

Chattahoochee Bend State Park Business & Management Plan

Prepared June 2011; Finalized February 2013

Direction 2015 – Sustainable Business Planning

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Executive Summary

The Parks, Recreation and Historic Sites Division (PRHSD) of the Georgia Department of Natural Resources (DNR) is transitioning the management of Chattahoochee Bend 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	Chattahoochee Bend State Park
Site Manager	Tim Banks
Region Manager	Eric Bentley
Date of Business Plan completion	2/15/13
Site size	2,910 Acres
Total number of visitors (FY 2012)	72,709
Total operating budget (FY 2012)	\$259,313
Total earned revenues (FY 2012)	\$125,529
Operational cost recovery (FY 2012)	48.4%
Average operating cost per visitor (FY 2012)	\$3.57
Average earned revenue per visitor (FY 2012)	\$1.73
Average cost recovery ¹ (FY 2008 – 2010)	Not Available (park opened 7/1/11)
Target cost recovery (FY 2015)	41.8%
Total full-time employees ²	4
Total part-time employees ³	2
Primary service markets ⁴	Newnan, Atlanta, Carrollton
Primary attractors/visitor appeal factors	Camping, day-use, river access
Leading opportunities for improved site performance	Create relationships with local organizations that will support the park. Continue to build volunteer support. Develop site history, interpretive materials & programs. Use visitation data from 1 st year of operation to justify developing additional facilities such as cottages, disc golf, miniature golf, mountain bike and equestrian trails.

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

² Current employees, not including vacancies.

³ Current employees, not including vacancies.

⁴ Major population centers within a two-hour drive from the site

Site Summary and Key Attractions

The 2910-acre site of Chattahoochee Bend State Park is located in a rural setting, roughly 45 miles from major population centers in Georgia like Atlanta and 25 miles from Newnan. It is roughly 25 miles from Interstate 85. This is a brand new State Park with a great amount of local interest as we approach the July 1, 2011 opening. Excellent customer service/facility management and advertising will be crucial in the first year of operation to insure visitors know of the facility, and become repeat visitors.

Key Attractions

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

- Camping
- River access
- Hiking
- Picnicking

Financial Targets

The table below details the projected total operating expenses and earned revenues for Chattahoochee Bend State Park over the next four years (2012 – 2015). 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 75% cost recovery. This table also calculates the necessary change from 2012 operating expenses and revenues.

Chattahoochee Bend State Park	Target Visitation Growth from FY-2010	Target Change in Visitation		
Visitation Assumptions	6%	4,363		
	FY-2010	FY-2011	FY-2012	FY-2015 Target
Visitors	0	0	72,709	77,072
Total Operational Expenses	\$0	\$0	\$259,313	\$318,906
Total Earned Revenues	\$0	\$0	\$125,529	\$133,211
Cost per Visitor			\$3.57	\$4.14
Revenue per Visitor			\$1.73	\$1.73
State Financial Support per Visitor			(\$1.84)	(\$2.41)
Total Cost Recovery			48.4%	41.8%
Change in Expenses between 2010 & 2015				\$59,593
Percent Change in Expenses between 2010 & 2015				23.0%
Change in Revenues between 2010 & 2015				\$7,682
Percent Change in Revenues between 2010 & 2015				6.1%

Key Recommendations

Primary / Short Term Recommendations

1. Manage site according to well-defined maintenance, programming and operational standards, monitored and enforced by region managers and senior management.
2. Perform a thorough net cost-of-service analysis on major functions of site operations, including a detailed analysis of labor requirements by task. Thereafter, update costs to deliver services on a biennial schedule.
3. Operate Chattahoochee Bend State Park using cost-based accounting, including the net cost recovery achieved annually.
4. Conduct on-site surveys annually to assess how well customer satisfaction levels are being met. Park should strive to have 90% of visitors responding to 'Comment Cards' report that they were either 'satisfied' or 'very satisfied' (or some comparable metric to be developed). Programs or services that fall below that standard should be critically reviewed, enhanced, and results monitored; those with a history of poor performance should be considered for elimination.
5. Seek local partners to help support operations, programs, and service delivery and for cross-marketing purposes.
6. Partner with local Chambers of Commerce or other destination marketing organizations (DMOs) to promote local sites.
7. Enhance and add facilities such as cottages and program offerings to provide a minimum of 10 unique experiences for each visitor while maintaining at least a 90% customer satisfaction rating.
8. Pursue opportunities to employ concessionaires or private or public service providers on-site such as Georgia Trail Outfitters for canoe / kayak trips if they can be more cost-effective or provide desirable services, programs or amenities the Division cannot.
9. Add more services, programs and amenities such as guided hikes, guided bird watching programs and plant identification programs that appeal to older adults.
10. Construct facilities and amenities such as cottages, yurts, back country campsites and pioneer camping that are likely to have a cost recovery level at or above 100%.
11. Add more youth and family focused services, programs and amenities such as guided canoe trips, mini golf, plant and animal programs, and junior ranger camp that appeal to younger audiences, families and educational groups.
12. Develop a more detailed analysis of labor requirements of all major park functions to match the right position with the right job at the right pay.
13. Develop funding to provide additional training to site staff for improved business management and marketing effectiveness.
14. Track total economic impact of the site on the local communities and region and share with decision-makers, elected officials, local business operators and others to demonstrate the impact of each site.

15. Seek volunteer support and labor to construct and maintain mountain bike trails, horse trails, miniature golf course, and disc golf course.

Secondary / Long Term Recommendations

1. Engage local communities, user groups, and private organizations to improve connectivity between and within sites through trail development and maintenance projects.
2. Install an improved retail point-of-sale and inventory tracking system.
3. Begin the process of requesting the addition of 10 cottages including three hourly housekeepers, one hourly maintenance worker, an addition to the existing maintenance building for linen cleaning and storage, a washer/dryer for linen cleaning and a vehicle for housekeeping personnel.

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 Chattahoochee Bend 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 Chattahoochee Bend State Park, and provides the assessed condition of each as reviewed in 6/11(month, year).

Site Asset / Amenity	Quantity	Condition
Visitor Center	1	New
Adirondack Buildings	4	New
Adirondack Restroom	1	New
Manager Residence	1	New
Assistant Manager Residence	1	New
Well House 1	1	New
Well House 2	1	New
Comfort Station 1	1	New
Camp Area 1	26 sites	New
Comfort Station 2	1	New
Camp Area 2	23 sites	New
Day Use Restroom	1	New
West Platform Camp area	8 sites	New
West Platform Restroom	1	New
North Platform Camp Area	8 sites	New
North Platform Restroom	1	New
Picnic Shelter 1	1	New
Picnic Shelter 2	1	New
Maintenance Building	1	New

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
Build 10 cottages and infrastructure planned for Phase 2 development	High
Add disc golf course	Moderate to Low
Add mountain bike trails	Moderate
Add equestrian trails	Low
Add miniature golf course	Moderate to 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 services offered at Chattahoochee Bend State Park have been identified as **core services**:

- **Active management of site's natural resources**
- **Open and public access to the site and its resources**
- **Site appropriate education, interpretation and educational opportunities**
- **Public safety**
- **Maintenance of grounds, facilities and infrastructure**

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

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

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

The following programs and services offered at Chattahoochee Bend State Park have been identified as **important services**:

- **Self-guided interpretive/educational opportunities**
- **Camping**
- **Hiking**
- **River access**
- **Day-use activities**

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 Chattahoochee Bend State Park have been identified as **visitor supported services**:

- **Resale items / Visitor Center**
- **Ranger guided activities**

Georgia State Parks and Historic Sites

Staffing Assessment

Labor costs at Chattahoochee Bend State Park represent the largest area of budgetary expense at an average of 74% of the total operating budget for the first year's operation, which is higher than the target of total labor costs (including benefits) not exceeding 65% of the site's total operating expenditures. The reason for this figure being higher than the target labor cost is that this is a new facility and labor needs are being estimated for the first year. 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 2	1	0	2080
Asst. Park Manager 1	1	0	2080
Secretary	1	0	2080
Park Ranger 1	1	0	2080
TOTAL	4	0	8,320

Part Time Employees

Position / Title	Quantity (FTE)	Vacancies	Hours
PT Maintenance	1	0	960
PT Clerk	1	0	960
TOTAL	2	0	1,920

Labor Support

Labor Support	Annual Hours
Volunteers	2000
Community Service Workers	0
Kiosk Worker	260
Resource Management Crews	80
TOTAL	2,340

Total Labor Hours

Labor Type	Annual Hours
Full Time Equivalent Employees	8,320
Part Time Employees	1,920
Labor Support	2,340
TOTAL Annual Labor Hours	12,580

Business and Management Plan

Business Goals

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

Enhance Cost Recovery of Site Operations

Chattahoochee Bend State Park will enhance cost recovery efforts by controlling and minimizing operational expenses. Utility bills will be monitored and staff will be trained to seek ways to minimize utility costs, such as turning off power and water heaters in facilities that are not in use. Labor costs will be monitored, especially part time hours, and work schedules will be set to ensure labor costs are kept to a minimum.

Enhance Revenue Generation Strategies

Strategies for generating revenue include flexible rates, special events, program fees and retail sales.

Expand Special Events at the Site

Chattahoochee Bend State Park will plan and promote special events, such as an Annual Fall Festival, canoe/kayaking event, trail walk/run race and geocaching events.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Recreational and interpretive programs will be planned with all user groups in mind. Coweta County will be funding a part-time Interpretive Naturalist for three years. The park will utilize this position to plan and implement programs for all user groups such as history, water ecology, plant identification, animal identification, and recreational activities like canoeing, hiking and biking.

Improve the Effectiveness of Marketing and Sales

Strategies for marketing and sales include:

- Working with the local Chamber and CVB to promote the site.
- Developing a relationship with local news and radio to get free advertising.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Chattahoochee Bend State Park plans to use the information gathered from customer comment cards to achieve maximum customer satisfaction.

Expand Partnership Opportunities

Chattahoochee Bend State Park will continue to work closely with our Friends group to keep Friends volunteer support strong and seek additional partners that could offer financial or volunteer support.

Classification of Programs and Services

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

Core Services	
Program / Service	Target Cost Recovery
Active management of the site's natural resources	0%
Open and public access to the site and its resources	10% - 20%
Site appropriate education, interpretation and educational opportunities	100% +
Public safety	0%
Maintenance of grounds, facilities and infrastructure	0%

Important Services	
Program / Service	Target Cost Recovery
Self-guided interpretative/educational opportunities	10% - 15%
Camping	100%-120%
Hiking	10% - 20%
River access	10% - 20%
Day-use activities	10% - 30%

Visitor Supported	
Program / Service	Target Cost Recovery
Resale items / Visitor Center	120% - 180%
Ranger guided activities	100% - 130%

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"> • Friends of Georgia State Parks 	
Vendor Partners			<ul style="list-style-type: none"> • Coca Cola • Georgia Power
Service Partners	<ul style="list-style-type: none"> • Coweta County Public Works 	<ul style="list-style-type: none"> • Chamber of Commerce • Coweta County CVB 	
Co-branding Partners		<ul style="list-style-type: none"> • Chamber of Commerce • Coweta County CVB 	
Funding Resource Development Partner		<ul style="list-style-type: none"> • Friends of Georgia State Parks • Friends of Chattahoochee Bend State Park 	

Marketing and Sales Plan

Marketing and Sales Goals

Marketing and sales goals for Chattahoochee Bend are based on the following desired outcomes:

1. To maximize visitation
2. Increase and maximize revenue
3. Increase visitor support

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 2013	Goal by 2014	Goal by 2015
Special Events	0	75-100 visitors/event	150-200 visitors/event	250-300 visitors/event
# of Special Events	1	5 per year	7 per year	10 per year
# of Interpretive Programs	0	10 per year	15 per year	20 per year
Visitation	0	1000 people	2500 people	4000 people

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA

Chattahoochee Bend State Park will approach marketing and publicity planning using the following guidelines and themes:

1. Event publicity

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

2. Program publicity

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

3. Site Publicity

Site publicity focusing on a single site or sub-set of sites requires more intense planning efforts to attract multiple writers and editors from target publications. Each site could host several seasonal media familiarization tours (with 10 to 15 writers or editors) to familiarize them with the site and its benefits and amenities. Stories and features resulting from such tours typically

take between two and six months to materialize so the tours should focus on experiences, benefits, and programs that would be available when the stories are expected to run.

Examples and suggested opportunities for events, programs and related publicity efforts based on the themes described above at Chattahoochee Bend State Park are provided in the table below. Note: Event size will be limited to smaller events until access road at the north end of the park is completed. Once the north access road is complete, two large fields could be used for festivals, scout jamborees, arts/craft shows, car shows, hot air balloon shows and music events.

Event Publicity	Program Publicity	Site Publicity
Triathlon	Night hike	Local Indian history
Trail Run	Junior Ranger Camp	
River Race	Plant identification	
Orienteering event		

PACKAGING

Examples and suggested packages for Chattahoochee Bend State Park are provided in the table below.

Package	Package Details
Camp & tour LWH	Camping at Chattahoochee Bend and admission to LWH

GROUP SALES

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

- Families
- Church Groups
- Scout Groups
- School Groups
- Business
- Social Groups

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Rate Discounts
- Group Discounts
- Programming
- Annual Special Events

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = Outstanding Customer Service, clean and well maintained facilities.
2. Brand confidence & customers-recruiting-customers = Enjoying their stay at Chattahoochee Bend State Park.

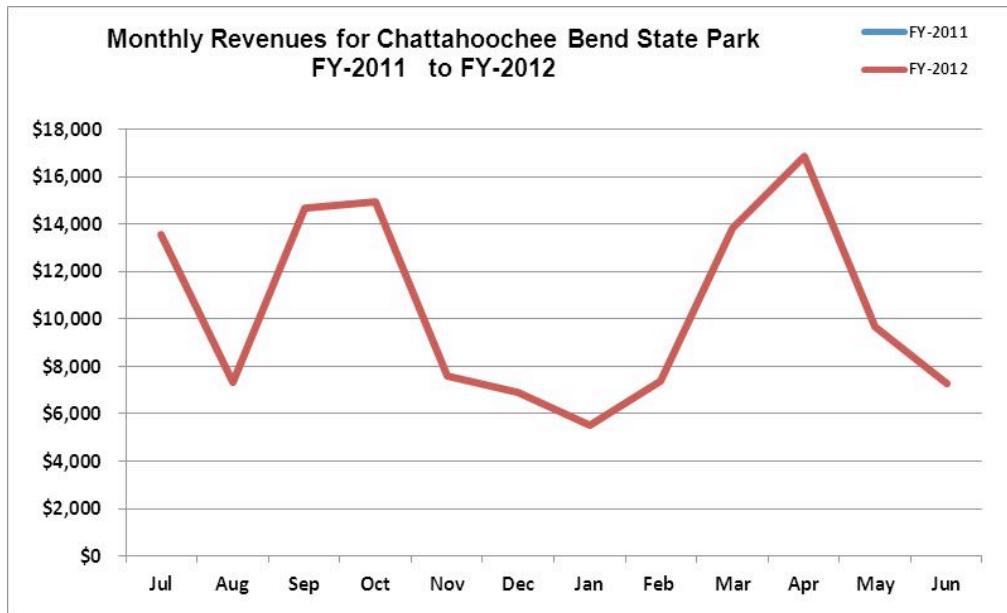
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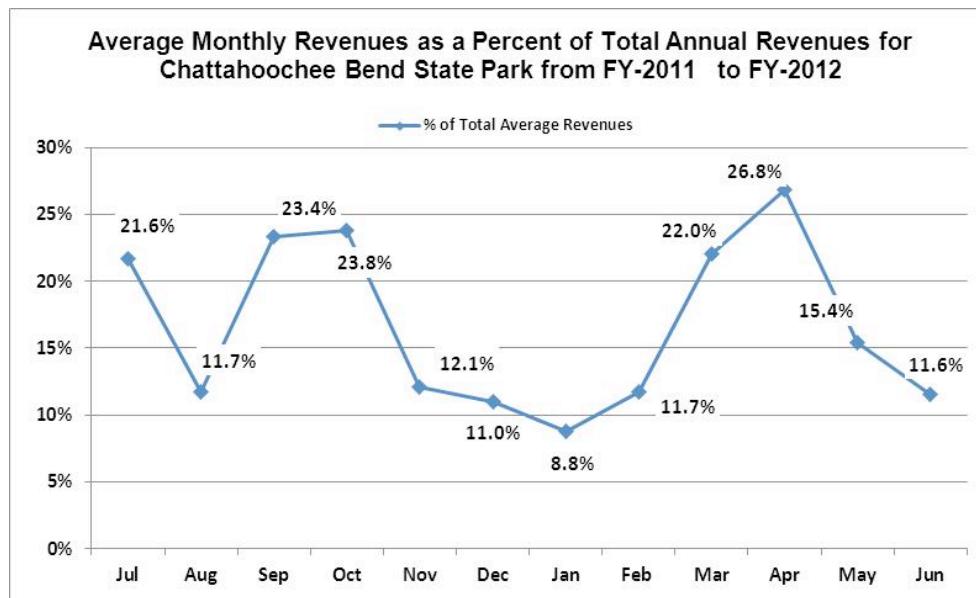
Revenue Generation Plan

Revenue / Cost Recovery Goals

Chattahoochee Bend State Park has set a financial goal of increasing annual revenues 6% annually between 2012 and 2015. The largest revenue growth opportunity is most likely Overnight Camping. The table below details projected revenue growth leading up to 2015, based upon a nominal growth of revenues each year.

Chattahoochee Bend State Park		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
FY-2011 to FY-2012 Monthly Revenue														
	FY-2011													\$0
	FY-2012	\$13,584	\$7,346	\$14,670	\$14,946	\$7,614	\$6,890	\$5,506	\$7,363	\$13,826	\$16,835	\$9,681	\$7,268	\$125,528
Average Revenues		\$13,584	\$7,346	\$14,670	\$14,946	\$7,614	\$6,890	\$5,506	\$7,363	\$13,826	\$16,835	\$9,681	\$7,268	\$62,764
% of Total Average Revenues		21.6%	11.7%	23.4%	23.8%	12.1%	11.0%	8.8%	11.7%	22.0%	26.8%	15.4%	11.6%	
% change btwn FY-2009 & FY-2010														





These projections would result in a total of 38% cumulative growth in total annual revenues between FY2012 and FY2015. If operational expenses can be managed with a cumulative reduction of 7% between FY 2012 and FY 2015, then the overall cost recovery of the site will be approximately 52% in FY 2015 at these projected revenue levels. This is higher than the estimated annual financial performance of the site in FY 2012, which we project, will be operated at 37% cost recovery in that year.

Revenue Generation Strategies

Pricing Plan

PARK RESERVABLES	Current Pricing (CY 2011)	Proposed Pricing (CY 2012)	Positive Yield Management Margin (%)	Negative Yield Management Margin (%)	Positive Yield Management Margin (\$)	Negative Yield Management Margin (\$)
Picnic Shelter	\$65	\$65	20%	-20%	\$13	\$13
Camping (RV)	\$28	\$28	30%	-30%	\$8.40	\$8.40
Camping (Tent)	\$25	\$25	30%	-30%	\$7.50	\$7.50
Platform Camping	\$20	\$20	30%	-30%	\$6	\$6
Camping (Tent only)	\$20	\$20	30%	-30%	\$6	\$6
Adirondack Campsite	\$35	\$35	30%	-30%	\$10.50	\$10.50

Georgia State Parks and Historic Sites

INNOVATIVE PROGRAMMING AND SPECIAL EVENTS PLAN

Program / Event	Theme / Purpose	Scheduled Date/Season	Frequency	Target Participation	Target User Fee	Target Cost Recovery
River Race	Rec./fitness	June – Aug.	2 x Yr.	75 - 150	\$ 30	100% - 150%
Triathlon	Rec./fitness	Apr. – Sep	2 x Yr.	250 – 500	\$ 75	150% - 225%
Orienteering Event	Map skills	October	Annually	150 -300	\$ 30	100% - 120%

PARTNERSHIPS AND CONCESSIONS PLAN

Service / Partnership	Term of Service	Financial Objective	Contract Manager
Canoe/Kayak Outfitter	5Yr	15% Gross receipts	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
New Park – Will monitor 1 st yr and adjust assignments to achieve max. efficiency	1 yr	Unknown

Management Techniques

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

Action	Timeline	Outcome
New Park – Will monitor labor costs and make adjustments needed to achieve cost goals.	1 yr	Unknown

Adjusted Levels of Service

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

Action	Timeline	Outcome
New park – Will not cut any services initially, but closely monitor and adjust as needed.		

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

Chattahoochee Bend State Park		FY-2012 (Actual)	FY-2013	FY-2014	FY2-015
Account	Operational Expenses				
501000	REGULAR SALARIES	\$144,212	\$147,096	\$150,038	\$153,039
502000	ANNUAL LEAVE PAY	\$859	\$876	\$894	\$912
503000	OTHER SUPPLEMENTAL	\$205	\$209	\$213	\$218
511000	OVERTIME	\$0	\$0	\$0	\$0
513000	TEMPORARY/CASUAL LABOR	\$16,127	\$16,450	\$16,779	\$17,114
514000	FICA	\$7,321	\$7,467	\$7,617	\$7,769
515000	RETIREMENT	\$9,975	\$10,175	\$10,378	\$10,586
516000	HEALTH INSURANCE	\$31,454	\$32,083	\$32,725	\$33,379
518000	UNEMPLOYMENT INSURANCE	\$497	\$507	\$517	\$527
520000	ASSESSMENTS BY MERIT	\$824	\$840	\$857	\$874
522001	DRUG TESTING	\$0	\$0	\$0	\$0
TOTAL PERSONAL SERVICES		\$170,275	\$215,703	\$220,018	\$224,418
611000	POSTAGE	\$324	\$330	\$337	\$344
612000	MOTOR VEHICLE EXPENSES	\$14,748	\$15,043	\$15,344	\$15,651
613000	PRINTING & PUBLICATION	\$0	\$0	\$0	\$0
614000	SUPPLIES & MATERIALS	\$19,699	\$20,093	\$20,495	\$20,905
615000	REPAIRS & MAINTENANCE	\$947	\$966	\$985	\$1,005
616000	EQUIPMENT >\$1000< \$5,000	\$0	\$0	\$0	\$0
617000	WATER & SEWAGE	\$0	\$0	\$0	\$0
618000	ENERGY	\$21,426	\$21,855	\$22,292	\$22,737
619000	RENTS	\$1,082	\$1,104	\$1,126	\$1,148
620000	INSURANCE & BONDING	\$195	\$199	\$203	\$207
622000	FREIGHT	\$0	\$0	\$0	\$0
626000	PURCHASING CARD	\$0	\$0	\$0	\$0
627000	OTHER OPERATING EXPENSES	\$2,578	\$2,630	\$2,682	\$2,736
700000	CLAIMS & BONDS & INTEREST	\$0	\$0	\$0	\$0
640000	TRAVEL	\$0	\$0	\$0	\$0
TOTAL REGULAR EXPENSES		\$60,999	\$62,219	\$63,463	\$64,733
701&722	MOTOR VEHICLE EQUIPMENT	\$0	\$0	\$0	\$0
720000	EQUIPMENT PURCHASES >5000	\$0	\$0	\$0	\$0
713 & 716	CAPITAL LEASE Prin & Int	\$0	\$0	\$0	\$0
648000	REAL ESTATE RENTALS	\$1,400	\$1,428	\$1,457	\$1,486
871-872000	VOICE/DATA COMMUNICATIONS	\$394	\$402	\$410	\$418
651000	PER DIEM & FEES	\$0	\$0	\$0	\$0
652000	PER DIEM & FESS EXPENSE	\$0	\$0	\$0	\$0
653000	CONTRACTS	\$1,555	\$1,586	\$1,618	\$1,650
626001-780	ADVERTISING - PROCUREMENT CARD	\$0	\$0	\$0	\$0
610000	RESALE	\$24,690	\$25,184	\$25,687	\$26,201
TOTAL OTHER EXPENDITURES		\$28,039	\$28,600	\$29,172	\$29,755
GRAND TOTAL OPERATIONAL EXPENSES		\$259,313	\$306,522	\$312,653	\$318,906

Georgia State Parks and Historic Sites

Revenue Pro Forma

Chattahoochee Bend State Park					
Revenue Pro Forma					
Revenue (Fund) Sources	Revenue Sources Description	FY-2012 (Actual)	FY-2013	FY-2014	FY-2015
60001	CONCESSION AND TP NON-FOOD	\$31,592	\$32,224	\$32,869	\$33,526
60002	Cancellation Fees	\$550	\$561	\$572	\$583
60005	Campsites	\$42,586	\$43,438	\$44,307	\$45,193
60017	Vending	\$281	\$287	\$293	\$299
60018	Washer/ Dryer	\$329	\$336	\$342	\$349
60020	Short/ Over	(\$577)	(\$589)	(\$601)	(\$613)
60025	Refund	(\$16,115)	(\$16,437)	(\$16,766)	(\$17,101)
60027	Pioneer	\$2,592	\$2,644	\$2,697	\$2,751
60028	Picnic Shelter	\$1,157	\$1,180	\$1,204	\$1,228
60033	Campsite Sr. Discount	(\$3,567)	(\$3,638)	(\$3,711)	(\$3,785)
60037	Misc. Park Receipts	\$17	\$17	\$18	\$18
60073	Disabled Vet Discount	(\$1,178)	(\$1,202)	(\$1,226)	(\$1,250)
60080	Cr Card Chargebacks	(\$132)	(\$135)	(\$137)	(\$140)
60090	Food/ Beverage	\$2,473	\$2,522	\$2,573	\$2,624
60092	Friends Discount	(\$1,526)	(\$1,557)	(\$1,588)	(\$1,619)
60099	Sales Tax	\$1,454	\$1,483	\$1,513	\$1,543
61100	Misc Concession Agreements	\$1,437	\$1,466	\$1,495	\$1,525
62071	Deer Hunt Fees	\$600	\$612	\$624	\$637
66002	Cancellation Fees	\$1,995	\$2,035	\$2,076	\$2,117
66003	Refund - Adv Reservations	(\$7,893)	(\$8,051)	(\$8,212)	(\$8,376)
66005	Campsites	\$17,444	\$17,793	\$18,149	\$18,512
66008	Tent / Pioneer	\$2,440	\$2,489	\$2,539	\$2,589
66019	Transfer Fees	\$91	\$93	\$95	\$97
66028	Picnic Shelter	\$715	\$729	\$744	\$759
69005	Campsites	\$45,564	\$46,475	\$47,405	\$48,353
69008	Tent / Pioneer	\$1,575	\$1,607	\$1,639	\$1,671
69028	Picnic Shelter	\$1,625	\$1,658	\$1,691	\$1,724
TOTAL EARNED REVENUES		\$125,529	\$128,040	\$130,601	\$133,213
Revenue Projection Goal			\$ 128,039	\$ 130,599	\$ 133,211

Total / Cost Recovery Pro Forma

Chattahoochee Bend State Park				
TOTAL PRO FORMA	FY-2012 (Actual)	FY-2013	FY-2014	FY-2015
Visitation	72,709	74,163	75,646	77,072
Operational Expenses	\$259,313	\$306,522	\$312,653	\$318,906
Earned Revenues	\$125,529	\$128,040	\$130,601	\$133,213
% Cost Recovery	48.4%	41.8%	41.8%	41.8%