Amicalola Falls State Park & Lodge Business & Management Plan

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

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

\(^1\) 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

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.

<table>
<thead>
<tr>
<th>Amicalola Falls State Park &amp; Lodge</th>
<th>Target Visitation Growth from 2010</th>
<th>Target Change in Visitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitation Assumptions</td>
<td>15%</td>
<td>68,723</td>
</tr>
<tr>
<td>Visitors</td>
<td>522,130</td>
<td>465,135</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$3,918,742</td>
<td>$3,326,252</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$3,316,362</td>
<td>$2,872,365</td>
</tr>
<tr>
<td>Cost per Visitor</td>
<td>$7.51</td>
<td>$7.15</td>
</tr>
<tr>
<td>Revenue per Visitor</td>
<td>$6.35</td>
<td>$6.18</td>
</tr>
<tr>
<td>State Financial Support per Visitor</td>
<td>$(1.15)</td>
<td>$(0.98)</td>
</tr>
<tr>
<td>Total Cost Recovery</td>
<td>85%</td>
<td>86%</td>
</tr>
<tr>
<td>Change from 2010 Expenses</td>
<td>$7,741</td>
<td></td>
</tr>
<tr>
<td>Percent Change from 2010 Expenses</td>
<td>0.27%</td>
<td></td>
</tr>
<tr>
<td>Change from 2010 Revenues</td>
<td>$675,987</td>
<td></td>
</tr>
<tr>
<td>Percent Change from 2010 Revenues</td>
<td>25.02%</td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Rating</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>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.</td>
</tr>
<tr>
<td>Good</td>
<td>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.</td>
</tr>
<tr>
<td>Fair</td>
<td>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.</td>
</tr>
<tr>
<td>Poor</td>
<td>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.</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Site Asset / Amenity</th>
<th>Quantity</th>
<th>Condition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodge Rooms</td>
<td>56</td>
<td>Fair</td>
</tr>
<tr>
<td>Cottages</td>
<td>14</td>
<td>Fair</td>
</tr>
<tr>
<td>Campsites</td>
<td>24</td>
<td>Good</td>
</tr>
<tr>
<td>Lodge, Conference Center &amp; Restaurant</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Picnic Shelters</td>
<td>4</td>
<td>Good</td>
</tr>
<tr>
<td>Group Shelter</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Visitor Center</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Lower Maintenance Center</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Upper Maintenance</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Roads/Paving</td>
<td></td>
<td>Fair</td>
</tr>
<tr>
<td>Trails</td>
<td></td>
<td>Good</td>
</tr>
<tr>
<td>Len Foote Hike Inn</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Site Mgr Residence</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Resource Mgr Residence</td>
<td>1</td>
<td>Fair</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Facility Need</th>
<th>Priority Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodge Renovation (HVAC, plumbing, guest rooms, furnishings, paint)</td>
<td>High</td>
</tr>
<tr>
<td>Cottage Renovation</td>
<td>High</td>
</tr>
<tr>
<td>Roads, Sidewalks, Lighting (Health/Safety Issues)</td>
<td>Moderate</td>
</tr>
<tr>
<td>Lodge/Resource Mgr Residences (Health/Safety Issues)</td>
<td>Moderate</td>
</tr>
<tr>
<td>Relocate long-term hiker parking lot</td>
<td>Moderate</td>
</tr>
<tr>
<td>Site Mgr Residence (Health/Safety Issues)</td>
<td>Low</td>
</tr>
<tr>
<td>Lower Maintenance Center</td>
<td>Low</td>
</tr>
<tr>
<td>Group Shelter</td>
<td>Low</td>
</tr>
<tr>
<td>Expand Conference Space and Restaurant</td>
<td>Low</td>
</tr>
<tr>
<td>Reacquisition of DOC crew</td>
<td>Low</td>
</tr>
</tbody>
</table>
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.
Georgia State Parks and Historic Sites

- 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

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

### Part Time Employees

<table>
<thead>
<tr>
<th>Position / Title</th>
<th>Quantity (FTE)</th>
<th>Vacancies</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerk</td>
<td>15</td>
<td>0</td>
<td>22620</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>10</td>
<td>0</td>
<td>15080</td>
</tr>
<tr>
<td>Cashier</td>
<td>3</td>
<td>0</td>
<td>4524</td>
</tr>
<tr>
<td>Banquet Server</td>
<td>2</td>
<td>0</td>
<td>3016</td>
</tr>
<tr>
<td>Restaurant Server</td>
<td>8</td>
<td>2</td>
<td>15080</td>
</tr>
<tr>
<td>Cook</td>
<td>10</td>
<td>3</td>
<td>19604</td>
</tr>
<tr>
<td>Dishwasher</td>
<td>4</td>
<td>0</td>
<td>6032</td>
</tr>
<tr>
<td>Maintenance</td>
<td>5</td>
<td>1</td>
<td>9048</td>
</tr>
<tr>
<td>Naturalist</td>
<td>0</td>
<td>1</td>
<td>1508</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>57</strong></td>
<td><strong>7</strong></td>
<td><strong>96512</strong></td>
</tr>
</tbody>
</table>
Amicalola Falls State Park & Lodge Business Plan

Labor Support

<table>
<thead>
<tr>
<th>Labor Support</th>
<th>Annual Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers +/-</td>
<td>4010</td>
</tr>
<tr>
<td>Community Service Workers +/-</td>
<td>50</td>
</tr>
<tr>
<td>Engineering and Construction Crews 100-500</td>
<td>300</td>
</tr>
<tr>
<td>Resource Management Crews +/-</td>
<td>50</td>
</tr>
<tr>
<td>Kiosk +/-</td>
<td>4000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>8410</td>
</tr>
</tbody>
</table>

Total Labor Hours

<table>
<thead>
<tr>
<th>Labor Type</th>
<th>Annual Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Time Equivalent Employees</td>
<td>56233</td>
</tr>
<tr>
<td>Part Time Employees</td>
<td>96512</td>
</tr>
<tr>
<td>Labor Support</td>
<td>8410</td>
</tr>
<tr>
<td>TOTAL Annual Labor Hours</td>
<td>161155</td>
</tr>
</tbody>
</table>

LAbor Budget Summary

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

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

Amicalola Falls State Park & Lodge

state Department of Natural Resources

Georgia
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Visitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>522,130</td>
</tr>
<tr>
<td>2009</td>
<td>465,135</td>
</tr>
<tr>
<td>2010</td>
<td>458,153</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Lodge Occupancy</th>
<th>Cabin Occupancy</th>
<th>Camping Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>56.71%</td>
<td>63.15%</td>
<td>49.12%</td>
</tr>
<tr>
<td>2009</td>
<td>51.56%</td>
<td>61.80%</td>
<td>47.76%</td>
</tr>
<tr>
<td>2010</td>
<td>51.11%</td>
<td>60.15%</td>
<td>43.66%</td>
</tr>
</tbody>
</table>

Customer Service and Satisfaction

<table>
<thead>
<tr>
<th>Site</th>
<th>Year</th>
<th>Customer Satisfaction Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amicalola Falls State Park &amp; Lodge</td>
<td>2009</td>
<td>85%</td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>75%</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Amicalola Falls State Park &amp; Lodge</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>% Change from 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REGULAR SALARIES</td>
<td>1,374,306</td>
<td>1,349,935</td>
<td>909,360</td>
<td>-34%</td>
</tr>
<tr>
<td>ANNUAL LEAVE PAY</td>
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<td>91%</td>
</tr>
<tr>
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<td>89,778</td>
<td>-22%</td>
</tr>
<tr>
<td>OVERTIME</td>
<td>6,080</td>
<td>921</td>
<td>420</td>
<td></td>
</tr>
<tr>
<td>TEMPORARY/CASUAL LABOR</td>
<td>271,461</td>
<td>202,501</td>
<td>309,307</td>
<td>14%</td>
</tr>
<tr>
<td>FICA</td>
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<td>99,497</td>
<td>73,564</td>
<td>-30%</td>
</tr>
<tr>
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<td>139,683</td>
<td>100,036</td>
<td>-30%</td>
</tr>
<tr>
<td>HEALTH INSURANCE</td>
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<td>193,886</td>
<td>308,068</td>
<td>-37%</td>
</tr>
<tr>
<td>UNEMPLOYMENT INSURANCE</td>
<td>3,111</td>
<td>2,361</td>
<td>1,187</td>
<td>-62%</td>
</tr>
<tr>
<td>ASSESSMENTS BY MERIT</td>
<td>12,054</td>
<td>11,613</td>
<td>3,973</td>
<td>-67%</td>
</tr>
<tr>
<td>PERSONAL SERVICES</td>
<td>2,390,291</td>
<td>2,109,862</td>
<td>1,745,882</td>
<td>-27%</td>
</tr>
<tr>
<td>POSTAGE</td>
<td>3,670</td>
<td>2,009</td>
<td>1,864</td>
<td>-49%</td>
</tr>
<tr>
<td>MOTOR VEHICLE EXPENSES</td>
<td>59,885</td>
<td>29,866</td>
<td>34,971</td>
<td>-42%</td>
</tr>
<tr>
<td>PRINTING &amp; PUBLICATION</td>
<td>189</td>
<td></td>
<td></td>
<td>-100%</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>149,990</td>
<td>104,369</td>
<td>112,090</td>
<td>-25%</td>
</tr>
<tr>
<td>REPAIRS &amp; MAINTENANCE</td>
<td>44,797</td>
<td>29,632</td>
<td>21,592</td>
<td>-52%</td>
</tr>
<tr>
<td>EQUIPMENT &gt;$1000&lt; $5,000</td>
<td>2,828</td>
<td>4,389</td>
<td>2,518</td>
<td>-11%</td>
</tr>
<tr>
<td>WATER &amp; SEWAGE</td>
<td>265,444</td>
<td>243,978</td>
<td>234,928</td>
<td>-11%</td>
</tr>
<tr>
<td>ENERGY</td>
<td>23,517</td>
<td>22,045</td>
<td>16,209</td>
<td>-31%</td>
</tr>
<tr>
<td>INSURANCE &amp; BONDING</td>
<td>10,721</td>
<td>15,847</td>
<td>15,656</td>
<td>46%</td>
</tr>
<tr>
<td>FREIGHT</td>
<td>12,054</td>
<td>11,613</td>
<td>3,973</td>
<td>-67%</td>
</tr>
<tr>
<td>PURCHASING CARD</td>
<td>12,054</td>
<td>11,613</td>
<td>3,973</td>
<td>-67%</td>
</tr>
<tr>
<td>OTHER OPERATING EXPENSES</td>
<td>105,807</td>
<td>88,971</td>
<td>72,164</td>
<td>-32%</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>2,289</td>
<td>35</td>
<td>846</td>
<td>-63%</td>
</tr>
<tr>
<td>REGULAR EXPENSES</td>
<td>669,168</td>
<td>541,236</td>
<td>512,838</td>
<td>-23%</td>
</tr>
<tr>
<td>MOTOR VEHICLE EQUIPMENT</td>
<td>9,389</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EQUIPMENT PURCHASES &gt;5000</td>
<td>9,520</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VOICE/DATA COMMUNICATIONS</td>
<td>53,600</td>
<td>39,515</td>
<td>40,512</td>
<td>-24%</td>
</tr>
<tr>
<td>PER DIEM &amp; FEES</td>
<td>400</td>
<td>780</td>
<td>350</td>
<td></td>
</tr>
<tr>
<td>CONTRACTS</td>
<td>786,376</td>
<td>634,859</td>
<td>556,690</td>
<td>-29%</td>
</tr>
<tr>
<td>TOTAL OTHER EXPENDITURES</td>
<td>859,285</td>
<td>675,154</td>
<td>597,552</td>
<td>-30%</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$ 3,918,742</td>
<td>$ 3,326,252</td>
<td>$ 2,856,272</td>
<td>-27%</td>
</tr>
<tr>
<td>Earned Revenues</td>
<td>$3,316,362</td>
<td>$2,872,365</td>
<td>$2,701,346</td>
<td>-36%</td>
</tr>
<tr>
<td>% Cost Recovery</td>
<td>85%</td>
<td>86%</td>
<td>95%</td>
<td>12%</td>
</tr>
</tbody>
</table>

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%).
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Operational Expenses</th>
<th>Earned Revenues</th>
<th>Percent Cost Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$3,918,742</td>
<td>$3,316,362</td>
<td>85%</td>
</tr>
<tr>
<td>2009</td>
<td>$3,326,252</td>
<td>$2,872,365</td>
<td>86%</td>
</tr>
<tr>
<td>2010</td>
<td>$2,856,272</td>
<td>$2,701,346</td>
<td>95%</td>
</tr>
</tbody>
</table>

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.
<table>
<thead>
<tr>
<th>Cottage (1 BR Bottom)</th>
<th>Low: Dec-Feb Weeknight</th>
<th>Low: Dec-Feb Weekend</th>
<th>Mid: Mar-Aug Weeknight</th>
<th>High: Sept-Nov Weeknight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low: Dec-Feb Weeknight</td>
<td>$79</td>
<td>$89</td>
<td>$99</td>
<td>$99</td>
</tr>
<tr>
<td>Low: Dec-Feb Weekend</td>
<td>$89</td>
<td>$99</td>
<td>$109</td>
<td>$109</td>
</tr>
<tr>
<td>Mid: Mar-Aug Weeknight</td>
<td>$99</td>
<td>$119</td>
<td>$119</td>
<td>$99</td>
</tr>
<tr>
<td>High: Sept-Nov Weeknight</td>
<td>$99</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cottage (2 BR Bottom)</th>
<th>Low: Dec-Feb Weeknight</th>
<th>Low: Dec-Feb Weekend</th>
<th>Mid: Mar-Aug Weeknight</th>
<th>High: Sept-Nov Weeknight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low: Dec-Feb Weeknight</td>
<td>$99</td>
<td>$109</td>
<td>$109</td>
<td>$99</td>
</tr>
<tr>
<td>Low: Dec-Feb Weekend</td>
<td>$99</td>
<td>$109</td>
<td>$109</td>
<td>$109</td>
</tr>
<tr>
<td>Mid: Mar-Aug Weeknight</td>
<td>$99</td>
<td>$109</td>
<td>$109</td>
<td>$109</td>
</tr>
<tr>
<td>High: Sept-Nov Weeknight</td>
<td>$99</td>
<td>$109</td>
<td>$109</td>
<td>$109</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cottage (2 BR Top)</th>
<th>Low: Dec-Feb Weeknight</th>
<th>Low: Dec-Feb Weekend</th>
<th>Mid: Mar-Aug Weeknight</th>
<th>High: Sept-Nov Weeknight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low: Dec-Feb Weeknight</td>
<td>$119</td>
<td>$129</td>
<td>$129</td>
<td>$119</td>
</tr>
<tr>
<td>Low: Dec-Feb Weekend</td>
<td>$129</td>
<td>$129</td>
<td>$129</td>
<td>$129</td>
</tr>
<tr>
<td>Mid: Mar-Aug Weeknight</td>
<td>$129</td>
<td>$129</td>
<td>$129</td>
<td>$129</td>
</tr>
<tr>
<td>High: Sept-Nov Weeknight</td>
<td>$129</td>
<td>$129</td>
<td>$129</td>
<td>$129</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lodge Executive Suite</th>
<th>Low: Dec-Feb Weeknight</th>
<th>Low: Dec-Feb Weekend</th>
<th>Mid: Mar-Aug Weeknight</th>
<th>High: Sept-Nov Weeknight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low: Dec-Feb Weeknight</td>
<td>$149</td>
<td>$179</td>
<td>$179</td>
<td>$149</td>
</tr>
<tr>
<td>Low: Dec-Feb Weekend</td>
<td>$159</td>
<td>$159</td>
<td>$159</td>
<td>$159</td>
</tr>
<tr>
<td>Mid: Mar-Aug Weeknight</td>
<td>$159</td>
<td>$159</td>
<td>$159</td>
<td>$159</td>
</tr>
<tr>
<td>High: Sept-Nov Weeknight</td>
<td>$159</td>
<td>$159</td>
<td>$159</td>
<td>$159</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lodge King With View</th>
<th>Low: Dec-Feb Weeknight</th>
<th>Low: Dec-Feb Weekend</th>
<th>Mid: Mar-Aug Weeknight</th>
<th>High: Sept-Nov Weeknight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low: Dec-Feb Weeknight</td>
<td>$109</td>
<td>$109</td>
<td>$109</td>
<td>$109</td>
</tr>
<tr>
<td>Low: Dec-Feb Weekend</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
</tr>
<tr>
<td>Mid: Mar-Aug Weeknight</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
</tr>
<tr>
<td>High: Sept-Nov Weeknight</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
<td>$119</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lodge Loft Suite</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodge Executive Suite</td>
<td>Created in 2011</td>
</tr>
<tr>
<td>Lodge Double/King/Loft</td>
<td>Created in 2011</td>
</tr>
<tr>
<td>Lodge Junior Suite</td>
<td>Changed to 3 dbl beds in 2011</td>
</tr>
<tr>
<td>Lodge King With View</td>
<td>Created in 2011</td>
</tr>
<tr>
<td>Lodge Loft Suite</td>
<td>Changed to 3 dbl beds in 2011</td>
</tr>
</tbody>
</table>
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 is 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.

<table>
<thead>
<tr>
<th>Core Programs / Services</th>
<th>Target Cost Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>0%</td>
</tr>
<tr>
<td>Provide for public access to the site and the grounds.</td>
<td>0%</td>
</tr>
<tr>
<td>Provide for public safety for visitors and protection of natural and cultural resources.</td>
<td>0%</td>
</tr>
<tr>
<td>Provide for maintenance of grounds, facilities &amp; infrastructure.</td>
<td>0%</td>
</tr>
<tr>
<td>Maintain facilities developed through the LWCF program to required standards.</td>
<td>0%</td>
</tr>
<tr>
<td>Provide for basic day-use activities (such as picnicking and hiking) with informational signage, picnic tables, trash cans and restroom facilities.</td>
<td>0%</td>
</tr>
<tr>
<td>Maintain site drinking water and wastewater programs to state standards.</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Important Programs / Services</th>
<th>Target Cost Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a full range of environmental, cultural, and recreational based programs for guests of all ages.</td>
<td>10-40%</td>
</tr>
<tr>
<td>Offer site specific, Appalachian Trail and general DNR / resource management information at the visitor center facility.</td>
<td>25%</td>
</tr>
<tr>
<td>Provide for tent and RV camping opportunities.</td>
<td>30-50%</td>
</tr>
<tr>
<td>Provide limited support services for Appalachian Trail hikers.</td>
<td>20%</td>
</tr>
<tr>
<td>Provide support services to the AERS organization in its operation of the Len Foote Hike Inn.</td>
<td>20%</td>
</tr>
<tr>
<td>Provide educational programs for schools and organized groups.</td>
<td>60-90%</td>
</tr>
<tr>
<td>Visitor Supported Programs / Services</td>
<td>Target Cost Recovery</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Operate a 56-room lodge and conference facility.</td>
<td>90 - 120%</td>
</tr>
<tr>
<td>Operate a full-service, year-round restaurant.</td>
<td>90 - 130%</td>
</tr>
<tr>
<td>Operate banquet and conference facilities for business meetings, weddings, etc.</td>
<td>80 - 100%</td>
</tr>
<tr>
<td>Provide support services for 14 rental cabins and 24 tent / RV campsites.</td>
<td>100 – 120%</td>
</tr>
<tr>
<td>Provide support services for 4 rental picnic shelters and 1 group shelter.</td>
<td>80 – 110%</td>
</tr>
<tr>
<td>Operate and provide retail support services in the visitor center and a gift shop in the lodge.</td>
<td>135%</td>
</tr>
<tr>
<td>Operate and maintain ropes course and climbing tower elements for team building.</td>
<td>75 – 100%</td>
</tr>
</tbody>
</table>
### 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.

<table>
<thead>
<tr>
<th>Operational Partners</th>
<th>Public Partners</th>
<th>Not-for-profit Partners</th>
<th>Private / Enterprise Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vendor Partners</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Len Foote Hike Inn</td>
<td></td>
<td>• Appalachian Trail</td>
<td>• NGMA/Coral Hospitality</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conservancy</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leave No Trace Program</td>
<td></td>
</tr>
<tr>
<td><strong>Service Partners</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• City of Dawsonville</td>
<td></td>
<td>• Dawson Chamber of</td>
<td>• JB JAMS Entertainment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commerce and Visitor</td>
<td>• Barbara Roberts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Center</td>
<td>Massage Therapy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Dahlonega Visitors</td>
<td>• Local Golf Courses</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Center</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Gilmer and Pickens</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chambers</td>
<td></td>
</tr>
<tr>
<td><strong>Co-branding Partners</strong></td>
<td></td>
<td>• Dawsonville Racing</td>
<td>• Apple Mountain</td>
</tr>
<tr>
<td>• Dahlonega Gold</td>
<td></td>
<td>Museum</td>
<td>Playhouse</td>
</tr>
<tr>
<td>Museum</td>
<td></td>
<td>• Sheriff’s Foundation</td>
<td>• Cartecay Bikes</td>
</tr>
<tr>
<td>• Unicoi State Park &amp;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lodge</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Funding Resource</strong></td>
<td></td>
<td>• Friends of Georgia</td>
<td>• Paul Thomas Chocolates</td>
</tr>
<tr>
<td>Development <strong>Partner</strong></td>
<td></td>
<td>Parks &amp; Historic Sites</td>
<td>• North Georgia Outfitters</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Friends of Amicalola</td>
<td>• Kangaroo Conservation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Falls State Park &amp; Lodge</td>
<td>• Crisson Gold Mine</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Sweetwater Outfitters</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Burt’s Pumpkin Farm</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Area of Focus</th>
<th>Current Performance</th>
<th>Goal by 2011</th>
<th>Goal by 2012</th>
<th>Goal by 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signature events</td>
<td>6 per year</td>
<td>8 per year</td>
<td>12 per year</td>
<td>16 per year</td>
</tr>
<tr>
<td>at the Lodge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overnight Occupancy</td>
<td>52%</td>
<td>54%</td>
<td>57%</td>
<td>61%</td>
</tr>
</tbody>
</table>

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.

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

**Packaging**

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

<table>
<thead>
<tr>
<th>Package</th>
<th>Package Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relaxation &amp; Rejuvenate</td>
<td>Overnight room, hiking snack pack with water, dinner, in room spa treatment and fruit and cheese in your room</td>
</tr>
<tr>
<td>Looking for Gold</td>
<td>Overnight room with family pass to the Dahlonega Gold Museum and Gold panning at the Crission Gold Mine and Dinner at the Lodge.</td>
</tr>
<tr>
<td>Shop &amp; Stay</td>
<td>Overnight room, breakfast, discount coupons for the local area including the Dawson outlet mall, dinner at the Lodge</td>
</tr>
<tr>
<td>Dinner Theater Nights</td>
<td>Dinner in the Maple Restaurant that will include an interactive show by Apple Mountain Playhouse overnight at the losge discounted if they want to stay</td>
</tr>
<tr>
<td>Touring North Georgia (for bus tour groups)</td>
<td>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)</td>
</tr>
<tr>
<td>For Race Fans Only</td>
<td>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</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Year</th>
<th>% Growth from Previous Year</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>2%</td>
<td>$298,103</td>
<td>$255,733</td>
<td>$268,556</td>
<td>$394,364</td>
<td>$296,901</td>
<td>$165,364</td>
<td>$143,927</td>
<td>$143,684</td>
<td>$230,527</td>
<td>$275,337</td>
<td>$264,600</td>
<td>$278,877</td>
<td>$3,015,974</td>
</tr>
<tr>
<td>2013</td>
<td>4%</td>
<td>$308,536</td>
<td>$264,683</td>
<td>$277,956</td>
<td>$408,167</td>
<td>$307,293</td>
<td>$171,152</td>
<td>$148,964</td>
<td>$148,712</td>
<td>$238,596</td>
<td>$284,574</td>
<td>$273,861</td>
<td>$288,638</td>
<td>$3,121,533</td>
</tr>
<tr>
<td>2014</td>
<td>4%</td>
<td>$320,878</td>
<td>$275,271</td>
<td>$289,074</td>
<td>$424,494</td>
<td>$319,584</td>
<td>$177,998</td>
<td>$154,923</td>
<td>$154,661</td>
<td>$248,139</td>
<td>$296,373</td>
<td>$284,816</td>
<td>$300,184</td>
<td>$3,246,394</td>
</tr>
<tr>
<td>2015</td>
<td>4%</td>
<td>$333,713</td>
<td>$286,282</td>
<td>$300,637</td>
<td>$441,473</td>
<td>$332,368</td>
<td>$185,118</td>
<td>$161,120</td>
<td>$160,847</td>
<td>$258,065</td>
<td>$308,228</td>
<td>$296,208</td>
<td>$312,191</td>
<td>$3,376,250</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>AMICALOLA FALLS STATE PARK &amp; LODGE</td>
<td>Picnic Shelter (30 capacity)</td>
<td>$45</td>
<td>$45</td>
<td>+/- 10%</td>
</tr>
<tr>
<td></td>
<td>Group Shelter (75 capacity)</td>
<td>$75</td>
<td>$75</td>
<td>+/- 20%</td>
</tr>
<tr>
<td></td>
<td>Camping (RV)</td>
<td>$28</td>
<td>$30</td>
<td>+/- 10%</td>
</tr>
<tr>
<td></td>
<td>Camping (Tent)</td>
<td>$25</td>
<td>$25</td>
<td>+/- 10%</td>
</tr>
<tr>
<td></td>
<td>Cottage (1 BR Bottom)</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$85</td>
<td>$85</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$95</td>
<td>$95</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$95</td>
<td>$95</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$105</td>
<td>$105</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$105</td>
<td>$110</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$115</td>
<td>$120</td>
</tr>
<tr>
<td></td>
<td>Cottage (2 BR Bottom)</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$105</td>
<td>$105</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$115</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$115</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$125</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$125</td>
<td>$130</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$135</td>
<td>$140</td>
</tr>
<tr>
<td></td>
<td>Cottage (2 BR Top)</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$125</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$135</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$135</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$145</td>
<td>$145</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$145</td>
<td>$150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$155</td>
<td>$160</td>
</tr>
<tr>
<td></td>
<td>Cottage (3 BR Top)</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$135</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$145</td>
<td>$145</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$145</td>
<td>$145</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$155</td>
<td>$155</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$155</td>
<td>$160</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$165</td>
<td>$170</td>
</tr>
<tr>
<td></td>
<td>Lodge Econo Double</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$55</td>
<td>$60</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$65</td>
<td>$70</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$75</td>
<td>$80</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$85</td>
<td>$90</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$85</td>
<td>$90</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$95</td>
<td>$100</td>
</tr>
<tr>
<td></td>
<td>Lodge Double</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$75</td>
<td>$75</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$85</td>
<td>$85</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$100</td>
<td>$105</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$110</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$110</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$120</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td>Lodge King</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$85</td>
<td>$85</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$95</td>
<td>$95</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$110</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$120</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$120</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$130</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td>Lodge Loft Suite</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$95</td>
<td>$95</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$105</td>
<td>$105</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$120</td>
<td>$120</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$130</td>
<td>$130</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$130</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$140</td>
<td>$145</td>
</tr>
<tr>
<td></td>
<td>Lodge Junior Suite</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$110</td>
<td>$115</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$120</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$135</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$145</td>
<td>$145</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$145</td>
<td>$150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$155</td>
<td>$160</td>
</tr>
<tr>
<td></td>
<td>Lodge Executive Suite</td>
<td>Low: Dec-Feb Weeknight</td>
<td>$125</td>
<td>$125</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Low: Dec-Feb Weekend</td>
<td>$135</td>
<td>$135</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weeknight</td>
<td>$150</td>
<td>$150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Md: Mar-Aug Weekend</td>
<td>$160</td>
<td>$160</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weeknight</td>
<td>$160</td>
<td>$165</td>
</tr>
<tr>
<td></td>
<td></td>
<td>High: Sept-Nov Weekend</td>
<td>$170</td>
<td>$175</td>
</tr>
</tbody>
</table>
### Innovative Programming and Special Events Plan

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

### Partnerships and Concessions Plan

<table>
<thead>
<tr>
<th>Service / Partnership</th>
<th>Term of Service</th>
<th>Financial Objective</th>
<th>Contract Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packaging and promotions with local business</td>
<td>1 year</td>
<td>Shared revenue</td>
<td>Lodge Manager</td>
</tr>
<tr>
<td>In-room Spa Treatments</td>
<td>2 years</td>
<td>20% of gross receipts to site</td>
<td>Lodge Manager</td>
</tr>
</tbody>
</table>
Expense Management Plan

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

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced full time positions by 48 and converted to part time, 1508 positions</td>
<td>Started FY10 to present</td>
<td>Reduction in available hours and in labor costs</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>No overtime</td>
<td>Current</td>
<td>Reduction in labor costs</td>
</tr>
<tr>
<td>Cut hours of part time labor when guest visitation is the lowest</td>
<td>Current</td>
<td>Reduction in labor costs</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>At the present time we are unable to reduce levels of service and still increase revenues as stated in the cost recovery summary</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Amicalola Falls State Park &amp; Lodge</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>REGULAR SALARIES</td>
<td>$789,889</td>
<td>$784,360</td>
<td>$788,869</td>
<td>$773,417</td>
<td>$768,003</td>
</tr>
<tr>
<td>ANNUAL LEAVE PAY</td>
<td>$17,781</td>
<td>$17,656</td>
<td>$17,533</td>
<td>$17,410</td>
<td>$17,288</td>
</tr>
<tr>
<td>OTHER SUPPLEMENTAL</td>
<td>$72,320</td>
<td>$71,814</td>
<td>$71,311</td>
<td>$70,812</td>
<td>$70,316</td>
</tr>
<tr>
<td>OVERTIME</td>
<td>$9,600</td>
<td>$9,533</td>
<td>$9,466</td>
<td>$9,400</td>
<td>$9,334</td>
</tr>
<tr>
<td>TEMPORARY/CASUAL LABOR</td>
<td>$489,740</td>
<td>$486,312</td>
<td>$482,908</td>
<td>$479,527</td>
<td>$476,777</td>
</tr>
<tr>
<td>FICA</td>
<td>$67,528</td>
<td>$67,055</td>
<td>$66,586</td>
<td>$66,120</td>
<td>$65,657</td>
</tr>
<tr>
<td>RETIREMENT</td>
<td>$82,228</td>
<td>$81,652</td>
<td>$81,081</td>
<td>$80,513</td>
<td>$79,950</td>
</tr>
<tr>
<td>HEALTH INSURANCE</td>
<td>$175,079</td>
<td>$173,853</td>
<td>$172,636</td>
<td>$171,428</td>
<td>$170,228</td>
</tr>
<tr>
<td>UNEMPLOYMENT INSURANCE</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>ASSESSMENTS BY MERIT</td>
<td>$4,110</td>
<td>$4,081</td>
<td>$4,053</td>
<td>$4,024</td>
<td>$3,998</td>
</tr>
<tr>
<td>DRUG TESTING</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERSONAL SERVICES</td>
<td>$1,708,274</td>
<td>$1,696,316</td>
<td>$1,684,442</td>
<td>$1,672,651</td>
<td>$1,660,943</td>
</tr>
<tr>
<td>POSTAGE</td>
<td>$2,282</td>
<td>$2,266</td>
<td>$2,250</td>
<td>$2,234</td>
<td>$2,219</td>
</tr>
<tr>
<td>MOTOR VEHICLE EXPENSES</td>
<td>$33,282</td>
<td>$33,049</td>
<td>$32,818</td>
<td>$32,588</td>
<td>$32,360</td>
</tr>
<tr>
<td>PRINTING &amp; PUBLICATION</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>$112,790</td>
<td>$112,000</td>
<td>$111,216</td>
<td>$110,438</td>
<td>$109,665</td>
</tr>
<tr>
<td>REPAIRS &amp; MAINTENANCE</td>
<td>$22,000</td>
<td>$21,846</td>
<td>$21,693</td>
<td>$21,541</td>
<td>$21,390</td>
</tr>
<tr>
<td>EQUIPMENT &gt;$1000&lt; $5,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>WATER &amp; SEWAGE</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>ENERGY</td>
<td>$235,000</td>
<td>$233,355</td>
<td>$231,722</td>
<td>$230,099</td>
<td>$228,489</td>
</tr>
<tr>
<td>RENTS</td>
<td>$16,000</td>
<td>$15,888</td>
<td>$15,777</td>
<td>$15,666</td>
<td>$15,557</td>
</tr>
<tr>
<td>INSURANCE &amp; BONDING</td>
<td>$10,000</td>
<td>$9,930</td>
<td>$9,860</td>
<td>$9,791</td>
<td>$9,723</td>
</tr>
<tr>
<td>FREIGHT</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>PURCHASING CARD</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>OTHER OPERATING EXPENSES</td>
<td>$62,000</td>
<td>$61,566</td>
<td>$61,135</td>
<td>$60,707</td>
<td>$60,282</td>
</tr>
<tr>
<td>CLAIMS &amp; BONDS &amp; INTEREST</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>$500</td>
<td>$497</td>
<td>$493</td>
<td>$490</td>
<td>$486</td>
</tr>
<tr>
<td>REGULAR EXPENSES</td>
<td>$493,854</td>
<td>$490,397</td>
<td>$486,964</td>
<td>$483,555</td>
<td>$480,171</td>
</tr>
<tr>
<td>MOTOR VEHICLE EQUIPMENT</td>
<td>$1,200</td>
<td>$1,192</td>
<td>$1,183</td>
<td>$1,175</td>
<td>$1,167</td>
</tr>
<tr>
<td>EQUIPMENT PURCHASES &gt;5000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>CAPITAL LEASE Prin &amp; Int</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>REAL ESTATE RENTALS</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>VOICE/DATA COMMUNICATIONS</td>
<td>$54,000</td>
<td>$53,622</td>
<td>$53,247</td>
<td>$52,874</td>
<td>$52,504</td>
</tr>
<tr>
<td>PER DIEM &amp; FEES</td>
<td>$300</td>
<td>$298</td>
<td>$296</td>
<td>$294</td>
<td>$292</td>
</tr>
<tr>
<td>PER DIEM &amp; FEES EXPENSE</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>CONTRACTS</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>ADVERTISING - PROCUREMENT CARD</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>RESALE</td>
<td>$688,000</td>
<td>$683,184</td>
<td>$678,402</td>
<td>$673,653</td>
<td>$668,937</td>
</tr>
<tr>
<td>TOTAL OTHER EXPENDITURES</td>
<td>$743,500</td>
<td>$738,296</td>
<td>$733,127</td>
<td>$727,996</td>
<td>$722,900</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$2,945,628</td>
<td>$2,925,009</td>
<td>$2,904,534</td>
<td>$2,884,202</td>
<td>$2,864,013</td>
</tr>
</tbody>
</table>
## Revenue Pro Forma

### Amicalola Falls State Park & Lodge

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

## Total / Cost Recovery Pro Forma

### Amicalola Falls State Park & Lodge

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL PRO FORMA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visitation</td>
<td>471,898</td>
<td>481,336</td>
<td>495,776</td>
<td>510,649</td>
<td>526,872</td>
</tr>
<tr>
<td>Operational Expenses</td>
<td>$2,945,628</td>
<td>$2,925,009</td>
<td>$2,904,534</td>
<td>$2,884,202</td>
<td>$2,864,013</td>
</tr>
<tr>
<td>% Cost Recovery</td>
<td>100%</td>
<td>103%</td>
<td>108%</td>
<td>113%</td>
<td>118%</td>
</tr>
</tbody>
</table>