

# **Amicalola Falls State Park & Lodge Business & Management Plan**

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**Prepared June 2011; Finalized December 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 Amicalola Falls State Park & 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	Amicalola Falls State Park
Site Manager	Matt Owens
Region Manager	Joe Yeager
Date of Business Plan completion	June 10, 2011 (updated 1/12/12, 5/28/12)
Site size	829 Acres
Total number of visitors (FY 2010)	458,153
Total operating budget (FY 2010)	\$ 2,856,272
Total earned revenues (FY 2010)	\$ 2,701,346
Operational cost recovery (FY 2010)	95%
Average operating cost per visitor (FY 2010)	\$ 6.23
Average earned revenue per visitor (FY 2010)	\$ 5.90
Average cost recovery <sup>1</sup> (FY 2008 – 2010)	89%
Target cost recovery (FY 2015)	118%
Total full-time employees <sup>2</sup>	21
Total part-time employees <sup>3</sup>	57
Primary service markets <sup>4</sup>	Atlanta, Gainesville, Athens, Florida, Chattanooga
Primary attractors/visitor appeal factors	At 729', highest cascading waterfall east of the Mississippi. Closest mountain park to metro Atlanta with panoramic mountain views. 56-room lodge & restaurant, camping and cottages. Starting point for Appalachian Trail and Hike Inn.
Leading opportunities for improved site performance	Infrastructure repairs and improvements. Expansion of facilities after existing facilities repaired and improved.

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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

Amicalola Falls State Park is located in Dawson County in the central section of the North Georgia mountains. Easily accessible via Georgia 400, Amicalola Falls is the closest mountain park to metro Atlanta, borders the Chattahoochee-Oconee National Forest and has spectacular long-range views.

### Key Attractions

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

- Home to 729' Amicalola Falls, one of Georgia's Seven Natural Wonders and the highest cascading waterfall east of the Mississippi
- Closest mountain park to Atlanta and Florida
- 56 room lodge, full service Maple Restaurant & conference center
- 14 one, two , & three bedroom cabins
- 24 site campground
- Connects to the southern terminus of the Appalachian National Scenic Trail
- Supports Georgia's only remote backcountry lodge, The Len Foote Hike Inn
- Offers year-round educational and interpretive programs

## Financial Targets

The table on the next page details the total operating expenses and earned revenues for Amicalola Falls 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 118% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Amicalola Falls State Park & Lodge	Target Visitation Growth from 2010	Target Change in Visitation		
Visitation Assumptions	15%	68,723		
	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2015 Target</b>
<b>Visitors</b>	522,130	465,135	458,153	526,872
<b>Total Expenses</b>	\$ 3,918,742	\$ 3,326,252	\$ 2,856,272	\$ 2,864,013
<b>Total Revenues</b>	\$ 3,316,362	\$ 2,872,365	\$ 2,701,346	\$ 3,377,333
<b>Cost per Visitor</b>	\$ 7.51	\$ 7.15	\$ 6.23	\$ 5.44
<b>Revenue per Visitor</b>	\$ 6.35	\$ 6.18	\$ 5.90	\$ 6.41
<b>State Financial Support per Visitor</b>	\$ (1.15)	\$ (0.98)	\$ (0.34)	\$ 0.97
<b>Total Cost Recovery</b>	85%	86%	95%	118%
<b>Change from 2010 Expenses</b>				\$ 7,741
<b>Percent Change from 2010 Expenses</b>				0.27%
<b>Change from 2010 Revenues</b>				\$ 675,987
<b>Percent Change from 2010 Revenues</b>				25.02%

## Key Recommendations

### Primary / Short Term Recommendations

1. Obtain funding for critical infrastructure repairs/modifications necessary for basic operation of the site and improving customer service and satisfaction levels.
2. Work towards establishing appropriate balance between full time and hourly staff positions with attention to the hiring, training and retention of quality associates.
3. Continue to examine the possibility of outsourced opportunities, such as an Eco Canopy Tour.
4. Continue to identify opportunities and develop partnerships for local packaging and marketing.
5. Obtain funding, develop, and begin implementation of an updated site master plan.
6. Engage Friends members in this business plan as a partner to help the site meet or exceed its sustainability goals.
7. Enhance visitation, occupancy and revenues during the winter months by marketing, packaging and special events.
8. Work with Atlanta Marketing Unit to uplift name recognition for Amicalola Falls State Park and Lodge, as one of the most frequent comments from guests is “I didn’t even know you were here.”
9. Use social media and sites like groupon.com to increase customer base and occupancy.
10. Move long-term overnight hiker parking from in front of the Visitor Center to the old Pioneer camping area, then raise fee from flat \$5 to needing an Annual ParkPass. This will free up much needed parking while increasing Visitor Center visitation and retail revenue.
11. Creatively market site and overnight facilities to untapped user groups, such as Mountain Bikers interested in convenient National Forest and Bull Mountain trails access.

### Secondary / Long Term Recommendations

1. As part of the implementation of the updated site master plan (see above), evaluate existing park and lodge facilities and add overnight facilities to accommodate more guests and generate more revenues; add new amenities to increase length of stay by overnight guests; and enhance/upgrade existing facilities to improve the visitor experience, resulting in more referrals and repeat visitation.
  - a. Lodge room renovations and updating.
  - b. Lower and upper cottage renovations and updating.
  - c. Addition of amenities (e.g., business / media center, exercise room, relaxation room).
  - d. Expand conference space and restaurant facilities (maxed out on space with 1,200 covers on Thanksgiving Day). Note: Additional guest rooms would be needed if conference space is added.
  - e. Add a full hook-up campground (on the undeveloped east side of the park) for guests who cannot pull their fifth wheels / RV’s up the 25% grade mountain road to the campground.
  - f. Consider developing yurts along the ridge line just beyond the upper staff residences (would offer outstanding long range views on an established roadway with existing power).

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

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

### Site Inventory and Facility Assessment

#### Methodology

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

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

### Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Lodge Rooms	56	Fair
Cottages	14	Fair
Campsites	24	Good
Lodge, Conference Center & Restaurant	1	Fair
Picnic Shelters	4	Good
Group Shelter	1	Fair
Visitor Center	1	Good
Lower Maintenance Center	1	Fair
Upper Maintenance	1	Good
Roads/Paving		Fair
Trails		Good
Len Foote Hike Inn	1	Good
Site Mgr Residence	1	Good
Resource Mgr Residence	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 Renovation (HVAC, plumbing, guest rooms, furnishings, paint)	High
Cottage Renovation	High
Roads, Sidewalks, Lighting (Health/Safety Issues)	Moderate
Lodge/Resource Mgr Residences (Health/Safety Issues)	Moderate
Relocate long-term hiker parking lot	Moderate
Site Mgr Residence (Health/Safety Issues)	Low
Lower Maintenance Center	Low
Group Shelter	Low
Expand Conference Space and Restaurant	Low
Reacquisition of DOC crew	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 Amicalola Falls State Park & Lodge have been identified as **core services**:

- **Support the mission of the Department of Natural Resources, which is to sustain, enhance, protect and conserve Georgia's natural, historic and cultural resources for present and future generations, while recognizing the importance of promoting the development of commerce and industry that utilize sound environmental practices.**
- **Provide for public access to the site and the grounds.**



- **Provide for public safety for visitors and protection of natural and cultural resources.**
- **Provide for maintenance of grounds, facilities & infrastructure.**
- **Maintain facilities developed through the LWCF program to required standards.**
- **Provide for basic, non-staff supported day-use activities (such as picnicking and hiking) with trails, informational signage, picnic tables, trash cans and restroom facilities.**
- **Maintain site drinking water and wastewater programs to state standards.**

### **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 Amicalola Falls State Park & Lodge have been identified as **important services**:

- **Provide a full range of environmental, cultural, and recreational programs for guests of all ages.**
- **Offer site-specific, Appalachian Trail and DNR information at the visitor center facility.**
- **Provide tent and RV camping opportunities.**
- **Provide limited support services for Appalachian Trail hikers.**
- **Provide support services to the AERS organization in its operation of the Len Foote Hike Inn.**
- **Provide educational programs for schools and organized groups.**

### **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 Amicalola Falls State Park & Lodge have been identified as **visitor supported services**:

- **Operate a 56-room lodge and conference facility.**
- **Operate a full-service, year-round restaurant.**
- **Operate banquet and conference facilities for business meetings, weddings, etc.**
- **Provide support services for 14 rental cabins and 24 tent/RV campsites.**
- **Provide support services for 4 rental picnic shelters and 1 group shelter.**
- **Operate and provide retail support services in the visitor center and a gift shop in the lodge.**
- **Operate and maintain ropes course and climbing tower elements for team building.**

### Staffing Assessment

Labor costs at Amicalola Falls represent the largest budgetary expense at an average of 62% 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 total operating expenditures.

#### Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Site Manager	1	0	2320
Lodge Park General Manager	1	0	2320
Resource Manager 2	1	0	2320
Chief Maintenance Engineer	1	0	2320
AOC2/Comptroller	1	0	2320
Resource Manager 1	1	0	2080
AOC 1/HR	1	0	2230
Accounting Para-pro	0	1	2080
Front Desk Manager	1	0	2218
Clerks	3	0	6240
Conference Planner	1	0	2390
Conference Coordinator	1	0	2080
Food and Beverage Director 1	1	0	2200
Asst. Food and Beverage	1	0	2180
Housekeeping Manager	1	0	2215
Housekeeping Supervisor	1	0	2080
Interpretive Ranger	1	0	2080
Exhibit Guide	1	0	2080
General Trade Craftsman	2	0	4160
Utility Worker 1	1	0	2080
Front Desk Supervisor	0	1	2080
Banquet Supervisor	0	1	2080
Food and Beverage Supervisor	0	1	2080
<b>TOTAL</b>	<b>22</b>	<b>4</b>	<b>56233</b>

#### Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
Clerk	15	0	22620
Housekeeping	10	0	15080
Cashier	3	0	4524
Banquet Server	2	0	3016
Restaurant Server	8	2	15080
Cook	10	3	19604
Dishwasher	4	0	6032
Maintenance	5	1	9048
Naturalist	0	1	1508
<b>TOTAL</b>	<b>57</b>	<b>7</b>	<b>96512</b>

## Amicalola Falls State Park & Lodge Business Plan

### Labor Support

Labor Support	Annual Hours
Volunteers +/-	4010
Community Service Workers +/-	50
Engineering and Construction Crews Varies 100-500	300
Resource Management Crews +/-	50
Kiosk +/-	4000
<b>TOTAL</b>	<b>8410</b>

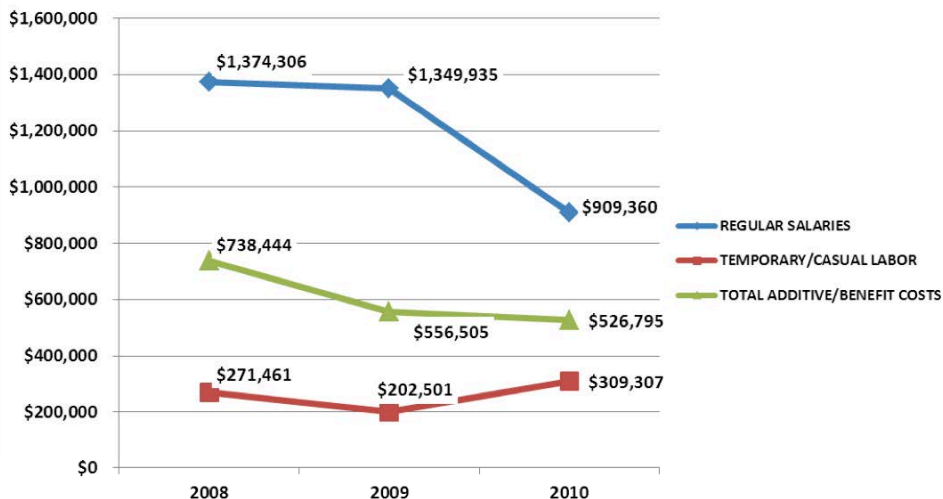
### Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	56233
Part Time Employees	96512
Labor Support	8410
<b>TOTAL Annual Labor Hours</b>	<b>161155</b>

### LABOR BUDGET SUMMARY

Amicalola Falls State Park & Lodge		2008 Year End Expenses	2009 Year End Expenses	2010 Year End Expenses	% Change from 2008
Account Code and Sub-Class Expenditure Descriptions					
REGULAR SALARIES		1,374,306	1,349,935	909,360	-34%
ANNUAL LEAVE PAY		26,317	18,144	50,189	91%
OTHER SUPPLEMENTAL		115,765	91,321	89,778	-22%
OVERTIME		6,080	921	420	-93%
TEMPORARY/CASUAL LABOR		271,461	202,501	309,307	14%
FICA		105,485	99,497	73,564	-30%
RETIREMENT		143,381	139,683	100,036	-30%
HEALTH INSURANCE		332,331	193,886	208,068	-37%
UNEMPLOYMENT INSURANCE		3,111	2,361	1,187	-62%
ASSESSMENTS BY MERIT		12,054	11,613	3,973	-67%
<b>PERSONAL SERVICES</b>		<b>2,390,291</b>	<b>2,109,862</b>	<b>1,745,882</b>	<b>-27%</b>

**Amicalola Falls State Park & Lodge Labor Costs: 2008 - 2010**



### Visitation and Occupancy

Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 12% or over 60,000 visitors. This is largely attributed to national trends in the economy related to gas prices, available expendable income, some decrease in general outdoor based recreation, and a decrease in the customer satisfaction levels due to the condition of the site and the division's facilities as a whole.

Year	Total Visitation
2008	522,130
2009	465,135
2010	458,153

Occupancy for the overnight accommodations at Amicalola Falls State Park & Lodge the last three years is detailed in the table below. Overall occupancy has trended downward from 2008 to 2010, decreasing by 5%. This is largely attributed to national trends in the economy related to gas prices, available expendable income, some decrease in general outdoor based recreation, and a decrease in the customer satisfaction levels due to the condition of the site and the division's facilities as a whole.

Year	Lodge Occupancy	Cabin Occupancy	Camping Occupancy
2008	56.71%	63.15%	49.12%
2009	51.56%	61.80%	47.76%
2010	51.11%	60.15%	43.66%

### Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Amicalola Falls State Park & Lodge	2009	85%
	2010	75%

## Financial Performance Assessment

### Operational Expenses

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

<b>Amicalola Falls State Park &amp; Lodge</b>				
<b>Operational Expenses</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>% Change from 2008</b>
REGULAR SALARIES	1,374,306	1,349,935	909,360	-34%
ANNUAL LEAVE PAY	26,317	18,144	50,189	91%
OTHER SUPPLEMENTAL	115,765	91,321	89,778	-22%
OVERTIME	6,080	921	420	
TEMPORARY/CASUAL LABOR	271,461	202,501	309,307	14%
FICA	105,485	99,497	73,564	-30%
RETIREMENT	143,381	139,683	100,036	-30%
HEALTH INSURANCE	332,331	193,886	208,068	-37%
UNEMPLOYMENT INSURANCE	3,111	2,361	1,187	-62%
ASSESSMENTS BY MERIT	12,054	11,613	3,973	-67%
<b>PERSONAL SERVICES</b>	<b>2,390,291</b>	<b>2,109,862</b>	<b>1,745,882</b>	<b>-27%</b>
POSTAGE	3,670	2,009	1,864	-49%
MOTOR VEHICLE EXPENSES	59,885	29,866	34,971	-42%
PRINTING & PUBLICATION	189			-100%
SUPPLIES & MATERIALS	149,990	104,369	112,090	-25%
REPAIRS & MAINTENANCE	44,797	29,632	21,592	-52%
EQUIPMENT >\$1000< \$5,000	2,828	4,389	2,518	-11%
WATER & SEWAGE				
ENERGY	265,444	243,978	234,928	-11%
RENTS	23,517	22,045	16,209	-31%
INSURANCE & BONDING	10,721	15,847	15,656	46%
FREIGHT	29	95		
PURCHASING CARD				
OTHER OPERATING EXPENSES	105,807	88,971	72,164	-32%
TRAVEL	2,289	35	846	-63%
<b>REGULAR EXPENSES</b>	<b>669,166</b>	<b>541,236</b>	<b>512,838</b>	<b>-23%</b>
MOTOR VEHICLE EQUIPMENT	9,389			-100%
EQUIPMENT PURCHASES >5000	9,520			-100%
VOICE/DATA COMMUNICATIONS	53,600	39,515	40,512	-24%
PER DIEM & FEES				
PER DIEM & FEES EXPENSE	400	780	350	
CONTRACTS				
RESALE	786,376	634,859	556,690	-29%
<b>TOTAL OTHER EXPENDITURES</b>	<b>859,285</b>	<b>675,154</b>	<b>597,552</b>	<b>-30%</b>
<b>GRAND TOTAL</b>	<b>\$ 3,918,742</b>	<b>\$ 3,326,252</b>	<b>\$ 2,856,272</b>	<b>-27%</b>
<b>Earned Revenues</b>	<b>\$3,316,362</b>	<b>\$2,872,365</b>	<b>\$2,701,346</b>	<b>-36%</b>
<b>% Cost Recovery</b>	<b>85%</b>	<b>86%</b>	<b>95%</b>	<b>12%</b>

### Earned Revenues

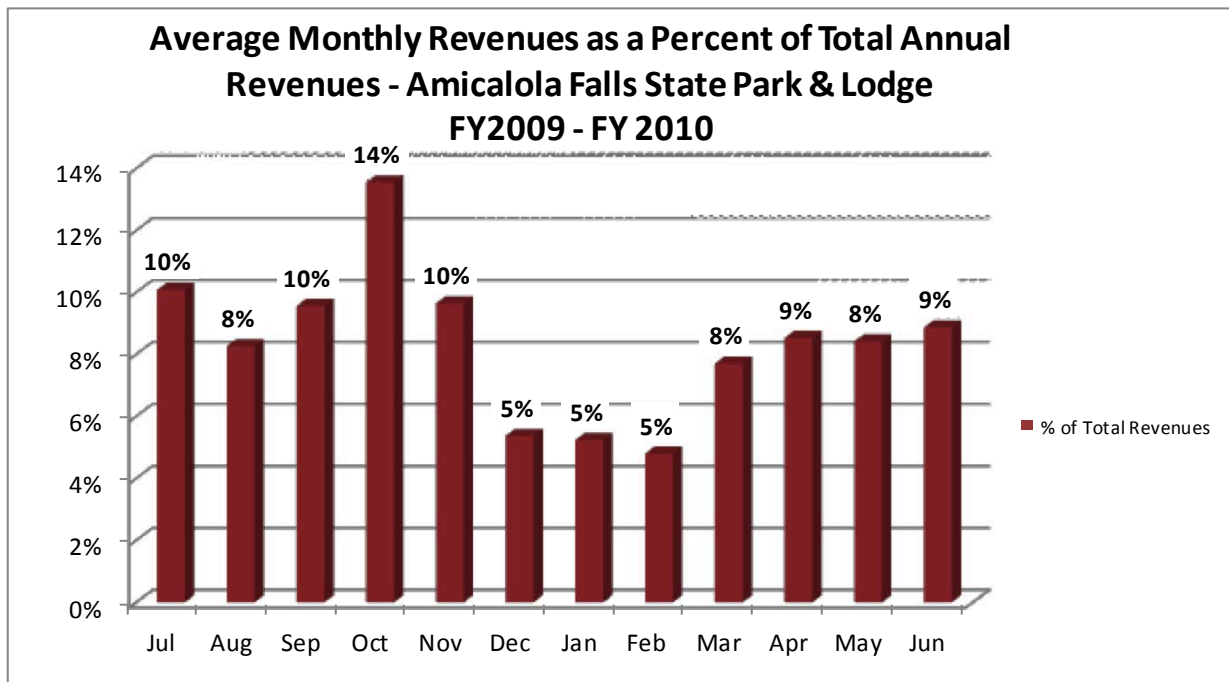
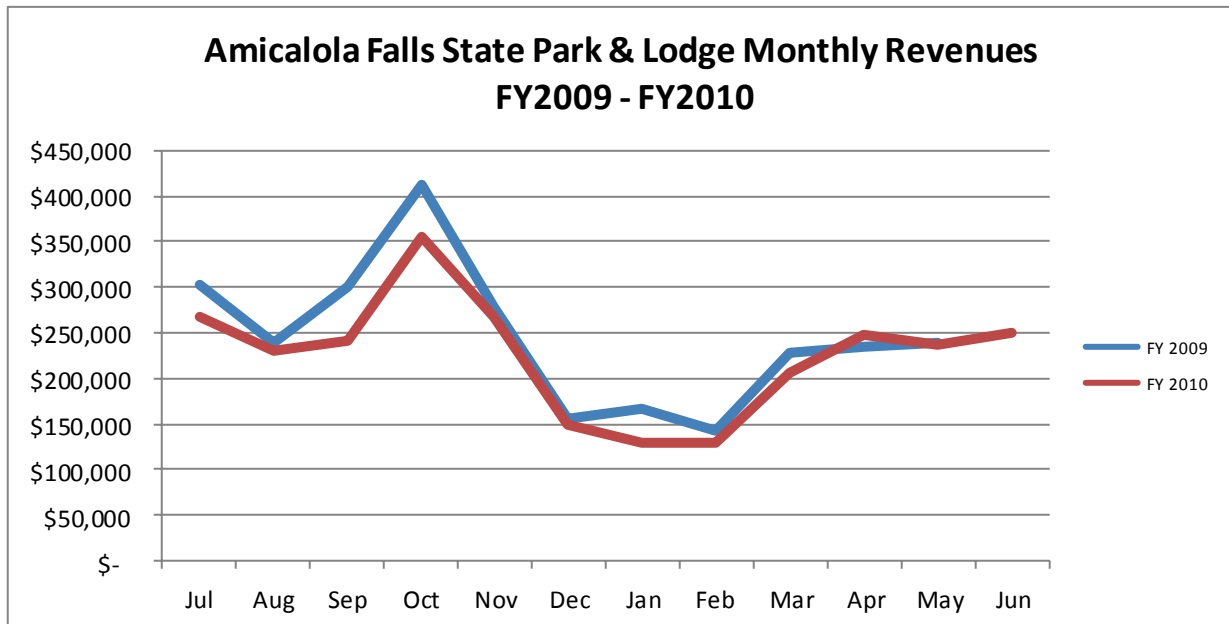
Earned revenues at Amicalola Falls State Park & Lodge have decreased since 2008, which is largely attributed to the corresponding decrease in overall visitation.

Monthly earned revenues for the last two years (see table on the following page) indicate that the total annual revenue decreased 8% from 2009 to 2010, with the only **increase** in monthly revenues in April (5%), and the largest **decreases** in the months of Jan (23%), Sept (20%), Oct (14%) and Jul (12%).

## Georgia State Parks and Historic Sites

Amicalola Falls State Park & Lodge													
FY 2009 - FY 2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY 2009	\$ 303,124	\$ 238,435	\$ 300,306	\$ 413,022	\$ 279,553	\$ 155,702	\$ 167,587	\$ 142,830	\$ 229,159	\$ 235,648	\$ 239,092	\$ 251,993	\$2,954,678
FY 2010	\$ 268,126	\$ 230,017	\$ 241,551	\$ 354,708	\$ 267,045	\$ 148,736	\$ 129,454	\$ 129,235	\$ 207,346	\$ 247,650	\$ 237,993	\$ 250,834	\$2,710,553
Avg	\$285,625	\$234,226	\$270,929	\$383,865	\$273,299	\$152,219	\$148,521	\$136,033	\$218,252	\$241,649	\$238,542	\$251,413	\$2,832,615
% of Total Revenues	10%	8%	10%	14%	10%	5%	5%	5%	8%	9%	8%	9%	100%
% change	-12%	-4%	-20%	-14%	-4%	-4%	-23%	-10%	-10%	5%	0%	0%	-8%

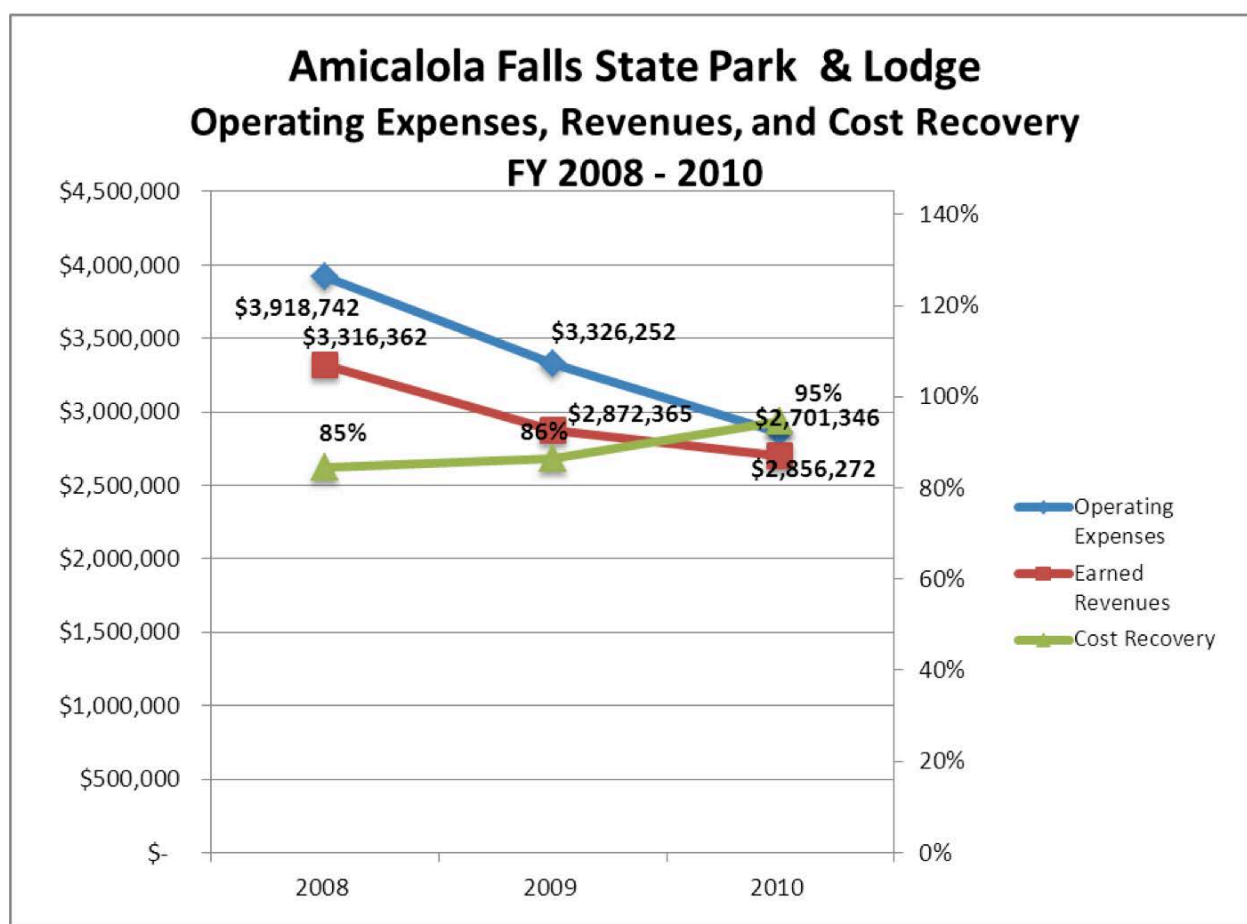
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



### Cost Recovery Trends

Amicalola Falls State Park & Lodge has achieved an average cost recovery of 89% 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	\$3,918,742	\$3,316,362	85%
2009	\$3,326,252	\$2,872,365	86%
2010	\$2,856,272	\$2,701,346	95%



### Review of Pricing

Data on rate information is available as far back as 2001, but only the last five years are evaluated. There has been notable growth in rates charged at Amicalola Falls State Park & Lodge since 2005, with the largest increase being for fall weekends and Junior Suite lodge guest rooms. A table detailing the rates for Amicalola Falls State Park & Lodge for 2005-2010 is provided on the next page.



## Georgia State Parks and Historic Sites

	2005	2006	2007	2008	2009	2010	Comments
<b>Amicalola Falls State Park &amp; Lodge</b>							
<b>Picnic Shelter (30 capacity)</b>	\$ 30	\$ 30	\$ 30	\$ 40	\$ 40	\$ 45	
<b>Group Shelter (75 capacity)</b>	\$ 40	\$ 40	\$ 40	\$ 75	\$ 75	\$ 80	
<b>Camping (RV)</b>	\$ 25	\$ 25	\$ 25	\$ 25	\$ 25	\$ 28	
<b>Camping (Tent)</b>	\$ 20	\$ 20	\$ 20	\$ 20	\$ 23	\$ 25	
<b>Cottage (1 BR Bottom)</b>							
Low: Dec-Feb Weeknight	\$ 79	\$ 79	\$ 79	\$ 80	\$ 80	\$ 85	
Low: Dec-Feb Weekend	\$ 89	\$ 89	\$ 89	\$ 90	\$ 90	\$ 95	
Mid: Mar-Aug Weeknight	\$ 89	\$ 89	\$ 89	\$ 90	\$ 90	\$ 95	
Mid: Mar-Aug Weekend	\$ 99	\$ 99	\$ 99	\$ 100	\$ 100	\$ 105	
High: Sept-Nov Weeknight	\$ 99	\$ 99	\$ 99	\$ 100	\$ 100	\$ 105	
High: Sept-Nov Weekend	\$ 109	\$ 109	\$ 109	\$ 110	\$ 110	\$ 115	
<b>Cottage (2 BR Bottom)</b>							
Low: Dec-Feb Weeknight	\$ 89	\$ 89	\$ 89	\$ 90	\$ 90	\$ 95	
Low: Dec-Feb Weekend	\$ 99	\$ 99	\$ 99	\$ 100	\$ 100	\$ 105	
Mid: Mar-Aug Weeknight	\$ 99	\$ 99	\$ 99	\$ 100	\$ 100	\$ 105	
Mid: Mar-Aug Weekend	\$ 109	\$ 109	\$ 109	\$ 110	\$ 110	\$ 115	
High: Sept-Nov Weeknight	\$ 109	\$ 109	\$ 110	\$ 110	\$ 110	\$ 115	
High: Sept-Nov Weekend	\$ 119	\$ 119	\$ 119	\$ 120	\$ 120	\$ 125	
<b>Cottage (2 BR Top)</b>							
Low: Dec-Feb Weeknight	\$ 99	\$ 99	\$ 99	\$ 100	\$ 100	\$ 105	
Low: Dec-Feb Weekend	\$ 109	\$ 109	\$ 109	\$ 110	\$ 110	\$ 115	
Mid: Mar-Aug Weeknight	\$ 109	\$ 109	\$ 109	\$ 110	\$ 110	\$ 115	
Mid: Mar-Aug Weekend	\$ 119	\$ 119	\$ 119	\$ 120	\$ 120	\$ 125	
High: Sept-Nov Weeknight	\$ 119	\$ 119	\$ 119	\$ 120	\$ 120	\$ 125	
High: Sept-Nov Weekend	\$ 129	\$ 129	\$ 129	\$ 130	\$ 130	\$ 135	
<b>Cottage (3 BR Top)</b>							
Low: Dec-Feb Weeknight	\$ 119	\$ 119	\$ 119	\$ 120	\$ 120	\$ 125	
Low: Dec-Feb Weekend	\$ 129	\$ 129	\$ 129	\$ 130	\$ 130	\$ 135	
Mid: Mar-Aug Weeknight	\$ 129	\$ 129	\$ 129	\$ 130	\$ 130	\$ 135	
Mid: Mar-Aug Weekend	\$ 139	\$ 139	\$ 139	\$ 140	\$ 140	\$ 145	
High: Sept-Nov Weeknight	\$ 139	\$ 139	\$ 139	\$ 140	\$ 140	\$ 145	
High: Sept-Nov Weekend	\$ 149	\$ 149	\$ 149	\$ 150	\$ 150	\$ 155	
<b>Cottage (2 BR King Top)</b>							
Low: Dec-Feb Weeknight	\$ 129	\$ 129	\$ 129	\$ 130	\$ 130	\$ 135	
Low: Dec-Feb Weekend	\$ 139	\$ 139	\$ 139	\$ 140	\$ 140	\$ 145	
Mid: Mar-Aug Weeknight	\$ 139	\$ 139	\$ 139	\$ 140	\$ 140	\$ 145	
Mid: Mar-Aug Weekend	\$ 149	\$ 149	\$ 149	\$ 150	\$ 150	\$ 155	
High: Sept-Nov Weeknight	\$ 149	\$ 149	\$ 149	\$ 150	\$ 150	\$ 155	
High: Sept-Nov Weekend	\$ 159	\$ 159	\$ 159	\$ 160	\$ 160	\$ 165	
<b>Lodge Econo Double</b>							Created in 2011
<b>Lodge Double/King/Loft</b>							
Low: Dec-Feb Weeknight	\$ 69	\$ 69	\$ 69	\$ 75	\$ 75	\$ 75	
Low: Dec-Feb Weekend	\$ 79	\$ 79	\$ 79	\$ 85	\$ 85	\$ 85	
Mid: Mar-Aug Weeknight	\$ 89	\$ 89	\$ 89	\$ 95	\$ 100	\$ 100	
Mid: Mar-Aug Weekend	\$ 99	\$ 99	\$ 99	\$ 105	\$ 110	\$ 110	
High: Sept-Nov Weeknight	\$ 99	\$ 99	\$ 99	\$ 105	\$ 105	\$ 105	
High: Sept-Nov Weekend	\$ 109	\$ 109	\$ 109	\$ 115	\$ 115	\$ 115	
<b>Lodge King With View</b>							Created in 2011
<b>Lodge Loft Suite</b>							Changed to 3 dbl beds in 2011
<b>Lodge Junior Suite</b>							
Low: Dec-Feb Weeknight	\$ 89	\$ 89	\$ 89	\$ 85	\$ 85	\$ 85	
Low: Dec-Feb Weekend	\$ 99	\$ 99	\$ 99	\$ 105	\$ 105	\$ 105	
Mid: Mar-Aug Weeknight	\$ 99	\$ 99	\$ 99	\$ 105	\$ 110	\$ 110	
Mid: Mar-Aug Weekend	\$ 109	\$ 109	\$ 115	\$ 120	\$ 120	\$ 120	
High: Sept-Nov Weeknight	\$ 109	\$ 109	\$ 109	\$ 115	\$ 120	\$ 120	
High: Sept-Nov Weekend	\$ 129	\$ 129	\$ 129	\$ 135	\$ 135	\$ 135	
<b>Lodge Executive Suite</b>							
Low: Dec-Feb Weeknight	\$ 149	\$ 149	\$ 149	\$ 150	\$ 150	\$ 150	
Low: Dec-Feb Weekend	\$ 179	\$ 179	\$ 179	\$ 180	\$ 180	\$ 180	
Mid: Mar-Aug Weeknight	\$ 159	\$ 159	\$ 159	\$ 150	\$ 150	\$ 150	
Mid: Mar-Aug Weekend	\$ 189	\$ 189	\$ 189	\$ 190	\$ 190	\$ 190	
High: Sept-Nov Weeknight	\$ 169	\$ 169	\$ 169	\$ 169	\$ 170	\$ 170	
High: Sept-Nov Weekend	\$ 199	\$ 199	\$ 199	\$ 200	\$ 200	\$ 200	

## Business and Management Plan

### Business Goals

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

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

Amicalola Falls State Park & Lodge is currently forecasting operating in FY11 at a 100% cost recovery of operational expenses through earned revenues. This percentage can be higher with increased preventive maintenance and renovations to improve the overall infrastructure of the lodge and cottages. Revenues can improve with increased marketing and events in the winter months and going after the weekday (Sunday-Thursday) overnight visitors. With the business strategies below in place, along with the update of the park and lodge infrastructure, it is conceivable that Amicalola Falls State Park & Lodge could achieve a 115-120% or higher cost of recovery (this plan forecasts 118%).

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

Top priority is increasing revenue at Amicalola Falls State Park & Lodge by enhancing visitation during weeknights and winter months through marketing, packaging and special events.

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

Expand to special events to include revenue generating concerts while incorporating holidays and special days of the year which would allow Amicalola Falls State Park & Lodge to increase overnight occupancy and to show off our culinary delights and presentation in the restaurant.

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

While Amicalola Falls State Park & Lodge already offers a wide variety of interpretive programs and recreational activities, we would like to broaden our horizons with more group team building opportunities. With this in mind, we are exploring the possibility of developing a Canopy Tour on-site to incorporate into our program offerings, which will also enhance our revenue generation strategies.

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

This is in the process of being improved through discussions with the Division's Marketing Unit about how to uplift name recognition for Amicalola Falls State Park & Lodge, as one of the most frequent comments from guests is "I didn't even know you were here." This will also help in generating the above discussed revenues by making group tour buses, for example, aware that we are, in fact, here.

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

Amicalola Falls State Park & Lodge plans to improve the consistency of managing and monitoring customer service and satisfaction by conducting on-site surveys to assess how well customer satisfaction levels are being met and by creating/distributing a quarterly report to employees that will show them what our guests are saying (good and bad). This will increase our employees' awareness of guest satisfaction and promote ownership in customer service and satisfaction. We will strive to have 90% of visitors commenting online that they were either 'satisfied' or 'very satisfied.' We will have a post wrap up session with the managers after each event to look over the customer comments and discuss ways to improve the event or consider replacement options if the event was not well received by our guests.

#### **Expand Partnership Opportunities**

The partnership opportunities available to Amicalola Falls State Park & Lodge are many, with multiple priorities driving partnership opportunities for the site. This will include expanding service partnerships

in which related providers in the community support the programs and services to visitors; expanding vendor partners to reduce the costs of materials and supplies and related services needed by the site; and seeking co-branding partners to offset event and program costs, and to expand awareness of site programs and facilities in the site's market area. The largest growth will be in the co-branding and vendor areas, with plans to work with the destination marketing organizations (DMOs) in the three local counties to make sure that Amicalola Falls State Park & Lodge is used in their advertising and promotion. Working with local vendors on packaging and co-advertising will be a major part of expanding our opportunities.

### Classification of Programs and Services

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

Core Programs / Services	Target Cost Recovery
Support the mission of the Department of Natural Resources, which is to sustain, enhance, protect and conserve Georgia's natural, historic and cultural resources for present and future generations, while recognizing the importance of promoting the development of commerce and industry that utilize sound environmental practices.	0%
Provide for public access to the site and the grounds.	0%
Provide for public safety for visitors and protection of natural and cultural resources.	0%
Provide for maintenance of grounds, facilities & infrastructure.	0%
Maintain facilities developed through the LWCF program to required standards.	0%
Provide for basic day-use activities (such as picnicking and hiking) with informational signage, picnic tables, trash cans and restroom facilities.	0%
Maintain site drinking water and wastewater programs to state standards.	0%

Important Programs / Services	Target Cost Recovery
Provide a full range of environmental, cultural, and recreational based programs for guests of all ages.	10-40%
Offer site specific, Appalachian Trail and general DNR / resource management information at the visitor center facility.	25%
Provide for tent and RV camping opportunities.	30-50%
Provide limited support services for Appalachian Trail hikers.	20%
Provide support services to the AERS organization in its operation of the Len Foote Hike Inn.	20%
Provide educational programs for schools and organized groups.	60-90%

## Amicalola Falls State Park & Lodge Business Plan

Visitor Supported Programs / Services	Target Cost Recovery
Operate a 56-room lodge and conference facility.	90 - 120%
Operate a full-service, year-round restaurant.	90 - 130%
Operate banquet and conference facilities for business meetings, weddings, etc.	80 - 100%
Provide support services for 14 rental cabins and 24 tent / RV campsites.	100 – 120%
Provide support services for 4 rental picnic shelters and 1 group shelter.	80 – 110%
Operate and provide retail support services in the visitor center and a gift shop in the lodge.	135%
Operate and maintain ropes course and climbing tower elements for team building.	75 – 100%

## Partnership Development Plan

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

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
<b>Operational Partners</b>			<ul style="list-style-type: none"> <li>• NGMA/Coral Hospitality</li> </ul>
<b>Vendor Partners</b>	<ul style="list-style-type: none"> <li>• Len Foote Hike Inn</li> </ul>	<ul style="list-style-type: none"> <li>• Appalachian Trail Conservancy</li> <li>• Leave No Trace Program</li> </ul>	<ul style="list-style-type: none"> <li>• JB JAMS Entertainment</li> <li>• Barbara Roberts Massage Therapy</li> <li>• Local Golf Courses</li> </ul>
<b>Service Partners</b>	<ul style="list-style-type: none"> <li>• City of Dawsonville</li> </ul>	<ul style="list-style-type: none"> <li>• Dawson Chamber of Commerce and Visitor Center</li> <li>• Dahlonega Visitors Center</li> <li>• Gilmer and Pickens Chambers</li> </ul>	<ul style="list-style-type: none"> <li>• Apple Mountain Playhouse</li> <li>• Cartecay Bikes</li> </ul>
<b>Co-branding Partners</b>	<ul style="list-style-type: none"> <li>• Dahlonega Gold Museum</li> <li>• Unicoi State Park &amp; Lodge</li> </ul>	<ul style="list-style-type: none"> <li>• Dawsonville Racing Museum</li> <li>• Sheriff's Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Paul Thomas Chocolates</li> <li>• North Georgia Outfitters</li> <li>• Kangaroo Conservation</li> <li>• Crisson Gold Mine</li> <li>• Sweetwater Outfitters</li> <li>• Burt's Pumpkin Farm</li> </ul>
<b>Funding Resource Development Partner</b>		<ul style="list-style-type: none"> <li>• Friends of Georgia State Parks &amp; Historic Sites</li> <li>• Friends of Amicalola Falls State Park &amp; Lodge</li> </ul>	

## Marketing and Sales Plan

### Marketing and Sales Goals

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

1. Produce increased overall visitation, occupancy and revenues.
2. Enhance marketing for site recognition to improve visitation, occupancy and revenues.
3. Host special events on a monthly basis to increase name awareness of Amicalola Falls State Park & Lodge.
4. Promote Amicalola Falls State Park & Lodge as the premiere wedding venue destination in the North Georgia mountains.

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
Signature events at the Lodge	6 per year	8 per year	12 per year	16 per year
Overnight Occupancy	52%	54%	57%	61%

### Marketing and Promotion Strategies

#### PUBLICITY AND SOCIAL MEDIA

Amicalola Falls State Park & Lodge will approach marketing and publicity planning using the following guidelines and themes:

##### 1. Event publicity

Amicalola Falls State Park & Lodge has been working towards having 2-3 special events on site per month. To make sure that the public is aware of this we will be using several different outlets. We will be working with the Division Marketing Unit to make sure that they are updated on the upcoming events so they can inform their sources in the media. We will use social media to have a presence on the web. The Dawson County Chamber has a monthly newsletter that we will post events in as well as the use of email blasts and the local newspaper. We have been doing rack cards and flyers on all our events and posting them in the tri-county area around the site.

##### 2. Program publicity

As in the above event publicity, we will keep the Division Marketing Unit updated on our calendar so they are able to promote our programs to contacts. In fact, all of the above guidelines will also be used for programs. Amicalola Falls State Park & Lodge will also enhance these efforts with the use of our billboard sign on HWY 52 and press releases to all local media.

### 3. Site Publicity

The most important part of site publicity will be to work with the Dawson County Chamber to bring in more travel writers. We will also work with our local representative in the Georgia Tourism Division to enhance these efforts. The assistance of the Division Marketing Unit will be another vital part of this effort. The hotel/motel tax from Dawson County must be used in the most effective ways to ensure Site and Park Name recognition.

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

Event Publicity	Program Publicity	Site Publicity
Backpacking Weekend and AT Celebration	Christmas Open House	Sunday Brunch Buffet
The Atomic Adventure Race	Spring Wildflower Fest	GPS Programs for Schools
Holiday Culinary Events	Wedding Reception Open House	Monthly Interpretive Programs
Leaf Season	Wilderness Survival Weekend	Dawson County Chamber Business After Hours

### PACKAGING

Examples of suggested packages for Amicalola Falls State Park & Lodge are provided in the table below.

Package	Package Details
Relaxation & Rejuvenate	Overnight room, hiking snack pack with water, dinner, in room spa treatment and fruit and cheese in your room
Looking for Gold	Overnight room with family pass to the Dahlonega Gold Museum and Gold panning at the Crission Gold Mine and Dinner at the Lodge.
Shop & Stay	Overnight room, breakfast, discount coupons for the local area including the Dawson outlet mall, dinner at the Lodge
Dinner Theater Nights	Dinner in the Maple Restaurant that will include a interactive show by Apple Mountain Playhouse overnight at the losge discounted if they want to stay
Touring North Georgia (for bus tour groups)	Overnight at AFL, breakfast and coupons in the gift shop, entrance to the DGM, lunch at the Smith House, Gold Panning at the Crission Gold Mine, Dinner at Unicoi with and overnight stay at Unicoi with breakfast the next day (this would work to start at Amicalola or Unicoi)
For Race Fans Only	Overnight at the lodge with breakfast, entrance to the Dawson racing museum with lunch at the pool room and a tour of the Elliot Race Shop

### GROUP SALES

Types of groups within which specific target customers can be identified for Amicalola Falls State Park & Lodge are listed below:

- Family reunions
- Youth service organizations
- Church retreats
- Weddings and receptions
- Women's get-a-ways
- Craft groups
- Teachers retreats
- Business meetings
- Leadership groups
- Community organizations
- Birthday parties
- Reunions
- Anniversaries
- Training meetings
- Government groups

### INCENTIVIZING NEW AND REPEAT VISITATION

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

- Use social media outlets to offer last minute deals and promote special events both in the park and lodge.
- Offer 2-3 packages per month on the website, newspapers and other media outlets to encourage higher occupancy.
- Co-brand with other vendors to become the official overnight accommodations for them and offer deals to their customer base.
- Increase monthly special events to include both culinary and park activities.
- Attend 2-3 wedding shows per year to continue to promote Amicalola Falls State Park & Lodge as the top destination wedding venue in North Georgia.
- Attend local chamber events in the tri-counties to promote site and remind the local business leaders that we are here to work with them.
- Hold monthly revenue meeting at the site to brainstorm ideas and discuss what is working and what may not and how to improve.
- Continue to work with the Atlanta Sales and Marketing office for name recognition and interest in the local communities.

### Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 48-55% of our visitors return the following year.
2. Brand confidence & customers-recruiting-customers = 35-45% of our visitors heard about us from another guest.



## Revenue Generation Plan

### Revenue / Cost Recovery Goals

Amicalola Falls State Park & Lodge has set a financial goal of increasing annual revenues 4% annually between 2012 and 2015. The largest revenue growth opportunity is most likely December-March and Sunday through Thursday overnight stays year round. 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	\$ 268,126	\$ 230,017	\$ 241,551	\$ 354,708	\$ 267,045	\$ 148,736	\$ 129,454	\$ 129,235	\$ 207,346	\$ 247,650	\$ 237,993	\$ 250,834	\$2,712,695
2011	9%	\$292,257	\$250,718	\$263,291	\$386,632	\$291,079	\$162,122	\$141,105	\$140,866	\$226,007	\$269,938	\$259,412	\$273,409	\$2,956,837
2012	2%	\$298,103	\$255,733	\$268,556	\$394,364	\$296,901	\$165,364	\$143,927	\$143,684	\$230,527	\$275,337	\$264,600	\$278,877	\$3,015,974
2013	4%	\$308,536	\$264,683	\$277,956	\$408,167	\$307,293	\$171,152	\$148,964	\$148,712	\$238,596	\$284,974	\$273,861	\$288,638	\$3,121,533
2014	4%	\$320,878	\$275,271	\$289,074	\$424,494	\$319,584	\$177,998	\$154,923	\$154,661	\$248,139	\$296,373	\$284,816	\$300,184	\$3,246,394
2015	4%	\$333,713	\$286,282	\$300,637	\$441,473	\$332,368	\$185,118	\$161,120	\$160,847	\$258,065	\$308,228	\$296,208	\$312,191	\$3,376,250

These projections would result in a total of 24% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative reduction of less than 1% between FY 2010 and FY 2015 (working under the assumption that the bond monies, if received, will theoretically save the site several thousands of dollars in emergency maintenance in the future), then the overall cost recovery of the site will be approximately 118% 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 95% cost recovery in that year

Revenue Generation Strategies

PRICING PLAN

Region	PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Yield Management Margin (%)
4	AMICALOLA FALLS STATE PARK & LODGE			
	Picnic Shelter (30 capacity)	\$ 45	\$ 45	+/- 10%
	Group Shelter (75 capacity)	\$ 75	\$ 75	+/- 20%
	Camping (RV)	\$ 28	\$ 30	+/- 10%
	Camping (Tent)	\$ 25	\$ 25	+/- 10%
	Cottage (1 BR Bottom)			
	Low: Dec-Feb Weeknight	\$ 85	\$ 85	+/- 25%
	Low: Dec-Feb Weekend	\$ 95	\$ 95	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 95	\$ 95	+/- 20%
	Mid: Mar-Aug Weekend	\$ 105	\$ 105	+/- 20%
	High: Sept-Nov Weeknight	\$ 105	\$ 110	+/- 10%
	High: Sept-Nov Weekend	\$ 115	\$ 120	+/- 10%
	Cottage (2 BR Bottom)			
	Low: Dec-Feb Weeknight	\$ 95	\$ 95	+/- 25%
	Low: Dec-Feb Weekend	\$ 105	\$ 105	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 105	\$ 105	+/- 20%
	Mid: Mar-Aug Weekend	\$ 115	\$ 115	+/- 20%
	High: Sept-Nov Weeknight	\$ 115	\$ 120	+/- 10%
	High: Sept-Nov Weekend	\$ 125	\$ 130	+/- 10%
	Cottage (2 BR Top)			
	Low: Dec-Feb Weeknight	\$ 105	\$ 105	+/- 25%
	Low: Dec-Feb Weekend	\$ 115	\$ 115	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 115	\$ 115	+/- 20%
	Mid: Mar-Aug Weekend	\$ 125	\$ 125	+/- 25%
	High: Sept-Nov Weeknight	\$ 125	\$ 130	+/- 10%
	High: Sept-Nov Weekend	\$ 135	\$ 140	+/- 10%
	Cottage (3 BR Top)			
	Low: Dec-Feb Weeknight	\$ 125	\$ 125	+/- 25%
	Low: Dec-Feb Weekend	\$ 135	\$ 135	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 135	\$ 135	+/- 20%
	Mid: Mar-Aug Weekend	\$ 145	\$ 150	+/- 20%
	High: Sept-Nov Weeknight	\$ 145	\$ 155	+/- 10%
	High: Sept-Nov Weekend	\$ 155	\$ 165	+/- 10%
	Cottage (2 BR King Top)			
	Low: Dec-Feb Weeknight	\$ 135	\$ 135	+/- 25%
	Low: Dec-Feb Weekend	\$ 145	\$ 145	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 145	\$ 145	+/- 20%
	Mid: Mar-Aug Weekend	\$ 155	\$ 155	+/- 20%
	High: Sept-Nov Weeknight	\$ 155	\$ 160	+/- 10%
	High: Sept-Nov Weekend	\$ 165	\$ 170	+/- 10%
	Lodge Econo Double			
	Low: Dec-Feb Weeknight	\$ 55	\$ 60	+/- 25%
	Low: Dec-Feb Weekend	\$ 65	\$ 70	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 75	\$ 80	+/- 20%
	Mid: Mar-Aug Weekend	\$ 85	\$ 90	+/- 20%
	High: Sept-Nov Weeknight	\$ 85	\$ 95	+/- 10%
	High: Sept-Nov Weekend	\$ 95	\$ 100	+/- 10%
	Lodge Double			
	Low: Dec-Feb Weeknight	\$ 75	\$ 75	+/- 25%
	Low: Dec-Feb Weekend	\$ 85	\$ 85	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 100	\$ 105	+/- 20%
	Mid: Mar-Aug Weekend	\$ 110	\$ 115	+/- 20%
	High: Sept-Nov Weeknight	\$ 105	\$ 115	+/- 10%
	High: Sept-Nov Weekend	\$ 115	\$ 125	+/- 10%
	Lodge King			
	Low: Dec-Feb Weeknight	\$ 85	\$ 85	+/- 25%
	Low: Dec-Feb Weekend	\$ 95	\$ 95	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 110	\$ 115	+/- 20%
	Mid: Mar-Aug Weekend	\$ 120	\$ 125	+/- 20%
	High: Sept-Nov Weeknight	\$ 115	\$ 125	+/- 10%
	High: Sept-Nov Weekend	\$ 125	\$ 135	+/- 10%
	Lodge Loft Suite			
	Low: Dec-Feb Weeknight	\$ 95	\$ 95	+/- 25%
	Low: Dec-Feb Weekend	\$ 105	\$ 105	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 120	\$ 120	+/- 20%
	Mid: Mar-Aug Weekend	\$ 130	\$ 130	+/- 20%
	High: Sept-Nov Weeknight	\$ 125	\$ 135	+/- 10%
	High: Sept-Nov Weekend	\$ 135	\$ 145	+/- 10%
	Lodge Junior Suite			
	Low: Dec-Feb Weeknight	\$ 110	\$ 115	+/- 25%
	Low: Dec-Feb Weekend	\$ 125	\$ 125	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 135	\$ 135	+/- 20%
	Mid: Mar-Aug Weekend	\$ 145	\$ 145	+/- 20%
	High: Sept-Nov Weeknight	\$ 140	\$ 145	+/- 10%
	High: Sept-Nov Weekend	\$ 150	\$ 155	+/- 10%
	Lodge Executive Suite			
	Low: Dec-Feb Weeknight	\$ 125	\$ 125	+/- 25%
	Low: Dec-Feb Weekend	\$ 155	\$ 155	+/- 25%
	Mid: Mar-Aug Weeknight	\$ 150	\$ 150	+/- 20%
	Mid: Mar-Aug Weekend	\$ 175	\$ 175	+/- 20%
	High: Sept-Nov Weeknight	\$ 155	\$ 155	+/- 10%
	High: Sept-Nov Weekend	\$ 180	\$ 180	+/- 10%

**INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN**

<b>Program / Event</b>	<b>Theme / Purpose</b>	<b>Scheduled Date/Season</b>	<b>Frequency</b>	<b>Target Participation</b>	<b>Target User Fee</b>	<b>Target Cost Recovery</b>
Dinner Theater	Evening Recreation	Winter/Spring/Summer	Every 6 weeks	50-75 people per event	\$30-40 per person	75-80%
Author Weekend	Retail promotion and author support	January	Yearly	100+	Sales of books	90%
Wilderness Survival Series	Outdoor skills training and appreciation	Spring/Summer	Yearly	200+	\$50	100-110% when factoring increased food and lodging revenues
Discover Amicalola Falls	Family Recreation	Ongoing	Ongoing	6-10 families per month	\$0	100%+ when used in conjunction with retail and lodging discounts

**PARTNERSHIPS AND CONCESSIONS PLAN**

<b>Service / Partnership</b>	<b>Term of Service</b>	<b>Financial Objective</b>	<b>Contract Manager</b>
Packaging and promotions with local business	1 year	Shared revenue	Lodge Manager
In-room Spa Treatments	2 years	20% of gross receipts to site	Lodge 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
Reduced full time positions by 48 and converted to part time, 1508 positions	Started FY10 to present	Reduction in available hours and in labor costs

### Management Techniques

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

Action	Timeline	Outcome
No overtime	Current	Reduction in labor costs
Cut hours of part time labor when guest visitation is the lowest	Current	Reduction in labor costs

### Adjusted Levels of Service

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

Action	Timeline	Outcome
At the present time we are unable to reduce levels of service and still increase revenues as stated in the cost recovery summary		

## 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>Amicalola Falls State Park &amp; Lodge</b>					
<b>Operational Expenses</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
REGULAR SALARIES	\$789,889	\$784,360	\$778,869	\$773,417	\$768,003
ANNUAL LEAVE PAY	\$17,781	\$17,656	\$17,533	\$17,410	\$17,288
OTHER SUPPLEMENTAL	\$72,320	\$71,814	\$71,311	\$70,812	\$70,316
OVERTIME	\$9,600	\$9,533	\$9,466	\$9,400	\$9,334
TEMPORARY/CASUAL LABOR	\$489,740	\$486,312	\$482,908	\$479,527	\$476,171
FICA	\$67,528	\$67,055	\$66,586	\$66,120	\$65,657
RETIREMENT	\$82,228	\$81,652	\$81,081	\$80,513	\$79,950
HEALTH INSURANCE	\$175,079	\$173,853	\$172,636	\$171,428	\$170,228
UNEMPLOYMENT INSURANCE		\$0	\$0	\$0	\$0
ASSESSMENTS BY MERIT	\$4,110	\$4,081	\$4,053	\$4,024	\$3,996
DRUG TESTING					
<b>PERSONAL SERVICES</b>	<b>\$1,708,274</b>	<b>\$1,696,316</b>	<b>\$1,684,442</b>	<b>\$1,672,651</b>	<b>\$1,660,943</b>
POSTAGE	\$2,282	\$2,266	\$2,250	\$2,234	\$2,219
MOTOR VEHICLE EXPENSES	\$33,282	\$33,049	\$32,818	\$32,588	\$32,360
PRINTING & PUBLICATION		\$0	\$0	\$0	\$0
SUPPLIES & MATERIALS	\$112,790	\$112,000	\$111,216	\$110,438	\$109,665
REPAIRS & MAINTENANCE	\$22,000	\$21,846	\$21,693	\$21,541	\$21,390
EQUIPMENT >\$1000< \$5,000		\$0	\$0	\$0	\$0
WATER & SEWAGE		\$0	\$0	\$0	\$0
ENERGY	\$235,000	\$233,355	\$231,722	\$230,099	\$228,489
RENTS	\$16,000	\$15,888	\$15,777	\$15,666	\$15,557
INSURANCE & BONDING	\$10,000	\$9,930	\$9,860	\$9,791	\$9,723
FREIGHT		\$0	\$0	\$0	\$0
PURCHASING CARD		\$0	\$0	\$0	\$0
OTHER OPERATING EXPENSES	\$62,000	\$61,566	\$61,135	\$60,707	\$60,282
CLAIMS & BONDS & INTEREST		\$0	\$0	\$0	\$0
TRAVEL	\$500	\$497	\$493	\$490	\$486
<b>REGULAR EXPENSES</b>	<b>\$493,854</b>	<b>\$490,397</b>	<b>\$486,964</b>	<b>\$483,555</b>	<b>\$480,171</b>
MOTOR VEHICLE EQUIPMENT	\$1,200	\$1,192	\$1,183	\$1,175	\$1,167
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	\$54,000	\$53,622	\$53,247	\$52,874	\$52,504
PER DIEM & FEES	\$300	\$298	\$296	\$294	\$292
PER DIEM & FESS EXPENSE		\$0	\$0	\$0	\$0
CONTRACTS		\$0	\$0	\$0	\$0
ADVERTISING - PROCUREMENT CARD		\$0	\$0	\$0	\$0
RESALE	\$688,000	\$683,184	\$678,402	\$673,653	\$668,937
<b>TOTAL OTHER EXPENDITURES</b>	<b>\$743,500</b>	<b>\$738,296</b>	<b>\$733,127</b>	<b>\$727,996</b>	<b>\$722,900</b>
<b>GRAND TOTAL</b>	<b>\$ 2,945,628</b>	<b>\$ 2,925,009</b>	<b>\$ 2,904,534</b>	<b>\$ 2,884,202</b>	<b>\$ 2,864,013</b>

**Revenue Pro Forma**

<b>Revenue Pro Forma</b>						
<b>Amicalola Falls State Park &amp; Lodge</b>						
<b>Revenue (Fund) Sources</b>	<b>Revenue Sources Description</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>
62002	Restaurant	\$ 779,568	\$ 795,159	\$ 826,966	\$ 860,044	\$ 890,846
62065	Alcohol/Beverages	\$ 53,276	\$ 54,342	\$ 56,515	\$ 58,776	\$ 60,539
62017	Banquet Sales	\$ 75,965	\$ 77,484	\$ 80,584	\$ 83,807	\$ 86,321
62081	House Service Charge 3%	\$ 5,076	\$ 5,178	\$ 5,385	\$ 5,600	\$ 5,768
62001	Lodge Room	\$ 1,080,914	\$ 1,102,532	\$ 1,146,633	\$ 1,192,498	\$ 1,238,273
62003	Visitor's Center/Bear's Den	\$ 355,972	\$ 363,091	\$ 377,615	\$ 392,720	\$ 404,501
62004	Program Fees	\$ 16,565	\$ 16,896	\$ 17,572	\$ 18,275	\$ 18,823
62005	Conference Rm Rental	\$ 75,080	\$ 76,582	\$ 79,645	\$ 82,831	\$ 87,316
62006	Cottage	\$ 380,727	\$ 388,342	\$ 403,875	\$ 420,030	\$ 432,631
62014	MISC (copies, etc.)	\$ 15,250	\$ 15,555	\$ 16,177	\$ 16,824	\$ 17,329
62025	Picnic Shelters	\$ 8,525	\$ 8,696	\$ 9,043	\$ 9,405	\$ 9,687
62036	Group Shelter	\$ 5,925	\$ 6,044	\$ 6,285	\$ 6,537	\$ 6,733
62038	Conference Equipment Rental	\$ 1,500	\$ 1,530	\$ 1,591	\$ 1,655	\$ 1,704
62046	Campsites	\$ 95,851	\$ 97,768	\$ 101,679	\$ 105,746	\$ 108,918
62049	Pet Fees at Cottage "Dogs"	\$ 4,880	\$ 4,978	\$ 5,177	\$ 5,384	\$ 5,545
62066	Special Parks Clubs (Canyon Club)	\$ 2,110	\$ 2,152	\$ 2,238	\$ 2,328	\$ 2,398
	<b>Total</b>	<b>\$ 2,957,184</b>	<b>\$ 3,016,327</b>	<b>\$ 3,136,980</b>	<b>\$ 3,262,460</b>	<b>\$ 3,377,333</b>

**Total / Cost Recovery Pro Forma**

<b>Amicalola Falls State Park &amp; Lodge</b>					
<b>TOTAL PRO FORMA</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Visitation	471,898	481,336	495,776	510,649	526,872
Operational Expenses	\$ 2,945,628	\$ 2,925,009	\$ 2,904,534	\$ 2,884,202	\$ 2,864,013
Earned Revenues	\$2,957,184	\$3,016,327	\$3,136,980	\$3,262,460	\$3,377,333
% Cost Recovery	100%	103%	108%	113%	118%