

Hard Labor Creek State Park Business & Management Plan

Prepared November 2012; Finalized February 2013

Direction 2015 – Sustainable Business Planning

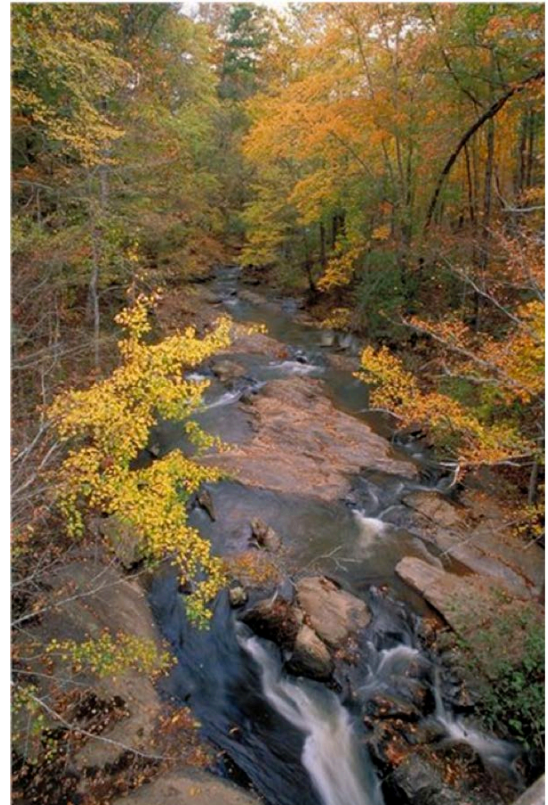


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Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Hard Labor Creek State Park to operate more like a business, reflecting the Direction 2015 – Sustainable Business Planning initiative to improve the fiscal performance and management of the state parks and historic sites system. This business and management plan is designed to help the site recover more operating expenses through earned revenues, productive partnerships, and innovative programs.

Site Fact Sheet

Site Name	Hard Labor Creek State Park
Site Manager	Daniel Schay
Region Manager	Eric Bentley
Date of Business Plan completion	11/24/2012
Site size (acres)	5,804
Total number of visitors (FY 2010)	379,542
Total operating budget (FY 2010)	\$593,602
Total earned revenues (FY 2010)	\$677,260
Operational cost recovery (FY 2010)	114%
Average operating cost per visitor (FY 2010)	\$1.56
Average earned revenue per visitor (FY 2010)	\$1.78
Average cost recovery[1] (FY 2008 – 2010)	123%
Target cost recovery (FY 2015)	125%
Total full-time employees[2]	5
Total part-time employees[3]	11
Primary service markets[4]	Atlanta, Athens, Conyers, Covington, Madison, Monroe, Macon, Rutledge
Primary attractors/visitor appeal factors	Golf course, equestrian center, trails, group camps, cottages, campground, picnic shelters
Leading opportunities for improved site performance	Group camps, tiered cottage amenities, revised maintenance program

Site Summary and Key Attractions

Hard Labor Creek State Park is a 5,804-acre park located between the communities of Fairplay and Rutledge, Georgia. The major facilities and amenities that draw visitors to the park include the two large group camps, an 18-hole golf course and the equestrian facilities. Hard Labor Creek Observatory is located within the park, but managed and maintained by Georgia State University.

Key Attractions

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

- Golf Course
- Cottages
- Beach
- Campground
- Two Group Camps
- Picnic / Group Shelters
- Equestrian Trails
- Hiking Trails
- CCC Camp
- Lake Activities (fishing & boating)

Financial Targets

The table below details the total operating expenses and earned revenues for –Hard Labor Creek 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 125% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

Hard Labor Creek State Park	Target Visitation Growth from FY-2010	Target Change in Visitation		
Visitation Assumptions	15%	56,931		
	FY-2008	FY-2009	FY-2010	FY-2015 Target
Visitors	437,252	299,778	379,542	436,473
Total Operational Expenses	\$591,577	\$644,558	\$593,602	\$595,493
Total Earned Revenues	\$767,764	\$803,778	\$677,260	\$744,623
Cost per Visitor	\$1.35	\$2.15	\$1.56	\$1.36
Revenue per Visitor	\$1.76	\$2.68	\$1.78	\$1.71
State Financial Support per Visitor	\$0.40	\$0.53	\$0.22	\$0.34
Total Cost Recovery	129.8%	124.7%	114.1%	125.0%
Change in Expenses between 2010 & 2015				\$1,891
Percent Change in Expenses between 2010 & 2015				0.3%
Change in Revenues between 2010 & 2015				\$67,363
Percent Change in Revenues between 2010 & 2015				9.9%

Key Recommendations

Primary / Short Term Recommendations

1. Renovate cottages 11-20.
2. Repair or remove dilapidated or otherwise dangerous facilities. Examples would be to repair the collapsing arts and crafts building at Daniel Morgan, remove fallen buildings at CCC camp SP-8, change over dangerous junction boxes to circuit breaker boxes at Camp Daniel Morgan, and repair the extensive termite damage at Camp Rutledge. This also includes repairing significant erosion in group camp and pioneer camp parking areas and sidewalks.
3. Once dangerous facility issues have been identified and resolved, a preventative maintenance schedule should be developed for each facility individually and annually and given to the staff and volunteers as a winter work project list.
4. Coordinate with volunteers to keep the horse trails safe and enjoyable for park guests. Repair washouts or re-route where necessary. Put in usable trail mile marker system.
5. Utilize the business plan to focus on each cost center (cost-based accounting), including the level of tax subsidy required or revenues over expenses that are achieved annually to operate the park and golf course.
6. Utilize online comment cards each year and provide a report on how well customer satisfaction levels are being met. Satisfaction levels need to be at least 90% or greater for visitor experiences to be considered acceptable. Programs or services that score below 90% require critical review and performance enhancement measures with tracked results and enforced outcomes.
7. Evaluate and pursue opportunities to employ private or public service providers on-site to accomplish elements of park operations that can be more cost-effectively provided.
8. Evaluate user profiles as it applies to appropriate demographic and park usage, and incorporate this information into a yearly program and marketing plan for the park to attract all demographic segments.
9. Utilize a minimum of three special events annually to draw people to the park in addition to regular programming. An example of a special event would be a trail race.
10. Seek local partners to support portions of the state park programs and services.
11. Maintain representation at the local Chambers of Commerce or other applicable tourism and business promotional organizations within their community in order to promote the park in their region as a usable and friendly asset.
12. Maintain a Friends group that supports the park with volunteers and /or raising money to use for improvements or to support programs that are agreed upon prior to fundraising.
13. Update pricing at the park to reflect total cost of service in important and visitor supported services.
14. Update services at the park to provide a sense of value that is balanced with the cost to the user.
15. Develop a yield management strategy and procedure for maximizing use of key amenities.
16. Develop a detailed analysis of labor requirements of all major park functions.

17. Develop and provide additional training to staff for improved business management and marketing.
18. Upgrade facilities and amenities at the park including, but not limited to, enhancing the General Store and upgrading utilities in the campground.
19. Replace transit and galvanized pipes with modern waterline system.
20. Expand marketing efforts from local to regional media.

Secondary / Long Term Recommendations

1. Renovate the main campground to include more 50-amp service and bigger campsites.
2. Increase electrical service to Camp Daniel Morgan to support heat in the winter.
3. Turn CCC Camp SP-8 into a passive interpretive area for public education and to help preserve the area.
4. Add more amenities in the park such as modern playgrounds and a mini-golf course.
5. Improve the trail connections within the park.
6. Improve the equestrian area in the park, including:
 - a. Equestrian trails require reinvestment of labor and materials from the state
 - b. New roofing and siding at each stable
 - c. 50-amp hookups in campground
 - d. Update trail signs
 - e. Improve riding ring (improve surface and install barriers/obstacles)
 - f. Create back country campsites
 - g. Add dump station at the equestrian campground

Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at Hard Labor Creek State Park. The findings and observations are not intended to be an exhaustive review of all issues present, but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

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

Site Inventory and Facility Assessment

Methodology

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

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

Inventory and Assessment

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

Site Asset / Amenity	Quantity	Condition
Golf Course	1	Good
Cottages	20	Good
Tent & RV Campsites	51	Good
Equestrian Campsites	12	Good
Pioneer Campsites	4	Fair
Group Camp	2	Fair
Horse Stables	30	Fair
Historic CCC Camp	1	Poor
Picnic Shelters	4	Good
Group Shelters	2	Good
Swimming Beach	1	Good
Beach House	1	Fair
Campground Comfort	5	3 Fair/ 2 poor
Day Use Bathrooms	3	Fair
Park Office Visitor Center	1	Good
Manager's Residence	1	Good
Assistant Manager's	1	Good
Intern Residence	1	Good
Law Enf. Rangers Residence	1	Fair
Golf Manager's Residence	1	Poor/Uninhabitable
Maintenance Buildings	4	Good
Campground Dump Station	1	Good
Blacksmith Shop	1	Good

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified. Each need has been aligned with a priority category of high, moderate, or low to support future decision making regarding project sequencing, investment of public resources, and meeting community expectations. The priority assignment for each need is not a measure of importance. Rather, these recommended priorities reflect a phased implementation approach over the next several years.

Facility Need	Priority Assignment
Cottage renovations (10)	High
Update TV systems and Wi-Fi	High
CCC camp renovations (Historical CCC Camp)	High
Sewer and Water System repair/replacement	High
Campsite renovations and utility upgrades	High
Erosion control in Pioneer Area	High
Additional playground	High
Horse trail maintenance	High
Bike Trails	High
Re-roof senior ranger residence	High
Rutledge Dam repairs	High
Re-shingle sleeper cabins in Camp Rutledge	Moderate
Re-shingle comfort stations	Moderate
Crafts and theatre facilities	Moderate
Replacement of main well	Moderate
Concrete water tank resealing	Moderate
Erosion control and bridge replacement at Brantley Nature Trail	Moderate
Improved trail connections	Low
Equestrian area stay use enhancements	Low
Beach renovations and enhancements	Low
Add yurts to the campground	Low
Dredge Lake Brantley	Low

Operational Assessment

The Operational Assessment includes:

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

Inventory and Classification of Programs and Services

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

1) Core or Essential Services

2) Important Services

3) Visitor Supported Services

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

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

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

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

The following services offered at Hard Labor Creek State Park have been identified as **core services**:

- **Protect the integrity of natural and cultural resources of the site through active management (i.e. CCC structures)**
- **Open and public access to the site and its resources**
- **Self-directed and site appropriate education, interpretation and recreational opportunities**
- **Public safety**
- **Site, grounds, facility and infrastructure maintenance**

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

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

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

The following services offered at Hard Labor Creek have been identified as **important services**:

- **Lake activities / beach area**
- **Picnicking / day use**
- **Tent camping**
- **Nature trails**
- **Group camping**

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.
- The services are supported, well utilized and provide an appropriate and valuable public benefit.

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

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

The following services offered at Hard Labor Creek have been identified as **visitor supported services**:

- **Equestrian activities**
- **RV camping**
- **Improved accommodations (cottages, yurts, etc.)**
- **Visitor center / retail**
- **Food service**
- **Interpretive / recreation programs and events**
- **Group shelters**

Staffing Assessment

Labor costs at Hard Labor Creek represent the largest area of budgetary expense at an average of 64% 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

Position / Title	Quantity (FTE)	Vacancies	Annual Hours
Park Manager	1	0	2080
Park Assistant Manager	0	1	0
Park Law Enforcement Ranger	0	1	0
Senior Maintenance Ranger	1	0	2080
Interpretive Ranger	0	1	0
Secretary	1	0	2080
Senior Clerk	0	1	0
Head Housekeeper	0	1	0
Housekeeper	0	1	0
General Trades Craftsman	0	2	0
Utility Worker	1	0	2080
Resource Manager	1	0	2080
TOTAL	5	8	10,400

Part Time Employees

Position / Title	Quantity (PTE)	Vacancies	Hours
Maintenance Worker	2	0	3016
ParkPass Attendant	2	1	3016
Front Desk Clerk	3	0	4524
Housekeeper	4	0	6032
TOTAL	11	1	16,588

Labor Support

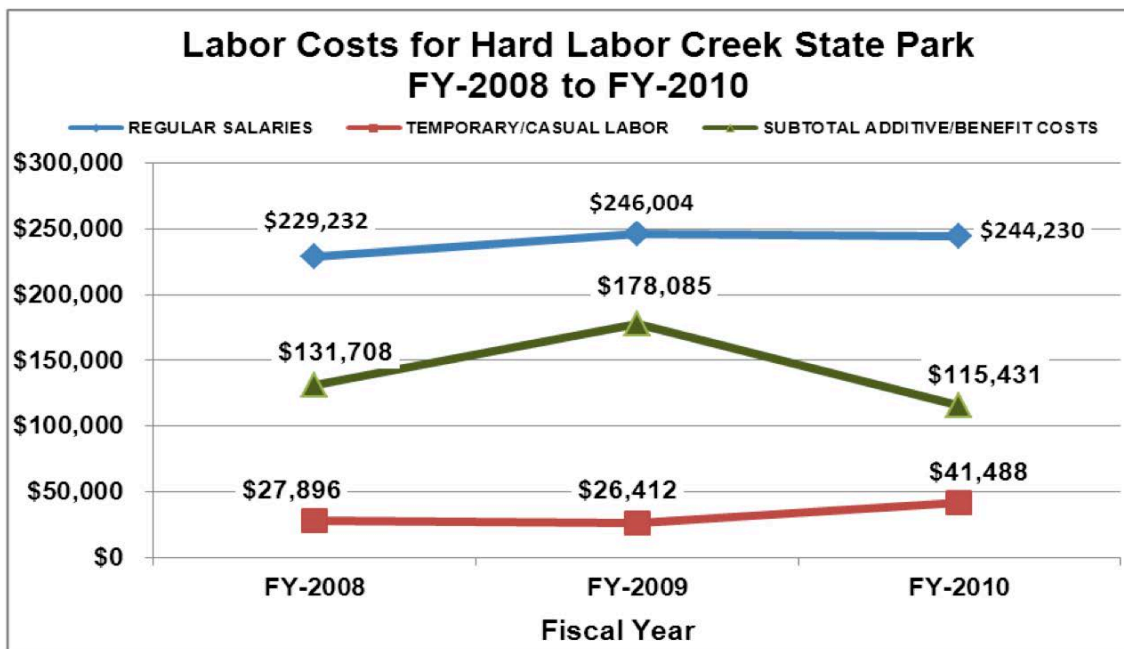
Labor Support	Annual Hours
Volunteers	20,000
Community Service Workers	500
Resource Management Crews	100
TOTAL	20,600

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	10,400
Part Time Employees	16,588
Labor Support	20,600
TOTAL Annual Labor Hours	47,588

LABOR BUDGET SUMMARY

Hard Labor Creek State Park				
Account Code and Sub-Class Expenditure Descriptions	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
REGULAR SALARIES	\$229,232	\$246,004	\$244,230	6.5%
ANNUAL LEAVE PAY	\$10,166	\$78,897	\$5,385	-47.0%
OTHER SUPPLEMENTAL	\$4,596	\$4,193	\$2,586	-43.7%
TEMPORARY/CASUAL LABOR	\$27,896	\$26,412	\$41,488	48.7%
FICA	\$17,085	\$18,064	\$17,848	4.5%
HEALTH INSURANCE	\$55,735	\$35,543	\$52,474	-5.9%
UNEMPLOYMENT INSURANCE	\$455	\$359	\$491	7.9%
ASSESSMENTS BY MERIT	\$1,764	\$1,764	\$1,644	-6.8%
SUBTOTAL ADDITIVE/BENEFIT COSTS	\$131,708	\$178,085	\$115,431	-12.4%
PERSONAL SERVICES	\$388,836	\$450,501	\$401,149	3.2%



Visitation and Occupancy

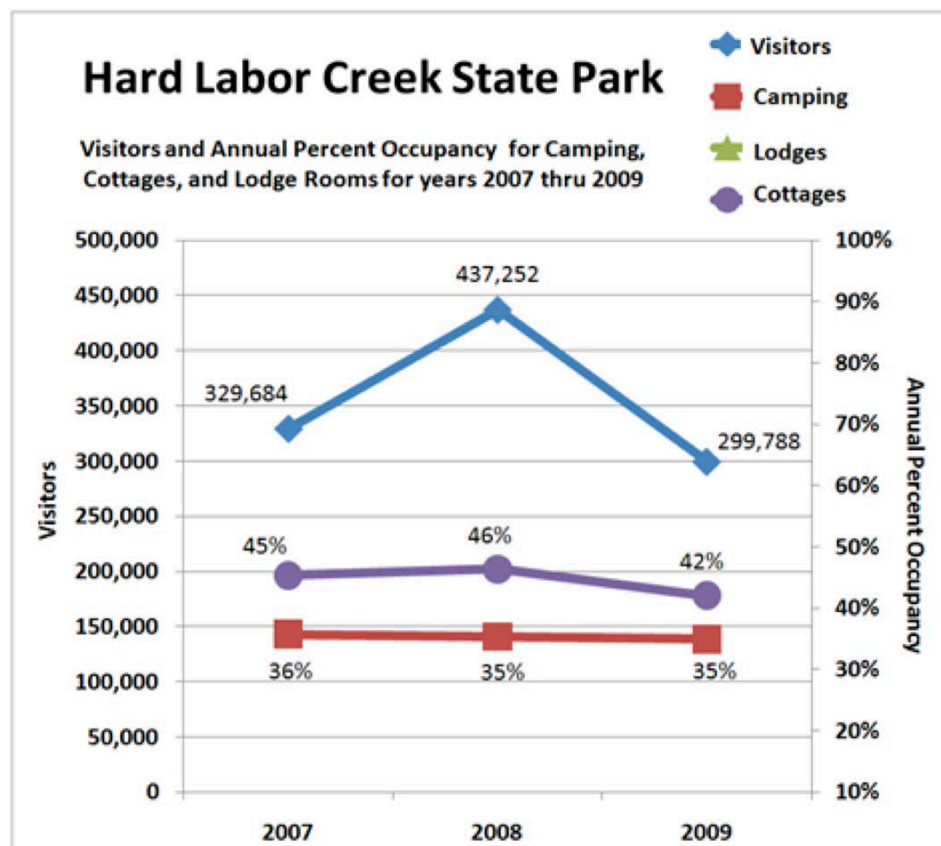
Overall annual visitation to the site has trended downward from 2008 to 2010, decreasing by 15% or over 57,000 visitors. This is largely attributed to economic recession.

Year	Total Visitation
2008	437,252
2009	299,768
2010	379,542

Occupancy for the overnight accommodations at Hard Labor Creek for the last three years is detailed in the table below. Overall cottage occupancy has **trended downward** from 2008 to 2010, decreasing by 8.55%. This is largely attributed to the overall economy; however, camping occupancy has trended upward from 2008 to 2010, increasing by 5.36%.

Year	Cottage Occupancy	Campground Occupancy
2008	46.39%	35.39%
2009	42.09%	35.01%
2010	37.84%	40.75%

The graph below illustrates visitation and occupancy over the last three years.



Customer Service and Satisfaction

Site	Year	Customer Satisfaction Level
Hard Labor Creek State park	2009	81%
	2010	75%

Financial Performance Assessment

Operational Expenses

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

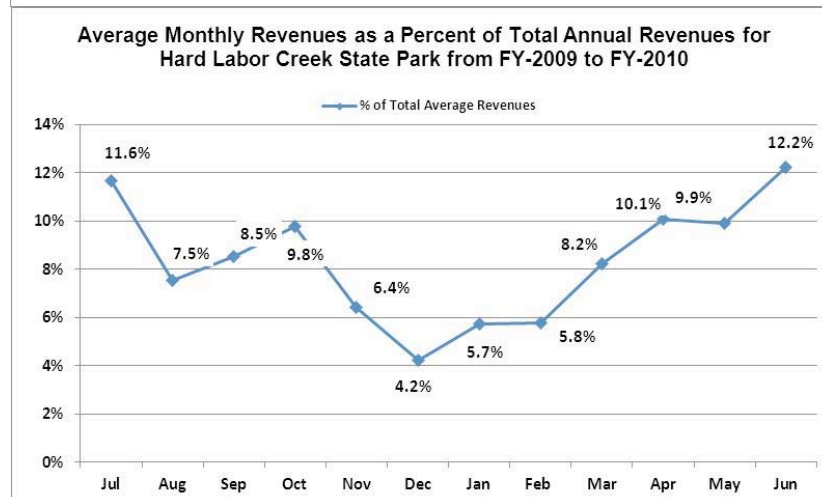
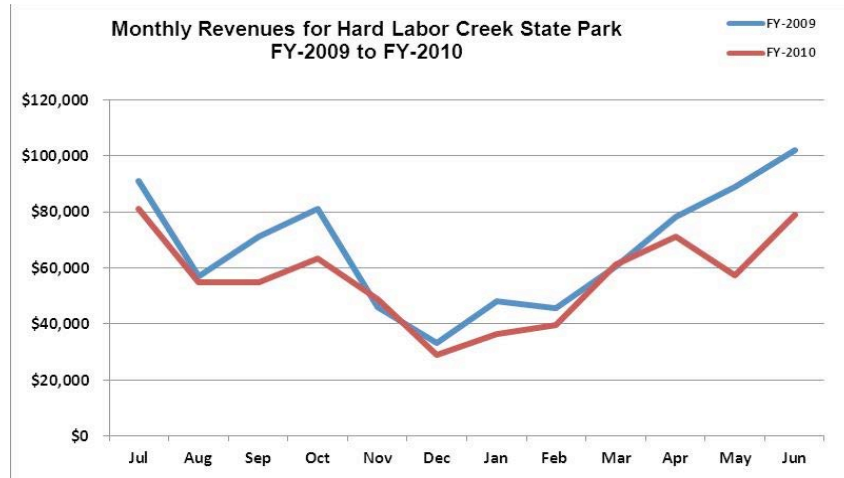
Hard Labor Creek State Park				
Operational Expenses	FY-2008	FY-2009	FY-2010	% change between FY-2008 & FY-2010
REGULAR SALARIES	\$229,232	\$246,004	\$244,230	6.5%
ANNUAL LEAVE PAY	\$10,166	\$78,897	\$5,385	-47.0%
OTHER SUPPLEMENTAL	\$4,596	\$4,193	\$2,586	-43.7%
OVERTIME				
TEMPORARY/CASUAL LABOR	\$27,896	\$26,412	\$41,488	48.7%
FICA	\$17,085	\$18,064	\$17,848	4.5%
RETIREMENT	\$41,907	\$39,265	\$35,003	-16.5%
HEALTH INSURANCE	\$55,735	\$35,543	\$52,474	-5.9%
UNEMPLOYMENT INSURANCE	\$455	\$359	\$491	7.9%
ASSESSMENTS BY MERIT	\$1,764	\$1,764	\$1,644	-6.8%
DRUG TESTING				
PERSONAL SERVICES	\$388,836	\$450,501	\$401,149	3.2%
POSTAGE	\$706	\$682	\$552	-21.8%
MOTOR VEHICLE EXPENSES	\$33,509	\$27,701	\$23,817	-28.9%
PRINTING & PUBLICATION				
SUPPLIES & MATERIALS	\$21,525	\$17,309	\$33,976	57.8%
REPAIRS & MAINTENANCE	\$7,131	\$9,844	\$8,229	15.4%
EQUIPMENT >\$1000< \$5,000				
WATER & SEWAGE	\$5,937	\$5,034	\$3,434	-42.2%
ENERGY	\$88,959	\$81,288	\$80,680	-9.3%
RENTS	\$1,679	\$1,781	\$1,576	-6.1%
INSURANCE & BONDING	\$6,690	\$15,294	\$13,507	101.9%
FREIGHT				
PURCHASING CARD				
OTHER OPERATING EXPENSES	\$7,263	\$8,619	\$7,926	9.1%
CLAIMS & BONDS & INTEREST				
TRAVEL	\$0	\$63	\$112	
REGULAR EXPENSES	\$173,399	\$167,615	\$173,809	0.2%
MOTOR VEHICLE EQUIPMENT				
EQUIPMENT PURCHASES >5000				
CAPITAL\ LEASE Prin & Int				
REAL ESTATE RENTALS				
VOICE/DATA COMMUNICATIONS	\$3,625	\$3,569	\$2,471	-31.8%
PER DIEM & FEES				
PER DIEM & FESS EXPENSE				
CONTRACTS	\$511			
ADVERTISING - PROCUREMENT CARD				
RESALE	\$25,206	\$22,873	\$16,173	-35.8%
TOTAL OTHER EXPENDITURES	\$29,342	\$26,442	\$18,644	-36.5%
GRAND TOTAL	\$591,577	\$644,558	\$593,602	0.3%
Earned Revenues	\$767,764	\$803,778	\$677,260	-11.8%
% Cost Recovery	129.8%	124.7%	114.1%	-12.1%

Earned Revenues

Monthly earned revenues for the last two years indicate that the total annual revenue decreased 15% from 2009 to 2010, with the largest decreases in monthly revenues in September (-23%), October (-21%) and June (-22%). Revenues actually increased in the months of November (6%) and March (1%). These months of increased revenue were not sufficient to account for lost revenues in the remaining months.

Hard Labor Creek State Park													
FY-2009 to FY-2010 Monthly Revenue													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2009	\$91,184	\$56,926	\$71,302	\$81,002	\$45,962	\$33,422	\$48,162	\$45,762	\$60,730	\$78,165	\$89,146	\$102,015	\$803,778
FY-2010	\$81,293	\$54,784	\$54,784	\$63,576	\$48,931	\$29,052	\$36,358	\$39,541	\$61,347	\$71,053	\$57,358	\$79,183	\$677,260
Average Revenues	\$86,239	\$55,855	\$63,043	\$72,289	\$47,447	\$31,237	\$42,260	\$42,652	\$61,039	\$74,609	\$73,252	\$90,599	\$740,519
% of Total Average Revenues	11.6%	7.5%	8.5%	9.8%	6.4%	4.2%	5.7%	5.8%	8.2%	10.1%	9.9%	12.2%	
% change btwn FY-2009 & FY-2010	-10.8%	-3.8%	-23.2%	-21.5%	6.5%	-13.1%	-24.5%	-13.6%	1.0%	-9.1%	-35.7%	-22.4%	-15.7%

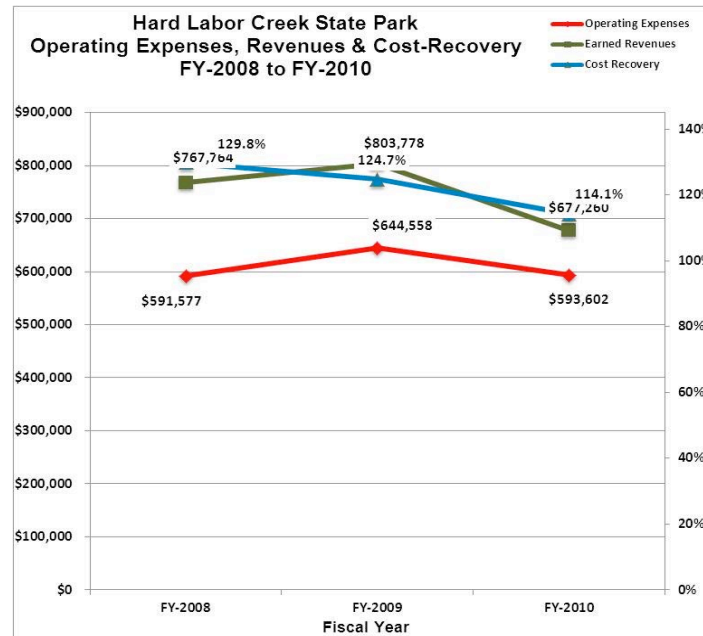
The graphs below illustrate the monthly revenue trends each year and the average percent of total annual revenue earned each month.



Cost Recovery Trends

Hard Labor Creek has achieved an average cost recovery of 123% of annual operational expenses through earned revenues from FY 2008 to FY 2010. This is detailed and illustrated in the table and graph below.

Fiscal Year	Operational Expenses	Earned Revenues	Percent Cost Recovery
FY-2008	\$591,577	\$767,764	129.8%
FY-2009	\$644,558	\$803,778	124.7%
FY-2010	\$593,602	\$677,260	114.1%



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 Hard Labor Creek since 2005, with the largest increase being 2010. A table detailing the rates for Hard Labor Creek is provided below.

PARK RESERVABLES	2003	2004	2005	2006	2007	2008	2009	1/1/2010	4/1/2010	% growth from 2005
HARD LABOR CREEK										
Picnic Shelter - Premium	\$50	\$50	\$55	\$55	\$75	\$80	\$80	\$80	\$85	55%
Picnic Shelter - Regular	\$30	\$30	\$35	\$35	\$55	\$60	\$60	\$60	\$65	86%
Group Shelter #1	\$150 (120)	\$150 (120)	\$200(120)	\$200(120)	\$250(120)	\$250(120)	\$250(120)	\$250(120)	\$255(120)	28%
Group Shelter #1 w/meeting room			\$250	\$250	\$300	\$325	\$325	\$325	\$330	32%
Group Shelter #2	\$95 (85)	\$95 (85)	\$100(85)	\$100(85)	\$150(85)	\$175(85)	\$175(85)	\$175(85)	\$180(85)	80%
Group Shelter Meeting Room	\$85 (35)	\$85 (35)	\$85 (35)	\$85 (35)	\$85 (35)	\$85 (35)	\$85 (35)	\$85 (35)	\$90 (35)	6%
Camping (RV/Tent)	\$22/20	\$22/20	\$24/22	\$24/22	\$25/23	\$25/23	\$25/23	\$25/23	\$28/25	17%
Camping (RV/Tent Buddy Site)	\$44/40	\$44/40	\$48/44	\$48/44	\$50/46	\$50/46	\$50/46	\$50/46	\$53/49	10%
Horse Campground (RV/Tent)	\$22/20	\$22/20	\$22/20	\$24/22	\$25/23	\$25/23	\$25/23	\$25/23	\$28/25	27%
Horse Stables	\$12	\$12	\$14	\$14	\$16	\$18	\$18	\$18	\$21	50%
Cottage (2 BR)										
Year Round						\$100	\$110	\$110	\$115	15%
Weekday			\$85	\$85	\$95					
Weekend			\$95	\$95	\$105					
Mar 15th - Oct & Holidays (wd)	\$80	\$80								
Mar 15th - Oct & Holidays (we)	\$90	\$90								
Nov - Mar 15th (wd)	\$75	\$75								
Nov - Mar 15th (we)	\$85	\$85								
Masters	\$100	\$100	\$100	\$100	\$110	\$110	\$120	\$120	\$125	25%
Pioneer Campsite	\$25	\$25	\$30	\$30	\$35	\$40	\$40	\$40	\$45	50%
Group Camp (capacity)	\$500 (120)	\$500 (120)	\$510	\$510	\$530	\$580(120)	\$580(120)	\$580(120)	\$585(120)	15%
Group Camp Dining Hall (Park Use Only)					\$150 (75)	\$175 (75)	\$175 (75)	\$175 (75)	\$180 (75)	20%
Group Camp (capacity)	\$320 (75)	\$320 (75)	\$330 (75)	\$330 (75)	\$350 (75)	\$450 (75)	\$450 (75)	\$450 (75)	\$455 (75)	38%

Business and Management Plan

Business Goals

The following goals serve as the foundation for the key recommendations and strategies in this business plan for Hard Labor Creek State Park.

Enhance Cost Recovery of Site Operations

Hard Labor Creek State Park is already a high performing site in the Georgia State Parks and Historic Sites System with an average recovery of 123% of operating expenses through earned revenues each year. It is critical that the park continue to perform at this level, and potentially seek to enhance the recovery of operating expenses to no less than 125% through improving revenue generation versus further cutting of expenses.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

The needs of modern state park users are evolving as more diverse recreational interests grow in the market. Hard Labor Creek State Park can improve its ability to meet the needs of the modern user by diversifying the age appeal of the park, hosting special events and/or competitions in themes and activities that are becoming increasingly popular, and by engaging alternative providers in supporting the amenities and programs at the park.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and promotional activities of Hard Labor Creek State Park can be improved in order to produce greater outcomes from both peak, shoulder, and off seasons. Much of this can be achieved through a shift in the basic platform of marketing to a more targeted approach. Additionally, the use of pre-season incentives to promote off season usage and advanced registration for peak and shoulder seasons will improve the ability of the park to maintain an increased and balanced flow of usage throughout the year. Most importantly, all marketing and promotional efforts must be monitored through sales goals for both the park and the golf course.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Creating a more efficient and consistent process for soliciting visitor and user feedback will improve the ability of the park to be a more proactive facility and service provider in the region.

Expand Partnership Opportunities

Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against what may have caused conflicts internally and externally. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively.

Classification of Programs and Services

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

Core Services	
Program / Service	Target Cost Recovery
Protect the integrity of natural and cultural resources of the site through active management (i.e. CCC structures)	0%
Open and public access to the site and its resources	20% - 50%
Self-directed and site appropriate education, interpretation and recreational opportunities	20% - 50%
Public safety	0%
Site, grounds, facility and infrastructure maintenance	0%

Important Services	
Program / Service	Target Cost Recovery
Lake activities / beach area	20% - 80%
Picnicking / day use	20% - 50%
Tent camping	100% - 120%
Trails	0% - 20%
Group camping	100% - 120%

Visitor Supported	
Program / Service	Target Cost Recovery
Equestrian activities	80% - 110%
RV camping	100% - 120%
Improved accommodations (cottages, yurts, etc.)	120% - 150%
Visitor center / retail	120% - 150%
Food service	120% - 150%
Interpretive / recreation programs and events	90% - 110%
Group shelters	100% - 120%

Partnership Development Plan

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

	Public Partners	Not-for-profit Partners	Private / Enterprise Partners
Operational Partners	<ul style="list-style-type: none"> • Historic Preservation Division • Wildlife Resources Division • Morgan County Sheriff's Dept. • Georgia Forestry • Environmental Protection Division • Charlie Elliot Wildlife Center 	<ul style="list-style-type: none"> • Friends • Georgia Orienteering Club 	
Vendor Partners			<ul style="list-style-type: none"> • Beach Buns • Coke (full service machines)
Service Partners	<ul style="list-style-type: none"> • GA State University • Morgan County School System 	<ul style="list-style-type: none"> • Rockdale Trailblazers • Backcountry Horsemen 	
Co-branding Partners	<ul style="list-style-type: none"> • Morgan County Chamber • Dept. of Economic Development 		<ul style="list-style-type: none"> • REI
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Georgia State Parks and Historic Sites 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Hard Labor Creek are based on the following desired outcomes:

1. Increased stay use visitation during weekdays
2. Increase advertising when possible
3. Increased community involvement
4. Increased programming and educational activities

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
Community Involvement	Good	Establish manager's role with outreach	Meet regularly with stakeholders	Complete plan implementation
Increased Programs	Some active programs – many passive	Continue working with Friends of HLC	Implement quality programming for both stay use and day use guests.	Host several annual programs throughout the year that focus on park activities/ natural and historic resources

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Hard Labor Creek 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. 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. An expansion of advertising in select publications such as “Hoofbeats,” “Lake Oconee Living,” etc., would broaden market awareness of the park’s facilities.

Examples and suggested opportunities for events, programs and related publicity efforts based on the themes described above at Hard Labor Creek are provided in the table below.

Event Publicity	Program Publicity	Site Publicity
Junior Golf Tournament	Leaf Watch	Family Lake Getaways
Trail Rides / Equestrian Events	Georgia Outdoor Family	Georgia History Trail
Holiday Events	Get Outdoors Georgia	Georgia Golf Trail

PACKAGING

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

Package	Package Details
Equestrian Discount	25% off Equestrian campsite with the rental of 2 or more stalls
Kayak with cottage stay	Guided kayak tour with the rental of 5 or more cottages
Winter Discount	25% off on weekends and 30% off during the week
Golf Package	Discount on golf rounds with cottage stay

GROUP SALES

Types of groups within which specific target customers can be identified are listed below:

- Families
- Special Interest Groups
- Equestrian Clubs
- Associations
- Colleges and Universities
- Youth Service Organization
- Society for Creative Anachronism
- Business and Professional Groups
- Other public agencies
- Community Organizations
- Churches
- Ham Radio Clubs
- Golfers
- Women’s Groups
- Madison/Morgan Conservancy

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Early registration discounts
- Group / bulk pricing
- Differential pricing (week days vs. weekends)
- Loyalty program
- Co-branding programs
- Post peak season follow-up for past season visitors
- Special discounts for repeat guests (3rd time camping – free daily boat rental)

Marketing and Sales Metric Goals

The following marketing and sales metric goals and/or others will be monitored and progress reported:

- Loyalty and repeat customers = Golfers & Full Time Campers
- Brand confidence & customers-recruiting-customers = Equestrian Groups & Group Camp Users

Revenue Generation Plan

Revenue / Cost Recovery Goals

The chart below reflects the fluctuation of real revenues from FY10 to FY12 and projects a 5% increase in revenues for FY13 to represent the current growth this fiscal year (FY12). A 3% growth over the next two fiscal years is projected reflecting the implementation of this business plan. The largest opportunity is most likely cottage and group camp rentals.

Hard Labor Creek State Park														
Year	% Growth from Previous Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2010	Base Year	\$81,293	\$54,784	\$54,784	\$63,576	\$48,931	\$29,052	\$36,358	\$39,541	\$61,347	\$71,053	\$57,358	\$79,183	\$677,21
FY-2011	-6%	\$76,415	\$51,497	\$51,497	\$59,761	\$45,995	\$27,309	\$34,177	\$37,169	\$57,666	\$66,790	\$53,917	\$74,432	\$636,61
FY-2012	5%	\$80,236	\$54,072	\$54,072	\$62,750	\$48,295	\$28,674	\$35,885	\$39,027	\$60,549	\$70,129	\$56,612	\$78,154	\$668,41
FY-2013	5%	\$84,248	\$56,775	\$56,775	\$65,887	\$50,710	\$30,108	\$37,680	\$40,978	\$63,577	\$73,636	\$59,443	\$82,061	\$701,81
FY-2014	3%	\$86,775	\$58,479	\$58,479	\$67,864	\$52,231	\$31,011	\$38,810	\$42,208	\$65,484	\$75,845	\$61,226	\$84,523	\$722,91
FY-2015	3%	\$89,379	\$60,233	\$60,233	\$69,900	\$53,798	\$31,942	\$39,974	\$43,474	\$67,449	\$78,120	\$63,063	\$87,059	\$744,61

These projections and growth targets would result in a total of 10% growth in annual earned revenues from FY 2010 by FY 2015. If growth in operational expenses can be managed to 3% between FY 2010 and FY 2015, then the overall cost recovery of the park will be approximately 125% in FY 2015 at these projected revenue levels. This is close to the annual financial performance of the park in FY 2008, which was operated at 130% cost recovery in that year.

Revenue Generation Strategies

PRICING PLAN

4	HARD LABOR CREEK	Current	Proposed
	Picnic Shelter - Premium	\$85	\$85
	Picnic Shelter - Regular	\$65	\$65
	Group Shelter #1	\$255	\$255
	Group Shelter #1 w/meeting room	\$330	\$335
	Group Shelter #2	\$180	\$185
	Group Shelter Meeting Room	90	95
	Camping RV	28	30
	Camping Tent	25	28
	Camping Buddy Site Tent	49	50
	Camping Buddy Site RV	53	55
	Horse Campground RV	28	30
	Horse Campground Tent	25	28
	Horse Stables	\$21	\$22
	Cottage (2 BR)		
	Year Round	\$115	
	Weekday		
	Weekend		
	Mar 15th - Oct & Holidays (wd)		100
	Mar 15th - Oct & Holidays (we)		125
	Nov - Mar 15th (wd)		90
	Nov - Mar 15th (we)		105
	Masters	\$125	\$175
	Pioneer Campsite	\$45	
	Camp Rutledge	585	595
	Group Camp Dining Hall (Park Use Only)	180	190
	Camp Daniel Morgan	\$455	\$475

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
Hayrides	Engage stay use guests	Fall	Weekly	40-80	\$5.00/rider	115%
Jr. Ranger	Educate and interpret	Spring/Fall or by appointment	At least 3 annually	60	\$50.00/person	115%
Nature Hikes	Engage stay use guests	Annual	Weekly	10-20	\$5.00/person	115%
Birding Hikes	Engage stay use and new user groups	Annual	Monthly	5-10	Free	0%
Kayak Tours	Engage stay use and new user groups	March through October	Weekly	12	\$15.00	115%
Butterfly/ Dragonfly Walks	Engage stay use and new user groups	Spring through Fall	Monthly	5-10	\$5.00	115%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Beach Buns	4 Months	Operate Beach Concessionaire and Boat Rentals	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
Utilize campground hosts as maintenance volunteers	Ongoing	More assistance in maintenance program.

Management Techniques

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

Action	Timeline	Outcome
Hire part time employees	Immediate	Shared work load and cost reduction.

Adjusted Levels of Service

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

Action	Timeline	Outcome
None this year		

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

Hard Labor Creek State Park							
Account	Operational Expenses	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
501000	REGULAR SALARIES	\$244,230	\$198,220	\$125,164	\$184,870	\$184,870	\$190,416
502000	ANNUAL LEAVE PAY	\$5,385	\$2,873	\$10,075	\$0	\$0	\$0
503000	OTHER SUPPLEMENTAL	\$2,586	\$40	\$3,183	\$4,200	\$4,200	\$4,326
511000	OVERTIME	\$0			\$0	\$0	\$0
513000	TEMPORARY/CASUAL LABOR	\$41,488	\$28,213	\$73,423	\$77,000	\$77,000	\$79,310
514000	FICA	\$17,848	\$13,913	\$10,092	\$9,982	\$9,982	\$10,281
515000	RETIREMENT	\$35,003	\$21,390	\$19,731	\$28,218	\$28,218	\$29,064
516000	HEALTH INSURANCE	\$52,474	\$50,546	\$41,766	\$66,174	\$66,174	\$68,159
518000	UNEMPLOYMENT INSURANCE	\$491	\$809	\$1,408	\$1,500	\$1,500	\$1,545
520000	ASSESSMENTS BY MERIT	\$1,644	\$1,644	\$2,331	\$2,331	\$2,331	\$2,401
522001	DRUG TESTING	\$0					
	TOTAL PERSONAL SERVICES	\$401,149	\$317,650	\$287,174	\$374,275	\$374,275	\$385,503
611000	POSTAGE	\$552	\$477	\$584	\$596	\$596	\$596
612000	MOTOR VEHICLE EXPENSES	\$23,817	\$11,791	\$11,795	\$13,000	\$13,000	\$13,000
613000	PRINTING & PUBLICATION	\$0	\$0	\$0	\$0	\$0	\$0
614000	SUPPLIES & MATERIALS	\$33,976	\$26,955	\$32,699	\$45,000	\$45,000	\$45,000
615000	REPAIRS & MAINTENANCE	\$8,229	\$9,317	\$17,673	\$18,000	\$18,000	\$18,000
616000	EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0	\$0	\$0
617000	WATER & SEWAGE	\$3,434	\$4,859	\$11,237	\$5,000	\$5,000	\$5,000
618000	ENERGY	\$80,680	\$80,793	\$79,395	\$80,697	\$80,697	\$80,697
619000	RENTS	\$1,576	\$1,391	\$833	\$941	\$941	\$941
620000	INSURANCE & BONDING	\$13,507	\$14,375	\$13,322	\$13,322	\$13,322	\$13,322
622000	FREIGHT	\$0	\$253	\$164	\$0	\$0	\$0
626000	PURCHASING CARD	\$0	\$0	\$31		\$0	\$0
627000	OTHER OPERATING EXPENSES	\$7,926	\$7,199	\$18,222	\$18,000	\$18,000	\$18,000
700000	CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0	\$0	\$0
640000	TRAVEL	\$112	\$0	\$0	\$0	\$0	\$0
	TOTAL REGULAR EXPENSES	\$173,809	\$157,410	\$185,954	\$194,556	\$194,556	\$194,556
701&722	MOTOR VEHICLE EQUIPMENT	\$0					
720000	EQUIPMENT PURCHASES >5000	\$0					
713 & 716	CAPITAL LEASE Prin & Int	\$0					
648000	REAL ESTATE RENTALS	\$0					
871-872000	VOICE/DATA COMMUNICATIONS	\$2,471	\$2,745	\$2,802	\$2,934	\$2,934	\$2,934
651000	PER DIEM & FEES	\$0					
652000	PER DIEM & FESS EXPENSE	\$0					
653000	CONTRACTS	\$0					
626001-780	ADVERTISING - PROCUREMENT CARD	\$0					
814001	COMPUTER SUPPLIES			\$1,542	\$1,500	\$1,500	\$1,500
610000	RESALE	\$16,173	\$16,546	\$20,657	\$11,000	\$11,000	\$11,000
	TOTAL OTHER EXPENDITURES	\$18,644	\$19,291	\$25,001	\$15,434	\$15,434	\$15,434
	GRAND TOTAL OPERATIONAL EXPENSES	\$593,602	\$494,351	\$498,129	\$584,265	\$584,265	\$595,493

Georgia State Parks and Historic Sites

Revenue Pro Forma

Hard Labor Creek State Park							
Revenue Pro Forma							
Revenue (Fund) Sources	Revenue Sources Description	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
60001	Concession	\$20,184	\$18,973.18	\$19,922	\$20,918	\$21,545	\$22,192
60002	Cance. Fees	\$2,705	\$2,542.70	\$2,670	\$2,803	\$2,887	\$2,974
60004	Cottages	\$201,604	\$189,507.70	\$198,983	\$208,932	\$215,200	\$221,656
60005	Camping	\$94,875	\$89,182.16	\$93,641	\$98,323	\$101,273	\$104,311
60006	Group Camp	\$47,275	\$44,438.50	\$46,660	\$48,993	\$50,463	\$51,977
60007	Boats	\$10,125	\$9,517.05	\$9,993	\$10,493	\$10,807	\$11,132
60012	Horse Stables	\$62,908	\$59,133.80	\$62,090	\$65,195	\$67,151	\$69,165
60014	Dog Fees	\$2,720	\$2,556.80	\$2,685	\$2,819	\$2,903	\$2,991
60015	Group Shelter	\$4,930	\$4,634.20	\$4,866	\$5,109	\$5,262	\$5,420
60018	Wash&Dry	\$625	\$587.03	\$616	\$647	\$667	\$687
60019	H & F		\$0.00	\$0	\$0	\$0	\$0
60020	Short/Over	(\$190)	(\$178.22)	(\$187)	(\$196)	(\$202)	(\$208)
60021	Bikes		\$0.00	\$0	\$0	\$0	\$0
60025	Refunds	(\$66,073)	(\$62,108.63)	(\$65,214)	(\$68,475)	(\$70,529)	(\$72,645)
60027	Pioneer Cam	\$1,464	\$1,376.16	\$1,445	\$1,517	\$1,563	\$1,610
60028	Picnic Shelter	\$925	\$869.50	\$913	\$959	\$987	\$1,017
60033	Campsite Sr D/C	(\$11,169)	(\$10,499.05)	(\$11,024)	(\$11,575)	(\$11,922)	(\$12,280)
60036	Program Fee	\$346	\$325.24	\$342	\$359	\$369	\$380
60037	Misc Park Rcpts	\$5,445	\$5,118.64	\$5,375	\$5,643	\$5,813	\$5,987
60041	Soft Drink	\$4,086	\$3,840.47	\$4,032	\$4,234	\$4,361	\$4,492
60042	Non-Cost Items (Ice, wood)	(\$12)	(\$10.95)	(\$11)	(\$12)	(\$12)	(\$13)
60050	Horseback-Campsite		\$0.00	\$0	\$0	\$0	\$0
60059	H&F License	\$2,752	\$2,586.65	\$2,716	\$2,852	\$2,937	\$3,025
60071	Public Deer Hunting Fee	\$2,460	\$2,312.40	\$2,428	\$2,549	\$2,626	\$2,705
60073	Disabled Vet D/C	(\$1,338)	(\$1,258.10)	(\$1,321)	(\$1,387)	(\$1,429)	(\$1,472)
60075	Cable TV Rental	(\$11,559)	(\$10,865.46)	(\$11,409)	(\$11,979)	(\$12,339)	(\$12,709)
60077	Horse Trail		\$0.00	\$0	\$0	\$0	\$0
60080	CR Card CHGBACKS	(\$25)	(\$23.50)	(\$25)	(\$26)	(\$27)	(\$27)
60082	Bad Checks	(\$406)	(\$381.64)	(\$401)	(\$421)	(\$433)	(\$446)
60087	Promotional Discount		\$0.00	\$0	\$0	\$0	\$0
60090	Food/Bev. To Go	\$3,961	\$3,723.69	\$3,910	\$4,105	\$4,229	\$4,355
60091	Military Discount		\$0.00	\$0	\$0	\$0	\$0
60092	Friends D/C	(\$3,294)	(\$3,096.38)	(\$3,251)	(\$3,414)	(\$3,516)	(\$3,622)
60098	Hotel/Motel Tax	\$4,413	\$4,148.29	\$4,356	\$4,573	\$4,711	\$4,852
60099	Sales Tax	(\$5,108)	(\$4,801.06)	(\$5,041)	(\$5,293)	(\$5,452)	(\$5,616)
60705	Golf Package		\$0.00	\$0	\$0	\$0	\$0
62005	Conf Room		\$0.00	\$0	\$0	\$0	\$0
61100	Concession Agreements	\$2,172	\$2,041.66	\$2,144	\$2,251	\$2,318	\$2,388
63908	Other	\$84	\$78.49	\$82	\$87	\$89	\$92
	Other Field Revenue	\$740	\$695.37	\$730	\$767	\$790	\$813
66002	Cance. Fees	\$157	\$147.58	\$155	\$163	\$168	\$173
66003	Refund-Adv Res	(\$57,938)	(\$54,461.53)	(\$57,185)	(\$60,044)	(\$61,845)	(\$63,701)
66005	Campsites	\$31,614	\$29,717.16	\$31,203	\$32,763	\$33,746	\$34,758
66006	Cottages	\$67,079	\$63,054.26	\$66,207	\$69,517	\$71,603	\$73,751
66008	Pioneer Camps	\$2,700	\$2,538.00	\$2,665	\$2,798	\$2,882	\$2,969
66012	Horse Stables	\$35,584	\$33,448.96	\$35,121	\$36,877	\$37,984	\$39,123
66015	Group Shelter	\$16,450	\$15,463.00	\$16,236	\$17,048	\$17,559	\$18,086
66016	Group Camp	\$30,525	\$28,693.50	\$30,128	\$31,635	\$32,584	\$33,561
66019	Transfer Fees	\$216	\$203.04	\$213	\$224	\$231	\$237
66028	Picnic Shelters	\$4,590	\$4,314.60	\$4,530	\$4,757	\$4,900	\$5,047
66082	Bad Checks	(\$50)	(\$47.00)	(\$49)	(\$52)	(\$53)	(\$55)
66200	Revenue Canc. Fees Spherix	(\$1,130)	(\$1,062.20)	(\$1,115)	(\$1,171)	(\$1,206)	(\$1,242)
69005	Campsites	\$59,794	\$56,206.36	\$59,017	\$61,968	\$63,827	\$65,741
69006	Cottages	\$74,030	\$69,588.20	\$73,068	\$76,721	\$79,023	\$81,393
69008	Pioneer Camping	\$3,835	\$3,604.90	\$3,785	\$3,974	\$4,094	\$4,216
69012	Trail, Horse, Stable	\$18,740	\$17,615.60	\$18,496	\$19,421	\$20,004	\$20,604
69015	Group Shelters	\$9,595	\$9,019.30	\$9,470	\$9,944	\$10,242	\$10,549
69028	Picnic Shelters	\$3,845	\$3,614.30	\$3,795	\$3,985	\$4,104	\$4,227
	TOTAL EARNED REVENUES	\$677,260	\$636,625	\$668,456	\$701,879	\$722,935	\$744,623
	Revenue Projection Goal		\$ 636,624	\$ 668,456	\$ 701,878	\$ 722,935	\$ 744,623

Total / Cost Recovery Pro Forma

Hard Labor Creek State Park						
TOTAL PRO FORMA	FY-2010 (Actual)	FY-2011	FY-2012	FY-2013	FY-2014	FY-2015
Visitation	379,542	471,874	300,905	400,000	420,000	436,473
Operational Expenses	\$593,602	\$494,351	\$498,129	\$584,265	\$584,265	\$595,493
Earned Revenues	\$677,260	\$636,625	\$668,456	\$701,879	\$722,935	\$744,623
% Cost Recovery	114.1%	128.8%	134.2%	120.1%	123.7%	125.0%

ACTION PLAN					
Site: Hard Labor Creek State Park		Site Manager:			Date:
Month:					
Strategy	Tasks	Costs / Funding	Revenues / ROI	Responsibilities	Metrics