	Sept 1 - Nov 30 (Sun - Thurs)	\$135	\$145	20%	-20%	\$27.00	(\$27.00)
	Sept 1 - Nov 30 (Fri - Sat)	\$145	\$155	10%	-10%	\$14.50	(\$14.50)
	<b>Cottage (3 BR)</b>						
	Dec 1 - Feb 28 (Sun-Thurs)	\$120	\$125	20%	-20%	\$24.00	(\$24.00)
	Dec 1 - Feb 28 (Fri - Sat)	\$130	\$135	10%	-10%	\$13.00	(\$13.00)
	March 1 - Aug 31 (Sun - Thurs)	\$140	\$145	20%	-20%	\$28.00	(\$28.00)
	March 1 - Aug 31 (Fri - Sat)	\$150	\$155	10%	-10%	\$15.00	(\$15.00)
	Sept 1 - Nov 30 (Sun - Thurs)	\$140	\$150	20%	-20%	\$28.00	(\$28.00)
	Sept 1 - Nov 30 (Fri - Sat)	\$150	\$160	10%	-10%	\$15.00	(\$15.00)
	<b>Lodge Rooms</b>						
	Dec 1 - Feb 28 (Sun-Thurs)	\$75	\$80	20%	-20%	\$15.00	(\$15.00)
	Dec 1 - Feb 28 (Fri - Sat)	\$85	\$90	10%	-10%	\$8.50	(\$8.50)
	March 1 - Aug 31 (Sun - Thurs)	\$105	\$110	20%	-20%	\$21.00	(\$21.00)
	March 1 - Aug 31 (Fri - Sat)	\$115	\$120	10%	-10%	\$11.50	(\$11.50)
	Sept 1 - Nov 30 (Sun - Thurs)	\$105	\$115	20%	-20%	\$21.00	(\$21.00)
	Sept 1 - Nov 30 (Fri - Sat)	\$135	\$145	10%	-10%	\$13.50	(\$13.50)

## Georgia State Parks and Historic Sites

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### INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee
“Fireside” Craft/Art Show	To promote Appalachian/Contemporary Crafts during an other wise “slow” time of year	3rd Full Weekend in February	Annually	Adults/senior vendors	\$150.00 per vendor
Georgia Mountain BirdFest	To promote birding, a new audience, and utilize Lodge and Conference Center offerings.	1 <sup>st</sup> Full Weekend in May	Annually	Birders	\$110 per person + field trip fees
Family Camp	To promote “Get Out, Get Fit, Get Outdoors.”	First Full Week in June	Annually	Families	\$100.00 (avg. per family not including lodging)
Full Moon Paddle	To offer a Canoeing program in the evening at Unicoi Lake – a unique experience	Once a month June – Aug	Once a month June – Aug	All – 20 people maximum	\$15/person
“Science Camp”	Offer expanded Environmental Education programs to students	Spring and Fall	Upon request – 1, 2, 3 day options	Students	\$125/ child include Ldg prog., and food.
“Boomers Club”	To provide an outdoor experience for active and vibrant senior citizens. Three full days of activities.	One weekend a Quarter	Quarterly	Seniors	\$400.00/adult for the series.
Fall Hayrides	To offer a recreational program in the peak season to make revenue	Sep, Oct, Nov around Haunted Trail	Saturdays in Fall	All	\$3 per adult \$2 per child Under 4 free

### PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Beach and Boat Concessions	1 year	Reduced personnel cost and boat maintenance with 15% revenue generation from concessionaires	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
Reduce hourly labor to minimum during off-season.	November through March	Reduce labor expense
Continue conversion of salary positions to hourly	By August 2011	Reduce operating expense and closer alignment of resort operations

### Management Techniques

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

Action	Timeline	Outcome
Have managers evaluate business levels weekly to determine staffing level needs.	Ongoing	Control the labor cost as it happens to ensure we have proper staffing levels at all times.
Pursue contracted labor to reduce the need additional 1508 position and maintain service continuity.	TBD	Improve level of service and reduce expense.

### Adjusted Levels of Service

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

Action	Timeline	Outcome
Close Little Brook campground loop and comfort station	December through February	Reduce utilities and water use for 16 campsites.
Close Squirrels Nest camp sites and comfort station	December through March	Reduce utilities and water use to the comfort station and 16 platform sites.
Take 20 rooms off line in the system. Shut down water heaters and set thermostat heating at 50°. Dictated by business demand.	December through February	Reduce utility expense and staffing needs to clean the common spaces.

## 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>Unicoi State Park and Lodge State Lodge Park</b>					
<b>Operational Expenses</b>	<b>2010 (Actual)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
REGULAR SALARIES	\$1,163,860	\$1,128,944	\$1,128,944	\$1,128,944	\$1,128,944
ANNUAL LEAVE PAY	\$32,256	\$32,578	\$32,904	\$33,233	\$33,565
OTHER SUPPLEMENTAL	\$415	\$423	\$432	\$440	\$449
OVERTIME	\$697	\$692	\$687	\$682	\$677
TEMPORARY/CASUAL LABOR	\$379,971	\$391,370	\$391,370	\$403,111	\$415,204
FICA	\$89,700	\$90,597	\$91,503	\$92,418	\$93,342
RETIREMENT	\$124,703	\$125,950	\$127,210	\$128,482	\$129,767
HEALTH INSURANCE	\$250,365	\$255,372	\$260,480	\$265,689	\$271,003
UNEMPLOYMENT INSURANCE	\$1,473	\$1,488	\$1,503	\$1,518	\$1,533
ASSESSMENTS BY MERIT	\$4,932	\$4,981	\$5,031	\$5,081	\$5,132
DRUG TESTING	\$0				
<b>PERSONAL SERVICES</b>	<b>\$2,048,371</b>	<b>\$2,032,396</b>	<b>\$2,040,063</b>	<b>\$2,059,599</b>	<b>\$2,079,618</b>
POSTAGE	\$2,842	\$2,822	\$2,802	\$2,783	\$2,763
MOTOR VEHICLE EXPENSES	\$34,395	\$35,083	\$35,785	\$36,500	\$37,230
PRINTING & PUBLICATION	\$1,601	\$1,633	\$1,666	\$1,699	\$1,733
SUPPLIES & MATERIALS	\$132,124	\$134,767	\$137,462	\$140,211	\$143,015
REPAIRS & MAINTENANCE	\$31,274	\$31,899	\$32,537	\$33,188	\$33,852
EQUIPMENT >\$1000 < \$5,000	\$0	\$0	\$0	\$0	\$0
WATER & SEWAGE	\$0	\$0	\$0	\$0	\$0
ENERGY	\$378,395	\$385,963	\$393,682	\$401,556	\$409,587
RENTS	\$17,173	\$17,053	\$16,933	\$16,815	\$16,697
INSURANCE & BONDING	\$26,489	\$27,019	\$27,559	\$28,111	\$28,673
FREIGHT	\$226	\$225	\$223	\$221	\$220
PURCHASING CARD	\$0	\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$115,053	\$117,354	\$119,701	\$122,095	\$124,537
CLAIMS & BONDS & INTEREST		\$0	\$0	\$0	\$0
TRAVEL	\$117	\$116	\$115	\$115	\$114
<b>REGULAR EXPENSES</b>	<b>\$739,689</b>	<b>\$753,933</b>	<b>\$768,466</b>	<b>\$783,294</b>	<b>\$798,421</b>
MOTOR VEHICLE EQUIPMENT		\$0	\$0	\$0	\$0
EQUIPMENT PURCHASES >5000		\$0	\$0	\$0	\$0
CAPITAL\ LEASE Prin & Int		\$0	\$0	\$0	\$0
REAL ESTATE RENTALS		\$0	\$0	\$0	\$0
VOICE/DATA COMMUNICATIONS	\$26,781	\$27,317	\$27,863	\$28,420	\$28,989
PER DIEM & FEES		\$0	\$0	\$0	\$0
PER DIEM & FESS EXPENSE		\$0	\$0	\$0	\$0
CONTRACTS	\$10,546	\$10,757	\$10,972	\$11,191	\$11,415
ADVERTISING - PROCUREMENT CARD		\$0	\$0	\$0	\$0
RESALE	\$671,925	\$692,083	\$712,845	\$734,230	\$756,257
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$709,252</b>	<b>\$730,156</b>	<b>\$751,680</b>	<b>\$773,842</b>	<b>\$796,661</b>
<b>GRAND TOTAL</b>	<b>\$ 3,497,312</b>	<b>\$ 3,516,485</b>	<b>\$ 3,560,209</b>	<b>\$ 3,616,734</b>	<b>\$ 3,674,700</b>

**Revenue Pro Forma**

<b>Revenue Pro Forma</b>						
<b>Unicoi State Park &amp; Lodge</b>						
<b>Revenue (Fund) Sources</b>	<b>Revenue Sources Description</b>	<b>FY 2010 (Actual)</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
62001	Lodge Rooms	\$ 1,363,643	\$ 1,404,552	\$ 1,446,689	\$ 1,490,089	\$ 1,534,792
62002	Restaurant	\$ 832,607	\$ 857,585	\$ 883,313	\$ 909,812	\$ 937,107
62003	Craft Shop	\$ 272,613	\$ 280,791	\$ 289,215	\$ 297,891	\$ 306,828
62004	Program Fees	\$ 19,706	\$ 20,297	\$ 20,906	\$ 21,533	\$ 22,179
62005	Conference Room Rental	\$ 97,267	\$ 100,185	\$ 103,191	\$ 106,287	\$ 109,475
62006	Cottages	\$ 712,502	\$ 733,877	\$ 755,893	\$ 778,570	\$ 801,927
62007	Beach House Rental	\$ 23,424	\$ 24,127	\$ 24,851	\$ 25,596	\$ 26,364
62009	Tent Pads	\$ 56,061	\$ 57,743	\$ 59,475	\$ 61,260	\$ 63,097
62010	Squirrel's Nest	\$ 15,480	\$ 15,944	\$ 16,422	\$ 16,915	\$ 17,422
62014	Misc	\$ 9,538	\$ 9,824	\$ 10,118	\$ 10,422	\$ 10,735
62015	Tips	\$ -	\$ -	\$ -	\$ -	\$ -
62017	Banquet Sales	\$ 387,329	\$ 398,949	\$ 410,918	\$ 423,245	\$ 435,943
62018	Phone Sales - LD	\$ 36	\$ 37	\$ 38	\$ 39	\$ 41
62020	Short/Over	\$ (241)	\$ (249)	\$ (256)	\$ (264)	\$ (272)
62025	Picnic Shelters	\$ 10,170	\$ 10,475	\$ 10,789	\$ 11,113	\$ 11,446
62027	Boating	\$ 1,482	\$ 1,526	\$ 1,572	\$ 1,619	\$ 1,668
62029	Vending	\$ 1,193	\$ 1,229	\$ 1,266	\$ 1,304	\$ 1,343
62030	Washer/Dryer	\$ 2,057	\$ 2,118	\$ 2,182	\$ 2,247	\$ 2,315
62031	Visa/MC Charges	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
62034	Discount Cabins - Lodging	\$ (21,003)	\$ (21,634)	\$ (22,283)	\$ (22,951)	\$ (23,640)
62035	Am Express Charges	\$ (13,340)	\$ (13,740)	\$ (14,153)	\$ (14,577)	\$ (15,014)
62038	Equipment Rental	\$ 7,218	\$ 7,435	\$ 7,658	\$ 7,887	\$ 8,124
62045	Fax	\$ 13	\$ 13	\$ 14	\$ 14	\$ 14
62046	Campsites-lodgepark	\$ 234,750	\$ 241,792	\$ 249,046	\$ 256,518	\$ 264,213
62048	Sr. Discount Camp Sites	\$ (7,954)	\$ (8,193)	\$ (8,439)	\$ (8,692)	\$ (8,953)
62049	Pet Fees at Lodge	\$ 5,880	\$ 6,056	\$ 6,238	\$ 6,425	\$ 6,618
62051	Service Charge - Wages		\$ -	\$ -	\$ -	\$ -
62052	Pedal Boats - lodgepark	\$ 6,582	\$ 6,779	\$ 6,983	\$ 7,192	\$ 7,408
62065	Alcohol/Beverage	\$ 46,208	\$ 47,594	\$ 49,022	\$ 50,493	\$ 52,008
62066	Special Park Clubs	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56
62073	Disabled Vet Discount	\$ (3,276)	\$ (3,374)	\$ (3,475)	\$ (3,579)	\$ (3,687)
62074	Arcade Lodges	\$ 179	\$ 184	\$ 189	\$ 195	\$ 201
62076	Discover Card Charges	\$ (947)	\$ (975)	\$ (1,004)	\$ (1,035)	\$ (1,066)
62080	Cr Card Chgback-Parklodge	\$ (1,169)	\$ (1,204)	\$ (1,240)	\$ (1,277)	\$ (1,315)
62081	House Service Charge	\$ 10,963	\$ 11,292	\$ 11,631	\$ 11,980	\$ 12,339
62082	Bad Checks	\$ 1,036	\$ 1,067	\$ 1,099	\$ 1,132	\$ 1,166
62087	Promotional Discount	\$ (1,455)	\$ (1,499)	\$ (1,544)	\$ (1,590)	\$ (1,638)
62092	Friends Discount - LodgePark	\$ (5,066)	\$ (5,218)	\$ (5,374)	\$ (5,535)	\$ (5,701)
62098	Hotel/Motel Tax - Lodges	\$ (155,687)	\$ (160,358)	\$ (165,168)	\$ (170,123)	\$ (175,227)
62099	Sales Tax	\$ (252,640)	\$ (260,220)	\$ (268,026)	\$ (276,067)	\$ (284,349)
63908	Other/Misc	\$ 477	\$ 491	\$ 506	\$ 521	\$ 537
97008	Misc Revenue - N Ga Mtn Auth	\$ 97,633	\$ 100,561	\$ 103,578	\$ 106,686	\$ 109,886
.		<b>\$ 3,753,318</b>	<b>\$ 3,865,918</b>	<b>\$ 3,981,895</b>	<b>\$ 4,101,352</b>	<b>\$ 4,224,393</b>

## Georgia State Parks and Historic Sites

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### Total / Cost Recovery Pro Forma

Unicoi State Park and Lodge					
TOTAL PRO FORMA	2010 (Actual)	2012	2013	2014	2015
Visitation	577,025	588,565	606,222	624,409	644,246
Operational Expenses	\$ 3,497,312	\$ 3,516,485	\$ 3,560,209	\$ 3,616,734	\$ 3,674,700
Earned Revenues	\$3,753,318	\$3,865,918	\$3,981,895	\$4,101,352	\$4,224,393
% Cost Recovery	107%	110%	112%	113%	115%