Cloudland Canyon State Park
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 Cloudland Canyon 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

<table>
<thead>
<tr>
<th>Site Name</th>
<th>Cloudland Canyon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Manager</td>
<td>Bobby Wilson</td>
</tr>
<tr>
<td>Region Manager</td>
<td>Joe Yeager</td>
</tr>
<tr>
<td>Date of Business Plan completion</td>
<td>June 13, 2011</td>
</tr>
<tr>
<td>Site size</td>
<td>3,488 acres</td>
</tr>
<tr>
<td>Total number of visitors (FY 2010)</td>
<td>254,433</td>
</tr>
<tr>
<td>Total operating budget (FY 2010)</td>
<td>$654,033</td>
</tr>
<tr>
<td>Total earned revenues (FY 2010)</td>
<td>$712,412</td>
</tr>
<tr>
<td>Operational cost recovery (FY 2010)</td>
<td>109%</td>
</tr>
<tr>
<td>Average operating cost per visitor (FY 2010)</td>
<td>$2.57</td>
</tr>
<tr>
<td>Average earned revenue per visitor (FY 2010)</td>
<td>$2.79</td>
</tr>
<tr>
<td>Average cost recovery¹ (FY 2008 – 2010)</td>
<td>101%</td>
</tr>
<tr>
<td>Target cost recovery (FY 2015)</td>
<td>130%</td>
</tr>
<tr>
<td>Total full-time employees²</td>
<td>9</td>
</tr>
<tr>
<td>Total part-time employees³</td>
<td>7</td>
</tr>
<tr>
<td>Primary service markets⁴</td>
<td>Chattanooga, TN; Ft. Oglethorpe, GA; Ft. Payne, AL; North Metro Atlanta</td>
</tr>
<tr>
<td>Primary attractors/visitor appeal factors</td>
<td>Rugged natural features, outdoor recreation opportunities</td>
</tr>
<tr>
<td>Leading opportunities for improved site performance</td>
<td>Increased opportunities for outdoor recreation and overnight stays</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

The 3,488-acre site of Cloudland Canyon State Park is located on Lookout Mountain in rural Dade and Walker Counties. It is less than a 1-hour drive from Chattanooga, TN, Ft. Oglethorpe, GA, and Ft. Payne, AL. The park is approximately 7 miles from Interstate 59 and 50 miles from Interstate 75. The proximity of Cloudland Canyon State Park to these major population centers has helped the park maintain a positive cost recovery in recent years.

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

- Cottages
- Camping
- Group Lodge
- Hiking
- Caving
- Mountain Biking
- Disc Golf
- Horseback Riding
- Picnicking
- Geocaching
- Tennis
- Fishing – seasonal
Financial Targets

The table below details the total operating expenses and earned revenues for Cloudland Canyon 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 130% cost recovery. This table also calculates the necessary change from 2010 operating expenses and revenues.

<table>
<thead>
<tr>
<th>Cloudland Canyon State Park</th>
<th>Target Visitation Growth from 2010</th>
<th>Target Change in Visitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitation Assumptions</td>
<td>20%</td>
<td>50,887</td>
</tr>
<tr>
<td></td>
<td>2008</td>
<td>2009</td>
</tr>
<tr>
<td>Visitors</td>
<td>158,084</td>
<td>201,316</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$722,716</td>
<td>$673,746</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$672,925</td>
<td>$684,811</td>
</tr>
<tr>
<td>Cost per Visitor</td>
<td>$4.57</td>
<td>$3.35</td>
</tr>
<tr>
<td>Revenue per Visitor</td>
<td>$4.26</td>
<td>$3.40</td>
</tr>
<tr>
<td>State Financial Support per Visitor</td>
<td>(0.31)</td>
<td>0.05</td>
</tr>
<tr>
<td>Total Cost Recovery</td>
<td>93%</td>
<td>102%</td>
</tr>
<tr>
<td>Change from 2010 Expenses</td>
<td>$15,333</td>
<td></td>
</tr>
<tr>
<td>Percent Change from 2010 Expenses</td>
<td>2.34%</td>
<td></td>
</tr>
<tr>
<td>Change from 2010 Revenues</td>
<td>$155,767</td>
<td></td>
</tr>
<tr>
<td>Percent Change from 2010 Revenues</td>
<td>21.86%</td>
<td></td>
</tr>
</tbody>
</table>

Key Recommendations

Primary / Short Term Recommendations

1. Operate Cloudland Canyon State Park using cost-based accounting, including the net cost recovery achieved annually.

2. Cloudland Canyon staff will conduct on-site surveys annually to assess how well customer satisfaction levels are being met. We will 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 will be critically reviewed, enhanced, and results monitored; those with a history of poor performance will be considered for elimination. Site staff will work toward developing a “Comment Card” to be used for this purpose. In addition, the online “Comment Cards” will serve as a valuable tool for determining customer satisfaction.

3. Cloudland Canyon State Park currently has a temporary concession agreement with G3: Georgia Girl Guides who offer guided caving, hiking, backpacking, and mountain bike tours as well as mountain bike rentals. They will also be offering spring and summer day camps in 2012 and are looking to expand concession offerings. The Division is currently entertaining a proposal from The Adventure Guild to construct and operate a ZIPIStream aerial adventure attraction and ropes course at Cloudland Canyon State Park, with the possibility of expanding those offerings into other parks in other areas of the state. There exists the possibility of a future horseback riding concession, food concession, and others.
4. Cloudland Canyon State Park is currently participating in the Division orchestrated effort to collect ZIP code data from day users. It is hoped that this data can be used to improve programming and marketing efforts to appeal to a broader audience and capitalize on the current demographic groups using the park.

5. Partner with the Friends of Cloudland Canyon, G3, local partners, and others to offer a minimum of six special events annually to help draw more visitors to the site. Currently planned events include the annual Outdoor Adventure Weekend, Summer Day Camps, Junior Ranger Day Camp, and Fall Hayrides. In addition we will be partnering with Dade County in their annual countywide event in May 2012. Opportunities exist for other events including distance and trail runs, and mountain biking events.

6. Engage Friends of Cloudland Canyon members in the business plan as a partner to help the site meet or exceed its sustainability goals. The Friends have thus far been asked to help in areas dealing mostly with “wants” rather than needs. However, in the future they need to become more involved with funding “needs”, especially those items listed on our “2, 5, and 10 Year Needs” list.

7. Sustain sufficient non-labor operational funding or reduce staff so that required staff operational costs (with benefits) do not exceed 65% of the total operational budget.

8. Enhance facilities and program offerings to provide a minimum of 10 unique experiences for each visitor while maintaining at least a 90% customer satisfaction rating. This recommendation can be met primarily through our partnerships with the Friends of Cloudland Canyon, G3, the local community, and hopefully The Adventure Guild.

9. Manage Cloudland Canyon State Park according to well-defined maintenance, programming and operational standards, monitored and enforced by region managers and senior management. Once these standards are developed, we will strive for Cloudland Canyon State Park to be a model park operation.

10. Partner with the Dade and Walker County Chambers of Commerce or other destination marketing organizations (DMOs) to promote local sites. We have recently become involved in the Chamber of Commerce meetings and have, along with the Friends of Cloudland Canyon, participated in their annual Christmas Parade. Other opportunities such as these should be pursued.

11. Continue to work with the statewide and chapter Friends of Georgia State Parks and Historic Sites to help raise funds or provide volunteers for improvements and program support.

12. 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.

13. Review and update rates at the site on an annual basis to meet cost recovery targets for important and visitor supported services.

14. Enhance retail operations at each site to increase site generated revenues. The retail operation at Cloudland Canyon has grossed over $100,000 annually since FY2010. We will strive each year to exceed the gross profit of the previous year.

15. Track total economic impact of the sites 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. The Friends of Cloudland Canyon President and the Park Manager recently made a
Georgia State Parks and Historic Sites

presentation at a Chamber of Commerce meeting where we addressed these issues. Other venues should be pursued.

16. 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.

17. Construct and upgrade facilities and amenities that are likely to have a cost recovery level at or above 100%. Cloudland Canyon State Park will have 10 new yurts constructed by late FY2012 or early FY2013. It is anticipated that these facilities will recover their construction costs within 10 years.

18. Engage Friends Chapter and other partners in adding more youth and family focused services, programs and amenities at Cloudland Canyon State Park that appeal to younger audiences, families and educational groups.

19. Engage Friends Chapter in adding more services, programs and amenities at Cloudland Canyon State Park that appeal to older adults.

Secondary / Long Term Recommendations

1. Improve the recreational amenities at Cloudland Canyon State Park to meet the needs of modern and emerging uses, including addressing the recreational preferences of a diverse public. As mentioned previously, in addition to standard program offerings, we are attempting to improve our recreational amenities and program offerings through our partnership with the Friends of Cloudland Canyon, G3, the local community, and hopefully The Adventure Guild. We will continue to engage the Friends of Cloudland Canyon and especially their Interpretive Center Committee in actively improving our Interpretive Center and our program offerings.

2. Cloudland Canyon State Park will continue to build on our current partnership with the Lula Lake Land Trust and SORBA in the development of the Cloudland Connector Trail, as well as the Great Eastern Trail Association as we become a significant part of the development of the Great Eastern Trail. We will continue to engage the Friends of Cloudland Canyon and especially their Trails Committee and Trails Work Group to help establish and maintain our network of trails. Our current plans call for this group to develop funding, have plans engineered, and construct a swinging bridge over Bear Creek in order to make the Bear Creek Backcountry Trail accessible even in periods of high water.

3. It is anticipated that the Division will lead the effort to an improved retail point-of-sale and inventory tracking system. Cloudland Canyon State Park will strive to learn and implement this new system as seamlessly as possible when it becomes available.

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 Cloudland Canyon 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:

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 Cloudland Canyon 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>Park Acreage</td>
<td>3,488</td>
<td>Good</td>
</tr>
<tr>
<td>Reservable cottages</td>
<td>16</td>
<td>Good</td>
</tr>
<tr>
<td>Non-reservable cottage</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Group Lodge</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>RV Campsites</td>
<td>72</td>
<td>Good</td>
</tr>
<tr>
<td>Walk-In Campsites</td>
<td>30</td>
<td>Good</td>
</tr>
<tr>
<td>Backcountry Campsites</td>
<td>11</td>
<td>Good</td>
</tr>
<tr>
<td>Pioneer Campsites</td>
<td>4</td>
<td>Good</td>
</tr>
<tr>
<td>Group Shelter</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Reservable Picnic Shelters</td>
<td>5</td>
<td>Good</td>
</tr>
<tr>
<td>Non-reservable Picnic Shelter</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Trading Post/Park Office</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Interpretive Center</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Maintenance Compound</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Radio Building</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Linen House</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Ranger Residences</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>West Rim Comfort Stations</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>East Rim Comfort Stations</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Walk-In Comfort Stations</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Main Day Use Restrooms</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Secondary Day Use Restrooms</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Disc Golf/Tennis Restrooms</td>
<td>1</td>
<td>Fair</td>
</tr>
<tr>
<td>Pit Privies</td>
<td>15</td>
<td>Good</td>
</tr>
<tr>
<td>Changing Areas</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Disc Golf Course</td>
<td>1</td>
<td>Good</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>2</td>
<td>Fair</td>
</tr>
<tr>
<td>Playgrounds</td>
<td>3</td>
<td>Good</td>
</tr>
<tr>
<td>Hiking-Only Trails (mileage)</td>
<td>16</td>
<td>Good</td>
</tr>
<tr>
<td>Multi-use Trails (mileage)</td>
<td>6</td>
<td>Good</td>
</tr>
<tr>
<td>Caves</td>
<td>2</td>
<td>Good</td>
</tr>
<tr>
<td>Fishing Pond</td>
<td>1</td>
<td>Good</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>Upgrade wiring on Manager residence.</td>
<td>High</td>
</tr>
<tr>
<td>Re-purpose tennis court facility.</td>
<td>High</td>
</tr>
<tr>
<td>Renovate Group Lodge to include fireplace and group area.</td>
<td>High</td>
</tr>
<tr>
<td>Increase number of cottages including 1-2 honeymoon cottages.</td>
<td>High</td>
</tr>
<tr>
<td>Install new yurt village.</td>
<td>High</td>
</tr>
<tr>
<td>Paint all park buildings.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Renovate park office (repair roof &amp; siding, replace flooring).</td>
<td>Moderate</td>
</tr>
<tr>
<td>Replace automatic gate system at Sitton’s Gulch parking area.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Renovate East Rim Comfort Station</td>
<td>Moderate</td>
</tr>
<tr>
<td>Replace Adirondack shelters in Pioneer campground.</td>
<td>Moderate</td>
</tr>
<tr>
<td>Renovate West Rim Comfort Stations</td>
<td>Low</td>
</tr>
<tr>
<td>Install a vehicle shelter attached to the linen house.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate Walk-in Comfort Stations</td>
<td>Low</td>
</tr>
<tr>
<td>Replace interior gates in East and West Rim.</td>
<td>Low</td>
</tr>
<tr>
<td>Replace roofing on cottages 1-5</td>
<td>Low</td>
</tr>
<tr>
<td>Replace roofing on campground picnic shelters</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate Assistant Manager residence.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate exterior of non-reservable Cottage #17 &amp; replace windows.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate Day Use restrooms</td>
<td>Low</td>
</tr>
<tr>
<td>Upgrade electric in campgrounds.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate cottages 1-5.</td>
<td>Low</td>
</tr>
<tr>
<td>Replace/upgrade playgrounds.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate Group Shelter.</td>
<td>Low</td>
</tr>
<tr>
<td>Repave roads.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate Enforcement Ranger residence &amp; add vehicle shelter/storage</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate Manager residence.</td>
<td>Low</td>
</tr>
<tr>
<td>Replace/upgrade pit toilets.</td>
<td>Low</td>
</tr>
<tr>
<td>Renovate radio building.</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 Cloudland Canyon State Park have been identified as core services:

• Provide open and public access to the site and its resources, including trail access, picnicking, playgrounds, caving, geocaching, and other Day Use activities.
• Ensure public safety.
• Actively manage the natural and recreational resources of the site.
• Adequately maintain the grounds, facilities, and infrastructure.
• Provide appropriate basic education, interpretation, and recreational opportunities.
**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 Cloudland Canyon State Park have been identified as **important services**:

- Interpretive Center/Interpretive Programming

**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 Cloudland Canyon State Park have been identified as **visitor supported services**:

- Improved Overnight Accommodations: Cottages, Group Lodge
- RV Camping
- Tent Camping
- Group Shelter
- Picnic Shelters
- Gift Shop
- Disc Golf
Staffing Assessment

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

### Full Time Equivalent Employees

<table>
<thead>
<tr>
<th>Position / Title</th>
<th>Quantity (FTE)</th>
<th>Vacancies</th>
<th>Annual Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Manager</td>
<td>1</td>
<td>0</td>
<td>2400</td>
</tr>
<tr>
<td>Assistant Park Manager</td>
<td>1</td>
<td>0</td>
<td>2400</td>
</tr>
<tr>
<td>Senior Ranger</td>
<td>1</td>
<td>0</td>
<td>2200</td>
</tr>
<tr>
<td>Enforcement Ranger</td>
<td>0</td>
<td>1</td>
<td>2080</td>
</tr>
<tr>
<td>Bldg/Const. Trades Specialist</td>
<td>1</td>
<td>0</td>
<td>2080</td>
</tr>
<tr>
<td>Secretary</td>
<td>1</td>
<td>0</td>
<td>2080</td>
</tr>
<tr>
<td>Lead Housekeeper</td>
<td>1</td>
<td>0</td>
<td>2080</td>
</tr>
<tr>
<td>Interpretive Ranger</td>
<td>0</td>
<td>1</td>
<td>2080</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>6</strong></td>
<td><strong>2</strong></td>
<td><strong>19880</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>Maintenance Worker</td>
<td>2</td>
<td>0</td>
<td>2500</td>
</tr>
<tr>
<td>Seasonal Interpreter</td>
<td>1</td>
<td>0</td>
<td>1500</td>
</tr>
<tr>
<td>Desk Clerk</td>
<td>1</td>
<td>0</td>
<td>1000</td>
</tr>
<tr>
<td>Clerk</td>
<td>1</td>
<td>0</td>
<td>1500</td>
</tr>
<tr>
<td>Housekeeper</td>
<td>3</td>
<td>0</td>
<td>3500</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>8</strong></td>
<td><strong>0</strong></td>
<td><strong>10,000</strong></td>
</tr>
</tbody>
</table>

### Labor Support

<table>
<thead>
<tr>
<th>Labor Support</th>
<th>Annual Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteers</td>
<td>4600</td>
</tr>
<tr>
<td>Community Service Workers</td>
<td>120</td>
</tr>
<tr>
<td>Engineering and Construction Crews</td>
<td>160</td>
</tr>
<tr>
<td>Resource Management Crews</td>
<td>0</td>
</tr>
<tr>
<td>Kiosk Attendants</td>
<td>2200</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>7080</strong></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>17,800</td>
</tr>
<tr>
<td>Part Time Employees</td>
<td>10,000</td>
</tr>
<tr>
<td>Labor Support</td>
<td>7,080</td>
</tr>
<tr>
<td><strong>TOTAL Annual Labor Hours</strong></td>
<td><strong>34,880</strong></td>
</tr>
<tr>
<td>Account Code and Sub-Class</td>
<td>2008 Year End Expenses</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>REGULAR SALARIES</td>
<td>307,486</td>
</tr>
<tr>
<td>ANNUAL LEAVE PAY</td>
<td>1</td>
</tr>
<tr>
<td>OTHER SUPPLEMENTAL</td>
<td>1</td>
</tr>
<tr>
<td>TEMPORARY/CASUAL LABOR</td>
<td>35,913</td>
</tr>
<tr>
<td>FICA</td>
<td>20,821</td>
</tr>
<tr>
<td>RETIREMENT</td>
<td>33,534</td>
</tr>
<tr>
<td>HEALTH INSURANCE</td>
<td>70,239</td>
</tr>
<tr>
<td>UNEMPLOYMENT INSURANCE</td>
<td>493</td>
</tr>
<tr>
<td>ASSESSMENTS BY MERIT</td>
<td>1,911</td>
</tr>
<tr>
<td>PERSONAL SERVICES</td>
<td>470,399</td>
</tr>
</tbody>
</table>

**Cloudland Canyon State Park Labor Costs: 2008 - 2010**

- **REGULAR SALARIES**: $307,486 in 2008, $295,575 in 2009, $280,716 in 2010 (9% decrease)
- **TEMPORARY/CASUAL LABOR**: $35,913 in 2008, $27,646 in 2009, $16,479 in 2010 (54% decrease)
- **TOTAL ADDITIVE/BENEFIT COSTS**: $127,000 in 2008, $128,330 in 2009, $124,310 in 2010 (4% decrease)
Georgia State Parks and Historic Sites

Visitation and Occupancy
Overall annual visitation to the site has trended upward from 2008 to 2010, increasing by approximately 60% or over 96,000 visitors. This is largely attributed to economic conditions forcing many people to travel closer to home. In addition, estimates were used to determine visitation figures through 2008. By late in 2009 traffic counters were installed which provided more tangible and precise information. For this reason 2010 should be considered a baseline year for visitation counts due to a higher level of confidence in the data.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Visitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>158,084</td>
</tr>
<tr>
<td>2009</td>
<td>201,316</td>
</tr>
<tr>
<td>2010</td>
<td>254,433</td>
</tr>
</tbody>
</table>

Occupancy for the overnight accommodations at Cloudland Canyon State Park the last three years is detailed in the table below. Cottage occupancy has trended downward from 2008 to 2010, decreasing by 7%. Group Lodge occupancy has trended downward from 2008 to 2010, decreasing by 8%. The decrease in both Cottage and Group Lodge Occupancy can be largely attributed to rate increases during this time period. However, revenues increased during this time period in spite of these decreases in occupancy. Camping occupancy has trended upward from 2008 to 2010, increasing by 5%. The increase in Camping occupancy can be largely attributed to the economic downturn during this time period which appeared to result in more people utilizing lower cost options such as camping rather than Cottages and the Group Lodge.

<table>
<thead>
<tr>
<th>Year</th>
<th>Cottage Occupancy</th>
<th>Campground Occupancy</th>
<th>Group Lodge Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>53%</td>
<td>27%</td>
<td>51%</td>
</tr>
<tr>
<td>2009</td>
<td>49%</td>
<td>30%</td>
<td>48%</td>
</tr>
<tr>
<td>2010</td>
<td>46%</td>
<td>32%</td>
<td>43%</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>Cloudland Canyon State Park</td>
<td>2009</td>
<td>82%</td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>100%</td>
</tr>
</tbody>
</table>
### Financial Performance Assessment

**Operational Expenses**

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

<table>
<thead>
<tr>
<th>Cloudland Canyon State Park</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>% Change from 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>REGULAR SALARIES</td>
<td>307,486</td>
<td>295,575</td>
<td>280,716</td>
<td>-9%</td>
</tr>
<tr>
<td>ANNUAL LEAVE PAY</td>
<td>1</td>
<td>11,162</td>
<td>6,627</td>
<td>662600%</td>
</tr>
<tr>
<td>OTHER SUPPLEMENTAL</td>
<td>1</td>
<td>4,982</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>OVERTIME</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TEMPORARY/CASUAL LABOR</td>
<td>35,913</td>
<td>27,646</td>
<td>16,479</td>
<td>-54%</td>
</tr>
<tr>
<td>FICA</td>
<td>20,821</td>
<td>21,074</td>
<td>19,094</td>
<td>-8%</td>
</tr>
<tr>
<td>RETIREMENT</td>
<td>33,534</td>
<td>45,076</td>
<td>37,784</td>
<td>13%</td>
</tr>
<tr>
<td>HEALTH INSURANCE</td>
<td>70,239</td>
<td>43,737</td>
<td>59,381</td>
<td>-15%</td>
</tr>
<tr>
<td>UNEMPLOYMENT INSURANCE</td>
<td>493</td>
<td>388</td>
<td>327</td>
<td>-34%</td>
</tr>
<tr>
<td>ASSESSMENTS BY MERIT</td>
<td>1,911</td>
<td>1,911</td>
<td>1,096</td>
<td>-43%</td>
</tr>
<tr>
<td>DRUG TESTING</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>PERSONAL SERVICES</td>
<td>470,399</td>
<td>451,551</td>
<td>421,505</td>
<td>-10%</td>
</tr>
<tr>
<td>POSTAGE</td>
<td>312</td>
<td>337</td>
<td>232</td>
<td>-26%</td>
</tr>
<tr>
<td>MOTOR VEHICLE EXPENSES</td>
<td>16,880</td>
<td>19,378</td>
<td>15,219</td>
<td>-10%</td>
</tr>
<tr>
<td>PRINTING &amp; PUBLICATION</td>
<td>83</td>
<td>100</td>
<td>0</td>
<td>-100%</td>
</tr>
<tr>
<td>SUPPLIES &amp; MATERIALS</td>
<td>2,178</td>
<td>3,245</td>
<td>12,775</td>
<td>487%</td>
</tr>
<tr>
<td>REPAIRS &amp; MAINTENANCE</td>
<td>1,550</td>
<td>3,000</td>
<td>1,659</td>
<td>7%</td>
</tr>
<tr>
<td>EQUIPMENT &gt;$1000&lt; $5,000</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>WATER &amp; SEWAGE</td>
<td>15,632</td>
<td>18,037</td>
<td>18,846</td>
<td>21%</td>
</tr>
<tr>
<td>ENERGY</td>
<td>77,935</td>
<td>74,944</td>
<td>85,657</td>
<td>10%</td>
</tr>
<tr>
<td>RENTS</td>
<td>1,478</td>
<td>2,515</td>
<td>2,617</td>
<td>77%</td>
</tr>
<tr>
<td>INSURANCE &amp; BONDING</td>
<td>4,080</td>
<td>6,442</td>
<td>6,620</td>
<td>62%</td>
</tr>
<tr>
<td>FREIGHT</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>PURCHASING CARD</td>
<td>35,344</td>
<td>26,509</td>
<td>23,583</td>
<td></td>
</tr>
<tr>
<td>OTHER OPERATING EXPENSES</td>
<td>3,545</td>
<td>3,213</td>
<td>2,726</td>
<td>-23%</td>
</tr>
<tr>
<td>CLAIMS &amp; BONDS &amp; INTEREST</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0%</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>640</td>
<td>0</td>
<td>635</td>
<td>-1%</td>
</tr>
<tr>
<td>REGULAR EXPENSES</td>
<td>159,660</td>
<td>157,723</td>
<td>170,572</td>
<td>7%</td>
</tr>
<tr>
<td>MOTOR VEHICLE EQUIPMENT</td>
<td>29,728</td>
<td>0</td>
<td>0</td>
<td>-100%</td>
</tr>
<tr>
<td>EQUIPMENT PURCHASES &gt;5000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPITAL LEASE Prin &amp; Int</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>REAL ESTATE RENTALS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VOICE/DATA COMMUNICATIONS</td>
<td>6,146</td>
<td>5,725</td>
<td>505</td>
<td>-92%</td>
</tr>
<tr>
<td>PER DIEM &amp; FEES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PER DIEM &amp; FEES EXPENSE</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONTRACTS</td>
<td>168</td>
<td>84</td>
<td>0</td>
<td>-100%</td>
</tr>
<tr>
<td>ADVERTISING - PROCUREMENT CARD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RESALE</td>
<td>57,168</td>
<td>59,567</td>
<td>62,813</td>
<td>10%</td>
</tr>
<tr>
<td>TOTAL OTHER EXPENDITURES</td>
<td>93,210</td>
<td>65,378</td>
<td>63,318</td>
<td>-32%</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$ 723,269</td>
<td>$ 674,650</td>
<td>$ 655,395</td>
<td>-9%</td>
</tr>
</tbody>
</table>

| Earned Revenues    | $672,925 | $684,811 | $712,412 | -36% |
| % Cost Recovery    | 93%      | 102%     | 109%     |      |
Georgia State Parks and Historic Sites

Earned Revenues

Earned revenues at Cloudland Canyon State Park have increased since 2008, which is largely attributed to the corresponding increase in overall visitation.

Monthly earned revenues for the last two years (see table below) indicate that the total annual revenue increased 4% from 2009 to 2010, with the largest increases in monthly revenues in November (14%), December (14%), and April (24%), and the largest decreases in the month of January (-18%).

<table>
<thead>
<tr>
<th>Cloudland Canyon</th>
<th>FY 2009 - FY 2010 Monthly Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Jul</td>
</tr>
<tr>
<td>FY 2009</td>
<td>$73,045</td>
</tr>
<tr>
<td>FY 2010</td>
<td>$76,319</td>
</tr>
<tr>
<td>Avg</td>
<td>$74,682</td>
</tr>
<tr>
<td>% of Total Revenues</td>
<td>11%</td>
</tr>
<tr>
<td>% change</td>
<td>4%</td>
</tr>
</tbody>
</table>

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

Cloudland Canyon State Park has achieved an average cost recovery of 101% 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>723,264</td>
<td>672,925</td>
<td>93%</td>
</tr>
<tr>
<td>2009</td>
<td>674,647</td>
<td>684,811</td>
<td>102%</td>
</tr>
<tr>
<td>2010</td>
<td>655,391</td>
<td>712,412</td>
<td>109%</td>
</tr>
</tbody>
</table>
Review of Pricing

Data on rate information is available as far back as 2002, but only the last five years are evaluated. There has been notable growth in fees charged at Cloudland Canyon State Park since 2005, with the largest increase being the rental fees for cottages, the group lodge, and the group shelter. A table detailing the rates for Cloudland Canyon State Park is provided below.

<table>
<thead>
<tr>
<th>Cloudland Canyon State Park</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picnic Shelter</td>
<td>$30</td>
<td>$30</td>
<td>$30</td>
<td>$30</td>
<td>$35</td>
<td>$35</td>
<td>Underused, need to decrease prices.</td>
</tr>
<tr>
<td>Group Shelter</td>
<td>$90 (175)</td>
<td>$90 (175)</td>
<td>$90 (175)</td>
<td>$110 (175)</td>
<td>$125 (175)</td>
<td>$125 (175)</td>
<td>Underused, need to decrease prices.</td>
</tr>
<tr>
<td>Camping (RV/Tent)</td>
<td>$22/20</td>
<td>$22/20</td>
<td>$22/20</td>
<td>$25/23</td>
<td>$25/23</td>
<td>$25/23</td>
<td>Need higher rates in peak season.</td>
</tr>
<tr>
<td>Camping (Backcountry)</td>
<td>$5 pp</td>
<td>$5 pp</td>
<td>$5 pp</td>
<td>$6 pp</td>
<td>$6 pp</td>
<td>$6 pp</td>
<td>No change.</td>
</tr>
<tr>
<td>Camping (Walk-in)</td>
<td>$10</td>
<td>$10</td>
<td>$10</td>
<td>$12</td>
<td>$12</td>
<td>$15</td>
<td>Slight increase recommended.</td>
</tr>
<tr>
<td>Cottage 1BR Local Sale</td>
<td>$65</td>
<td>$65</td>
<td>$65</td>
<td>$75</td>
<td>$80</td>
<td>$80</td>
<td>Slight increase recommended.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cottage (2 BR)</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Round</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peak Oct 1 - Nov 30 &amp; Holidays</td>
<td>$110</td>
<td>$120</td>
<td>$125</td>
<td>$120</td>
<td>$130</td>
<td>$136</td>
<td>Increase recommended.</td>
</tr>
<tr>
<td>Dec-MDW &amp; LD-September</td>
<td>$95</td>
<td>$95</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekday</td>
<td>$85</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekend</td>
<td>$95</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDW-LD &amp; Holidays</td>
<td>$100</td>
<td>$100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekday</td>
<td>$90</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekend</td>
<td>$100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October - November</td>
<td>$105</td>
<td>$105</td>
<td>$105</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cottage (3 BR)</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Year Round</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peak Oct 1 - Nov 30 &amp; Holidays</td>
<td>$120</td>
<td>$130</td>
<td>$135</td>
<td>$120</td>
<td>$130</td>
<td>$145</td>
<td>Increase recommended.</td>
</tr>
<tr>
<td>Dec-MDW &amp; LD-September</td>
<td>$105</td>
<td>$105</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekday</td>
<td>$105</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekend</td>
<td>$105</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MDW-LD &amp; Holidays</td>
<td>$110</td>
<td>$110</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekday</td>
<td>$110</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekend</td>
<td>$110</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October - November</td>
<td>$115</td>
<td>$115</td>
<td>$115</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pioneer Campsite</td>
<td>$40</td>
<td>$40</td>
<td>$40</td>
<td>$40</td>
<td>$40</td>
<td>$40</td>
<td>No change.</td>
</tr>
<tr>
<td>Group Lodge</td>
<td>$175 (40)</td>
<td>$175 (40)</td>
<td>$175 (40)</td>
<td>$175 (40)</td>
<td>$205 (40)</td>
<td>$205 (40)</td>
<td>Seasonal rates recommended.</td>
</tr>
<tr>
<td>Disc Golf Individual Annual Pass</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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 Cloudland Canyon State Park.

Enhance Cost Recovery of Site Operations

Cloudland Canyon State Park is operating at over 100% cost recovery of operational expenses through earned revenues. The park plans to improve cost recovery of site operations through controlling operational expenses specifically in labor costs, and by improving revenues through increased outdoor recreational opportunities, interpretive programming, special events, and amenities. Cloudland Canyon will seek to increase cost recovery to 120% through enhanced revenue generation and strategic expense reductions.

Enhance Revenue Generation Strategies

Increasing earned revenues will most likely result from the impacts of increased visitation at the park and specific revenue enhancement strategies. Cloudland Canyon State Park will improve revenue generation through increased fee-based recreational opportunities, interpretive programs, and amenities.

Expand Special Events at the Site

Most of the major programs and events at the park are directly related to outdoor recreation and outdoor education. However, opportunities exist for other types of events including art and music festivals, weddings and receptions, craft shows, and antique car shows.

Improve the Diversity and Innovation of Recreational and Interpretive Programs

Cloudland Canyon State Park offers a wide variety of quality programs and exhibits that are appealing to both adults and children. It will be crucial for the park to improve the appeal of all programs and exhibits to a wider range of age groups. Consideration should be given to developing exhibits and programs that are more tactile and experiential in order to best connect with younger audiences. Additional guided activities should be considered. The development of the Interpretive Center should remain a priority so that it can serve as the central hub for programming at Cloudland Canyon. Currently the Interpretive Center also serves as the headquarters of G3: Georgia Girl Guides. We will monitor the feasibility of sharing this space as we move forward. For now, we believe that the combination of the park interpretive activities, the Friends activities, and the presence of G3 in the Interpretive Center will greatly increase the availability and usage of that facility.

Improve the Effectiveness of Marketing and Sales

The effectiveness of marketing and sales at Cloudland Canyon State Park could be improved to produce greater visitation and revenues throughout the year. This can be achieved in part through target marketing that is focused on experiential and inspirational messaging geared toward outdoor recreation. Partnerships with nearby attractions should also improve marketing effectiveness. Sales can be improved by offering retail merchandise online.

Establish Greater Consistency of Managing and Monitoring Customer Service & Satisfaction

Cloudland Canyon State Park plans to improve the consistency of managing and monitoring customer service and satisfaction by participating in Parks, Recreation, and Historic Sites Division on-site surveys to assess how well customer satisfaction levels are being met. Some of these should include interpretive program attendees. Cloudland Canyon will strive to have 90% of visitors responding 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 will be evaluated and potentially considered for elimination. Additionally, park staff will continue to personally ask visitors about the quality of their visit and accommodations so that we can quickly address any issues that arise.

**Expand Partnership Opportunities**

Given the breadth of partnership opportunities available to Cloudland Canyon State Park, a number of opportunities should be pursued. We need to engage the Friends of Cloudland Canyon in the Business Plan as a partner to help the site meet or exceed its sustainability goals. Based on the analysis of existing partnerships, we need to develop at least one vendor partnership to reduce the costs of supplies and materials; and seek additional co-branding partners to offset event and program costs. Cloudland Canyon should consider development of at least one private/enterprise partnership. The Friends of Cloudland Canyon should be instrumental in the recruitment of this private/enterprise partnership.
Classification of Programs and Services

The tables below summarize the classifications of programs and services at Cloudland Canyon 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.

<table>
<thead>
<tr>
<th>Core Services</th>
<th>Target Cost Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program / Service</td>
<td></td>
</tr>
<tr>
<td>Provide open and public access to the park and its resources, including trail access, picknicking, playgrounds, caving, geocaching, and other Day Use activities.</td>
<td>0%</td>
</tr>
<tr>
<td>Ensure public safety</td>
<td>0%</td>
</tr>
<tr>
<td>Actively manage the natural and recreational resources of the park.</td>
<td>0%</td>
</tr>
<tr>
<td>Adequately maintain the grounds, facilities, and infrastructure.</td>
<td>0%</td>
</tr>
<tr>
<td>Provide appropriate basic education, interpretation, and recreational opportunities.</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Important Services</th>
<th>Target Cost Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program / Service</td>
<td></td>
</tr>
<tr>
<td>Interpretive Center/Interpretive Programming</td>
<td>75-100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Visitor Supported</th>
<th>Target Cost Recovery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program / Service</td>
<td></td>
</tr>
<tr>
<td>Improved Overnight accommodations: Cottages, Group Lodge, Yurts</td>
<td>100% - 150%</td>
</tr>
<tr>
<td>RV Camping</td>
<td>100% - 120%</td>
</tr>
<tr>
<td>Tent Camping: Walk-In, Backcountry, Pioneer</td>
<td>80% - 100%</td>
</tr>
<tr>
<td>Group Shelter</td>
<td>100% - 120%</td>
</tr>
<tr>
<td>Picnic Shelters</td>
<td>20% - 50%</td>
</tr>
<tr>
<td>Gift Shop/Retail</td>
<td>120% - 150%</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>100% - 120%</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></th>
<th>Public Partners</th>
<th>Not-for-profit Partners</th>
<th>Private / Enterprise Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Partners</strong></td>
<td></td>
<td>• Lula Lake Land Trust</td>
<td>• SORBA of Chattanooga</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Lyndhurst Foundation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Wilderness Trail Runners Association</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Friends of Cloudland Canyon State Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The Great Eastern Trail Association</td>
<td></td>
</tr>
<tr>
<td><strong>Vendor Partners</strong></td>
<td></td>
<td></td>
<td>• Local outfitters such as REI or Rock Creek</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 3G – Georgia Girl Guides</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• The Adventure Guild (currently pursuing this relationship)</td>
</tr>
<tr>
<td><strong>Service Partners</strong></td>
<td>• GA DNR Wildlife Resources Division</td>
<td>• New Salem Fire Department</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• GA DNR Game Management</td>
<td>• Dade County Mountain Rescue</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Lookout Mountain Parkway Association</td>
<td></td>
</tr>
<tr>
<td><strong>Co-branding Partners</strong></td>
<td>• J.H. Floyd State Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Funding Resource Development Partner</strong></td>
<td></td>
<td>• Friends of Georgia State Parks and Historic Sites</td>
<td></td>
</tr>
</tbody>
</table>
Marketing and Sales Plan

Marketing and Sales Goals
Marketing and sales goals for Cloudland Canyon State Park are based on the following desired outcomes:

1. To increase sales of overnight stays in cottages and campgrounds.
2. To increase usage of reservable amenities.
3. To increase rounds of play at the Disc Golf Course.
4. To increase participation in large, signature events and programs.
5. To increase overall participation in outdoor and adventure recreation activities.

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>Cottage Occupancy</td>
<td>46%</td>
<td>48%</td>
<td>50%</td>
<td>56%</td>
</tr>
<tr>
<td>Campground Occupancy</td>
<td>32%</td>
<td>34%</td>
<td>36%</td>
<td>40%</td>
</tr>
<tr>
<td>Group Lodge</td>
<td>43%</td>
<td>45%</td>
<td>47%</td>
<td>51%</td>
</tr>
<tr>
<td>Group Shelter</td>
<td>16%</td>
<td>18%</td>
<td>20%</td>
<td>26%</td>
</tr>
<tr>
<td>Picnic Shelters</td>
<td>22%</td>
<td>24%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td>Disc Golf Rounds (CY)</td>
<td>2,154</td>
<td>2,370</td>
<td>2,607</td>
<td>3,155</td>
</tr>
<tr>
<td>Event/Program Participation (CY)</td>
<td>8,679</td>
<td>9,570</td>
<td>10,527</td>
<td>12,738</td>
</tr>
</tbody>
</table>

Marketing and Promotion Strategies

PUBLICITY AND SOCIAL MEDIA
Cloudland Canyon 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. Cloudland Canyon State Park should focus on the following media outlets: Local TV broadcasts including “3 Plus You” and “This – N – That with Don Welch”, which have been used successfully in the past. Local publications that should be targeted include the Chattanooga Times – Free Press, the Dade Sentinel, and the Walker Messenger. There is a new local outdoor magazine called GET OUT Chattanooga, which would serve as a great platform for promoting events. Trenton radio station KWIN has always been willing to publicize our events.
2. **Program publicity**

Special and unique programs should have feature stories in magazines, local and regional weekly newspapers, and statewide daily newspapers that are aimed at placements as front-page or sectional front-page stories. These stories are most effective if they run shortly before the season that the featured program begins. This will likely require several weeks of advanced planning with media contacts. Similar coverage on television and radio should also be considered. If pre-publicity cannot be generated, post-publicity can help promote future programs. Cloudland Canyon State Park should focus on the following media outlets: Local TV broadcasts including “3 Plus You” and “This – N – That with Don Welch”, which have been used successfully in the past. Local publications that should be targeted include the Chattanooga Times – Free Press, the Dade Sentinel, and the Walker Messenger. There is a new local outdoor magazine called GET OUT Chattanooga, which would serve as a great platform for promoting programs. Trenton radio station KWIN has always been willing to publicize our events.

3. **Site Publicity**

Site publicity focusing on a Cloudland Canyon State Park will require more intense planning efforts to attract multiple writers and editors from target publications. Cloudland Canyon 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. Any of the outlets listed above could be useful for overall publicity. In addition, several regions have been targeted for possible extra publicity based on recent ZIP Code analysis by Division accountants. It will take a coordinated effort with marketing staff to pursue this targeted marketing effectively.

Examples and suggested opportunities for events, programs and related publicity efforts based on the themes described above at Cloudland Canyon State Park 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>Outdoor Adventure Weekend</td>
<td>Leaf Watch</td>
<td>Mountain Getaway</td>
</tr>
<tr>
<td>Autumn Hayrides</td>
<td>Junior Ranger Camp</td>
<td>Mountain Bike Trail</td>
</tr>
<tr>
<td></td>
<td>Scenic Hikes</td>
<td></td>
</tr>
</tbody>
</table>

**PACKAGING**

Examples and suggested packages for Cloudland Canyon State Park are provided in the table below.

<table>
<thead>
<tr>
<th>Package</th>
<th>Package Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valentine’s Package</td>
<td>2-night cottage/camping stay along with discount at local restaurant</td>
</tr>
<tr>
<td>Wedding Bundle</td>
<td>2-night cottage stay and 1-day Group Shelter reservation</td>
</tr>
<tr>
<td>Disc Golf Package</td>
<td>One free game of disc golf with purchase of 2 discs</td>
</tr>
<tr>
<td>New Year’s Package</td>
<td>Stay Monday-Friday, get the weekend for 50% off January</td>
</tr>
<tr>
<td>Local AttractionsPackage</td>
<td>Bundle a cottage stay with local attraction discounts and offers</td>
</tr>
<tr>
<td>Camping Package</td>
<td>Campers stay 5 nights and get 1 for free during non-peak times.</td>
</tr>
<tr>
<td>Hikers Dream Package</td>
<td>Book hikes on 2 consecutive days with our concessionaire G3 and get 25% off your cottage or camping stay.</td>
</tr>
<tr>
<td>Caving Package</td>
<td>Book a caving tour with our concessionaire G3 and get 10% off your cottage or camping stay.</td>
</tr>
</tbody>
</table>
GROUP SALES

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

- Families
- Youth service organizations
- Churches
- Activity or special interest clubs
- Nature Enthusiasts
- Businesses and professional groups
- Schools (public and private)
- Colleges and universities
- Associations
- Hiking Clubs
- Other public agencies
- Women’s groups
- Community organizations
- Home School Groups
- Outfitters: REI, Rock Creek

INCENTIVIZING NEW AND REPEAT VISITATION

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

- Early registration discounts
- Group/bulk pricing options
- Differential pricing based upon days of week, peak or off-peak seasons, etc.
- Post peak season follow-up with visitors
- Loyalty programs such as site ‘bucks’ or ‘miles’ earned based on dollars spent that can be redeemed for future visits or purchases at the site
- Co-branding partner benefits (e.g., redeem six Coca-Cola cans for a free souvenir for the gift shop)
- One free game of disc golf with the purchase of 2 discs

Marketing and Sales Metric Goals

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

1. Loyalty and repeat customers = 20% of repeat customers within a 12-month period.

2. Brand confidence & customers-recruiting-customers = Where/how did you hear about Cloudland Canyon State Park? 20% repeat customers. 10% word of mouth customers-recruiting-customers.
Revenue Generation Plan

Revenue / Cost Recovery Goals

Cloudland Canyon State Park has set a financial goal of increasing annual revenues 4% annually between 2012 and 2015. The largest revenue growth opportunity is most likely May, August, and September. In these months, revenues are not at their lowest or highest point of the year and have the potential to grow. 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>2010</td>
<td>Base Year</td>
<td>$76,319</td>
<td>$58,594</td>
<td>$57,308</td>
<td>$57,192</td>
<td>$56,714</td>
<td>$36,567</td>
<td>$28,156</td>
<td>$36,883</td>
<td>$62,934</td>
<td>$70,341</td>
<td>$65,622</td>
<td>$77,888</td>
<td>$72,418</td>
</tr>
<tr>
<td>2011</td>
<td>4%</td>
<td>$79,372</td>
<td>$60,938</td>
<td>$59,496</td>
<td>$58,280</td>
<td>$57,607</td>
<td>$38,031</td>
<td>$29,282</td>
<td>$38,356</td>
<td>$65,453</td>
<td>$73,155</td>
<td>$68,247</td>
<td>$81,004</td>
<td>$74,915</td>
</tr>
<tr>
<td>2012</td>
<td>4%</td>
<td>$82,547</td>
<td>$63,375</td>
<td>$61,876</td>
<td>$63,491</td>
<td>$69,995</td>
<td>$39,551</td>
<td>$30,454</td>
<td>$39,893</td>
<td>$68,069</td>
<td>$76,081</td>
<td>$70,977</td>
<td>$84,244</td>
<td>$77,551</td>
</tr>
<tr>
<td>2013</td>
<td>4%</td>
<td>$85,848</td>
<td>$65,930</td>
<td>$64,351</td>
<td>$68,831</td>
<td>$72,794</td>
<td>$41,133</td>
<td>$31,672</td>
<td>$41,488</td>
<td>$70,792</td>
<td>$79,124</td>
<td>$73,816</td>
<td>$87,613</td>
<td>$80,137</td>
</tr>
<tr>
<td>2014</td>
<td>4%</td>
<td>$89,282</td>
<td>$68,547</td>
<td>$66,925</td>
<td>$60,904</td>
<td>$59,706</td>
<td>$42,778</td>
<td>$32,939</td>
<td>$43,148</td>
<td>$73,624</td>
<td>$82,289</td>
<td>$76,768</td>
<td>$91,118</td>
<td>$83,342</td>
</tr>
<tr>
<td>2015</td>
<td>4%</td>
<td>$92,854</td>
<td>$71,289</td>
<td>$69,602</td>
<td>$69,161</td>
<td>$78,734</td>
<td>$44,489</td>
<td>$34,256</td>
<td>$44,874</td>
<td>$76,569</td>
<td>$85,581</td>
<td>$79,839</td>
<td>$94,763</td>
<td>$86,765</td>
</tr>
</tbody>
</table>

These projections would result in a total of 22% cumulative growth in total annual revenues between FY2010 and FY2015. If operational expenses can be managed with a cumulative increase of 2% between FY 2010 and FY 2015, then the overall cost recovery of the site will be approximately 130% 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 109% cost recovery in that year.

Revenue Generation Strategies

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Cloudland Canyon</td>
<td>Picnic Shelter</td>
<td>$40</td>
<td>$25</td>
<td>10%</td>
<td>-10%</td>
<td>$4</td>
<td>($3)</td>
</tr>
<tr>
<td></td>
<td>Group Shelter #1 (capacity)</td>
<td>$130</td>
<td>$100</td>
<td>10%</td>
<td>-10%</td>
<td>$13</td>
<td>($10)</td>
</tr>
<tr>
<td></td>
<td>Group Shelter #2 (Interpretive Center)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Camping</td>
<td>10%</td>
<td>-10%</td>
<td>$0</td>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Camping (RV/Tent)</td>
<td>$28/25</td>
<td>$28/25</td>
<td>10%</td>
<td>-10%</td>
<td>$2.80/2.50</td>
<td>$2.80/2.50</td>
</tr>
<tr>
<td></td>
<td>Camping (Oct - Nov)</td>
<td>$30/27</td>
<td>10%</td>
<td>-10%</td>
<td>$3/2.70</td>
<td>$3/2.70</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Camping (Back)</td>
<td>$6</td>
<td>$6</td>
<td>10%</td>
<td>-10%</td>
<td>$1</td>
<td>($1)</td>
</tr>
<tr>
<td></td>
<td>Camping (Walk)</td>
<td>$15</td>
<td>$16</td>
<td>10%</td>
<td>-10%</td>
<td>$2</td>
<td>($2)</td>
</tr>
<tr>
<td></td>
<td>Cottage (1 BR) (Local Sale Only)</td>
<td>$80</td>
<td>$90</td>
<td>10%</td>
<td>-10%</td>
<td>$9</td>
<td>$9</td>
</tr>
<tr>
<td></td>
<td>Cottage (2 BR) Peak - Oct 1 - Nov 30 &amp; Holiday</td>
<td>$90</td>
<td>$100</td>
<td>10%</td>
<td>-10%</td>
<td>$10</td>
<td>$10</td>
</tr>
<tr>
<td></td>
<td>Year Round</td>
<td>$125</td>
<td>$135</td>
<td>25%</td>
<td>-10%</td>
<td>$34</td>
<td>$34</td>
</tr>
<tr>
<td></td>
<td>Dec - MDW &amp; LD -Sept</td>
<td>$135</td>
<td>$150</td>
<td>25%</td>
<td>-10%</td>
<td>$38</td>
<td>$38</td>
</tr>
<tr>
<td></td>
<td>Weekday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MDW - LD &amp; Holidays</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oct - Nov</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cottage (3 BR)</td>
<td>$135</td>
<td>$145</td>
<td>25%</td>
<td>-10%</td>
<td>$15</td>
<td>$15</td>
</tr>
<tr>
<td></td>
<td>Peak - Oct 1 - Nov 30 and Holidays</td>
<td>$145</td>
<td>$160</td>
<td>25%</td>
<td>-10%</td>
<td>$16</td>
<td>$16</td>
</tr>
<tr>
<td></td>
<td>Dec - MDW &amp; LD -Sept</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>MDW - LD &amp; Holidays</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weekday</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oct - Nov</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pioneer Campsite</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Year Round</td>
<td>$50</td>
<td>$50</td>
<td>10%</td>
<td>-10%</td>
<td>$5</td>
<td>$5</td>
</tr>
<tr>
<td></td>
<td>Peak - June 1 - October 31</td>
<td>$20 (40)</td>
<td>$240</td>
<td>25%</td>
<td>-25%</td>
<td>$60</td>
<td>$60</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>Spring Craft Show</td>
<td>Community Event</td>
<td>Weekend in May</td>
<td>Annually</td>
<td>500+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Summer Concert Series</td>
<td>Community Event</td>
<td>Saturday evenings in June</td>
<td>Annually</td>
<td>200+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Antique Car Show</td>
<td>Community Event</td>
<td>Weekend in July</td>
<td>Annually</td>
<td>300+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Art Show (Local Artists)</td>
<td>Community Event</td>
<td>Weekend in August</td>
<td>Annually</td>
<td>300+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Fall Craft Show</td>
<td>Community Event</td>
<td>Weekend in September</td>
<td>Annually</td>
<td>300+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Hayrides</td>
<td>Family Event</td>
<td>Saturdays in Spring, Summer, and Fall</td>
<td>Weekly</td>
<td>1000+ total</td>
<td>$2</td>
<td>100%</td>
</tr>
<tr>
<td>Independence Day Celebration</td>
<td>Family Event</td>
<td>Same day as New Salem fireworks</td>
<td>Annually</td>
<td>300+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Trail Run/Marathon</td>
<td>Trail Runners</td>
<td>Spring or Fall</td>
<td>Annually</td>
<td>200+ total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Outdoor Adventure Weekend</td>
<td>Family Event</td>
<td>April and August</td>
<td>Twice annually</td>
<td>2000+ per event</td>
<td>Donations</td>
<td>75%</td>
</tr>
<tr>
<td>Winter Lecture Series (flora, fauna, geology)</td>
<td>Nature enthusiasts Professionals</td>
<td>January – February</td>
<td>Annually</td>
<td>50 per event</td>
<td>$5</td>
<td>100%</td>
</tr>
<tr>
<td>Wildflower Festival</td>
<td>Family Nature Enthusiasts</td>
<td>March</td>
<td>Annually</td>
<td>200 total</td>
<td>$3</td>
<td>100%</td>
</tr>
<tr>
<td>Stargazing Weekend</td>
<td>Family</td>
<td>September</td>
<td>Annually</td>
<td>100 total</td>
<td>$5</td>
<td>100%</td>
</tr>
<tr>
<td>Geology &amp; Climbing</td>
<td>Adventure Recreationists</td>
<td>September</td>
<td>Annually</td>
<td>300 total</td>
<td>$20</td>
<td>100%</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>Ice Cream/Snack/Gift Shop Vendor in Day Use Area</td>
<td>1 year</td>
<td>15% of gross receipts to park</td>
<td>Park Manager</td>
</tr>
<tr>
<td>G3: Caving, hiking, backpacking, mountain bike rentals, early summer youth camps, other guided services.</td>
<td>3-5 years</td>
<td>15% of gross receipts to park</td>
<td>Park 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>Permanently convert 3 vacant housekeeping positions to part-time status</td>
<td>July FY 2012</td>
<td>Annual labor cost reduction of $36,300</td>
</tr>
<tr>
<td>Permanently convert full-time clerk vacancy to part-time status</td>
<td>July FY 2012</td>
<td>Annual labor cost reduction of $13,800</td>
</tr>
<tr>
<td>Convert next vacant maintenance position to part-time status</td>
<td>July FY 2015</td>
<td>Annual labor cost reduction of $19,300</td>
</tr>
<tr>
<td>Convert 4th full-time housekeeping position to part-time status when incumbent retires</td>
<td>June FY 2012</td>
<td>Annual labor cost reduction of $12,100</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>Analyze use of automated kiosk</td>
<td>January FY 2012</td>
<td>Possible labor cost reduction</td>
</tr>
<tr>
<td>Analyze linen service</td>
<td>January FY 2012</td>
<td>Possible labor cost reduction</td>
</tr>
<tr>
<td>Analyze pest control service</td>
<td>July FY 2012</td>
<td>Possible labor cost reduction</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>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue adjusted mowing and landscaping schedules for portions of the park</td>
<td>July FY 2012</td>
<td>Annual cost reduction of $1,500</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>Cloudland Canyon</th>
<th>2010 (Actual)</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Park</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operational Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REGULAR SALARIES</strong></td>
<td>$280,716</td>
<td>$266,330</td>
<td>$246,330</td>
<td>$216,300</td>
<td>$220,626</td>
</tr>
<tr>
<td><strong>ANNUAL LEAVE PAY</strong></td>
<td>$6,627</td>
<td>$2,000</td>
<td>$4,000</td>
<td>$6,000</td>
<td>$0</td>
</tr>
<tr>
<td><strong>OTHER SUPPLEMENTAL</strong></td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
</tr>
<tr>
<td><strong>OVERTIME</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TEMPORARY/CASUAL LABOR</strong></td>
<td>$16,479</td>
<td>$35,000</td>
<td>$50,000</td>
<td>$65,000</td>
<td>$66,300</td>
</tr>
<tr>
<td><strong>FICA</strong></td>
<td>$19,094</td>
<td>$17,500</td>
<td>$15,500</td>
<td>$13,000</td>
<td>$13,260</td>
</tr>
<tr>
<td><strong>RETIREMENT</strong></td>
<td>$37,784</td>
<td>$33,500</td>
<td>$29,500</td>
<td>$26,500</td>
<td>$27,030</td>
</tr>
<tr>
<td><strong>HEALTH INSURANCE</strong></td>
<td>$59,381</td>
<td>$54,000</td>
<td>$48,000</td>
<td>$42,000</td>
<td>$42,840</td>
</tr>
<tr>
<td><strong>UNEMPLOYMENT INSURANCE</strong></td>
<td>$327</td>
<td>$300</td>
<td>$270</td>
<td>$240</td>
<td>$245</td>
</tr>
<tr>
<td><strong>ASSESSMENTS BY MERIT</strong></td>
<td>$1,096</td>
<td>$1,118</td>
<td>$1,140</td>
<td>$1,163</td>
<td>$1,186</td>
</tr>
<tr>
<td><strong>DRUG TESTING</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>PERSONAL SERVICES</strong></td>
<td>$421,505</td>
<td>$409,749</td>
<td>$394,741</td>
<td>$370,204</td>
<td>$371,488</td>
</tr>
<tr>
<td><strong>POSTAGE</strong></td>
<td>$232</td>
<td>$244</td>
<td>$256</td>
<td>$269</td>
<td>$282</td>
</tr>
<tr>
<td><strong>MOTOR VEHICLE EXPENSES</strong></td>
<td>$15,219</td>
<td>$15,980</td>
<td>$16,779</td>
<td>$17,618</td>
<td>$18,499</td>
</tr>
<tr>
<td><strong>SALARIES &amp; MATERIALS</strong></td>
<td>$12,775</td>
<td>$13,414</td>
<td>$14,084</td>
<td>$14,789</td>
<td>$15,282</td>
</tr>
<tr>
<td><strong>REPAIRS &amp; MAINTENANCE</strong></td>
<td>$1,659</td>
<td>$1,742</td>
<td>$1,829</td>
<td>$1,920</td>
<td>$2,017</td>
</tr>
<tr>
<td><strong>EQUIPMENT &gt;$1000&lt; $5,000</strong></td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
</tr>
<tr>
<td><strong>WATER &amp; SEWAGE</strong></td>
<td>$18,846</td>
<td>$19,788</td>
<td>$20,778</td>
<td>$21,817</td>
<td>$22,907</td>
</tr>
<tr>
<td><strong>ENERGY</strong></td>
<td>$85,657</td>
<td>$89,940</td>
<td>$94,437</td>
<td>$99,159</td>
<td>$104,117</td>
</tr>
<tr>
<td><strong>RENTS</strong></td>
<td>$2,617</td>
<td>$2,748</td>
<td>$2,885</td>
<td>$3,030</td>
<td>$3,181</td>
</tr>
<tr>
<td><strong>INSURANCE &amp; BONDING</strong></td>
<td>$6,620</td>
<td>$6,951</td>
<td>$7,299</td>
<td>$7,663</td>
<td>$8,047</td>
</tr>
<tr>
<td><strong>Freight</strong></td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
</tr>
<tr>
<td><strong>PURCHASING CARD</strong></td>
<td>$23,583</td>
<td>$24,762</td>
<td>$26,000</td>
<td>$27,300</td>
<td>$28,665</td>
</tr>
<tr>
<td><strong>OTHER OPERATING EXPENSES</strong></td>
<td>$2,726</td>
<td>$2,862</td>
<td>$3,005</td>
<td>$3,156</td>
<td>$3,313</td>
</tr>
<tr>
<td><strong>CLAIMS &amp; BONDS &amp; INTEREST</strong></td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
</tr>
<tr>
<td><strong>TRAVEL</strong></td>
<td>$635</td>
<td>$667</td>
<td>$700</td>
<td>$735</td>
<td>$772</td>
</tr>
<tr>
<td><strong>REGULAR EXPENSES</strong></td>
<td>$170,572</td>
<td>$179,101</td>
<td>$188,056</td>
<td>$197,458</td>
<td>$207,331</td>
</tr>
<tr>
<td><strong>MOTOR VEHICLE EQUIPMENT</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>EQUIPMENT PURCHASES &gt;$5000</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>CAPITAL LEASE Prn &amp; Int</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>REAL ESTATE RENTALS</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>VOICE/DATA COMMUNICATIONS</strong></td>
<td>$505</td>
<td>$515</td>
<td>$525</td>
<td>$536</td>
<td>$547</td>
</tr>
<tr>
<td><strong>PER DIEM &amp; FEES</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>PER DIEM &amp; FEES EXPENSE</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>CONTRACTS</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>ADVERTISING - PROCUREMENT CARD</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>RESALE</strong></td>
<td>$62,813</td>
<td>$75,000</td>
<td>$80,000</td>
<td>$85,000</td>
<td>$90,000</td>
</tr>
<tr>
<td><strong>TOTAL OTHER EXPENDITURES</strong></td>
<td>$63,318</td>
<td>$75,515</td>
<td>$80,525</td>
<td>$85,536</td>
<td>$90,547</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>$655,395</td>
<td>$664,365</td>
<td>$663,322</td>
<td>$653,198</td>
<td>$669,366</td>
</tr>
</tbody>
</table>
## Revenue Pro Forma

### Cloudland Canyon State Park

<table>
<thead>
<tr>
<th>Revenue Fund Sources</th>
<th>Revenue Sources Description</th>
<th>FY 2010 (Actual)</th>
<th>FY 2012</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>60001</td>
<td>CONCESSION AND TP NON-FOOD</td>
<td>-91,826.42</td>
<td>(99,173)</td>
<td>(103,139)</td>
<td>(107,265)</td>
<td>(111,556)</td>
</tr>
<tr>
<td>60002</td>
<td>CANCELLATION FEES</td>
<td>-656.00</td>
<td>(708)</td>
<td>(737)</td>
<td>(766)</td>
<td>(797)</td>
</tr>
<tr>
<td>60003</td>
<td>TELESCOPES</td>
<td>-440.43</td>
<td>(476)</td>
<td>(495)</td>
<td>(515)</td>
<td>(535)</td>
</tr>
<tr>
<td>60004</td>
<td>Cottages</td>
<td>-189,248.75</td>
<td>(204,389)</td>
<td>(212,564)</td>
<td>(221,067)</td>
<td>(229,909)</td>
</tr>
<tr>
<td>60005</td>
<td>CAMP SITES</td>
<td>-111,629.36</td>
<td>(120,590)</td>
<td>(125,382)</td>
<td>(130,397)</td>
<td>(135,613)</td>
</tr>
<tr>
<td>60006</td>
<td>GROUP CAMP</td>
<td>-13,733.25</td>
<td>(14,832)</td>
<td>(15,425)</td>
<td>(16,042)</td>
<td>(16,684)</td>
</tr>
<tr>
<td>60014</td>
<td>DOG FEES</td>
<td>-3,770.00</td>
<td>(4,072)</td>
<td>(4,234)</td>
<td>(4,404)</td>
<td>(4,580)</td>
</tr>
<tr>
<td>60018</td>
<td>WASH &amp; DRY</td>
<td>-1,302.00</td>
<td>(1,406)</td>
<td>(1,462)</td>
<td>(1,521)</td>
<td>(1,582)</td>
</tr>
<tr>
<td>60020</td>
<td>SHORT/OVER</td>
<td>-417.61</td>
<td>(451)</td>
<td>(469)</td>
<td>(488)</td>
<td>(507)</td>
</tr>
<tr>
<td>60025</td>
<td>REFUNDS</td>
<td>36,896.98</td>
<td>39,849</td>
<td>41,443</td>
<td>43,100</td>
<td>44,824</td>
</tr>
<tr>
<td>60027</td>
<td>PIONEER CAMP</td>
<td>-3,115.00</td>
<td>(3,364)</td>
<td>(3,499)</td>
<td>(3,639)</td>
<td>(3,784)</td>
</tr>
<tr>
<td>60028</td>
<td>PICNIC SHELTERS</td>
<td>-300.00</td>
<td>(324)</td>
<td>(337)</td>
<td>(350)</td>
<td>(364)</td>
</tr>
<tr>
<td>60033</td>
<td>CAMPSITE SR. CITIZEN DISCOUNT</td>
<td>$12,420.40</td>
<td>13,414</td>
<td>13,951</td>
<td>14,509</td>
<td>15,089</td>
</tr>
<tr>
<td>60036</td>
<td>PROGRAM FEES</td>
<td>-2,063.50</td>
<td>(2,229)</td>
<td>(3,343)</td>
<td>(4,346)</td>
<td>(5,432)</td>
</tr>
<tr>
<td>60037</td>
<td>MISC PARK RECEIPTS</td>
<td>-315.00</td>
<td>(340)</td>
<td>(354)</td>
<td>(368)</td>
<td>(383)</td>
</tr>
<tr>
<td>60041</td>
<td>SOFT DRINK SALES</td>
<td>-9,326.97</td>
<td>(10,073)</td>
<td>(10,476)</td>
<td>(10,895)</td>
<td>(11,331)</td>
</tr>
<tr>
<td>60049</td>
<td>MISC DONATIONS</td>
<td>-115.59</td>
<td>(125)</td>
<td>(130)</td>
<td>(135)</td>
<td>(140)</td>
</tr>
<tr>
<td>60051</td>
<td>DAY PASS FRISBEE GOLF</td>
<td>-4,686.00</td>
<td>(5,061)</td>
<td>(5,263)</td>
<td>(5,474)</td>
<td>(5,693)</td>
</tr>
<tr>
<td>60066</td>
<td>SPECIAL PARK CLUBS (FIELD)</td>
<td>-2,120.00</td>
<td>(2,290)</td>
<td>(2,381)</td>
<td>(2,476)</td>
<td>(2,575)</td>
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<td>DISABLED VET DISCOUNT</td>
<td>$1,273.35</td>
<td>1,375</td>
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<td>60082</td>
<td>BAD CHECKS</td>
<td>$18.03</td>
<td>19</td>
<td>20</td>
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<tr>
<td>60087</td>
<td>Promotional Discount</td>
<td>$11.25</td>
<td>12</td>
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<tr>
<td>60090</td>
<td>FOOD/BEV ITEMS TO GO</td>
<td>-2,811.42</td>
<td>(3,036)</td>
<td>(3,158)</td>
<td>(3,284)</td>
<td>(3,415)</td>
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<td>60092</td>
<td>&quot;Friends&quot; Discount at Parks</td>
<td>$3,928.51</td>
<td>4,243</td>
<td>4,413</td>
<td>4,589</td>
<td>4,773</td>
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<td>60099</td>
<td>SALES TAX</td>
<td>-1,455.43</td>
<td>(1,572)</td>
<td>(1,635)</td>
<td>(1,700)</td>
<td>(1,768)</td>
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<tr>
<td>63908</td>
<td>OTHER/MISC</td>
<td>-127.00</td>
<td>(137)</td>
<td>(143)</td>
<td>(148)</td>
<td>(154)</td>
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<tr>
<td>65003</td>
<td>&quot;Friends&quot; membership fees</td>
<td>-15,101.25</td>
<td>(16,309)</td>
<td>(16,962)</td>
<td>(17,640)</td>
<td>(18,346)</td>
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<td>65004</td>
<td>Pay-Out to &quot;Friends&quot;</td>
<td>$13,441.25</td>
<td>14,517</td>
<td>15,097</td>
<td>15,701</td>
<td>16,329</td>
</tr>
<tr>
<td>65005</td>
<td>Friends Incentive</td>
<td>-$565.00</td>
<td>(610)</td>
<td>(635)</td>
<td>(660)</td>
<td>(686)</td>
</tr>
<tr>
<td>65006</td>
<td>CANCELLATION FEES</td>
<td>-8,611.00</td>
<td>(9,300)</td>
<td>(9,672)</td>
<td>(10,059)</td>
<td>(10,461)</td>
</tr>
<tr>
<td>66003</td>
<td>REFUNDS-ADV RESERV</td>
<td>$71,830.80</td>
<td>77,577</td>
<td>80,680</td>
<td>83,908</td>
<td>87,264</td>
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<td>66005</td>
<td>CAMPING</td>
<td>-$47,794.00</td>
<td>(51,618)</td>
<td>(53,682)</td>
<td>(55,830)</td>
<td>(58,063)</td>
</tr>
<tr>
<td>66006</td>
<td>COTTAGE</td>
<td>-$97,028.25</td>
<td>(72,391)</td>
<td>(75,286)</td>
<td>(78,298)</td>
<td>(81,429)</td>
</tr>
<tr>
<td>66008</td>
<td>TENT/PIONEER CAMPING</td>
<td>-3,270.00</td>
<td>(3,532)</td>
<td>(3,673)</td>
<td>(3,820)</td>
<td>(3,973)</td>
</tr>
<tr>
<td>66015</td>
<td>GROUP SHELTER</td>
<td>-3,505.00</td>
<td>(3,785)</td>
<td>(3,937)</td>
<td>(4,094)</td>
<td>(4,258)</td>
</tr>
<tr>
<td>66016</td>
<td>GROUP CAMP</td>
<td>-5,986.25</td>
<td>(6,465)</td>
<td>(6,724)</td>
<td>(6,993)</td>
<td>(7,272)</td>
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<tr>
<td>66019</td>
<td>Transfer Fees</td>
<td>-$905.00</td>
<td>(977)</td>
<td>(1,016)</td>
<td>(1,057)</td>
<td>(1,099)</td>
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<tr>
<td>66028</td>
<td>PICNIC SHELTER</td>
<td>-$1,655.00</td>
<td>(1,787)</td>
<td>(1,859)</td>
<td>(1,933)</td>
<td>(2,011)</td>
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<tr>
<td>69004</td>
<td>Camp Sites - PW</td>
<td>-$116,592.00</td>
<td>(125,919)</td>
<td>(130,956)</td>
<td>(136,194)</td>
<td>(141,642)</td>
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<tr>
<td>69006</td>
<td>Cottages/Cabins</td>
<td>-$125,905.00</td>
<td>(135,977)</td>
<td>(141,416)</td>
<td>(147,073)</td>
<td>(152,956)</td>
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<td>Tent/Pioneer Camps</td>
<td>-$5,240.00</td>
<td>(5,659)</td>
<td>(5,886)</td>
<td>(6,121)</td>
<td>(6,366)</td>
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<td>GROUP SHELTERS</td>
<td>-$2,785.00</td>
<td>(3,008)</td>
<td>(3,128)</td>
<td>(3,253)</td>
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<td>Group Camps- PW</td>
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<td>(9,250)</td>
<td>(9,620)</td>
<td>(10,005)</td>
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<td>Picnic Shelters-PW</td>
<td>-$1,490.00</td>
<td>(1,609)</td>
<td>(1,674)</td>
<td>(1,741)</td>
<td>(1,810)</td>
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<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$ (714,637)</strong></td>
<td><strong>(771,808)</strong></td>
<td><strong>(802,680)</strong></td>
<td><strong>(834,787)</strong></td>
<td><strong>(868,179)</strong></td>
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<tr>
<td>Cloudland Canyon State Park</td>
<td>TOTAL PRO FORMA</td>
<td>2010 (Actual)</td>
<td>2012</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------------</td>
<td>---------------</td>
<td>------</td>
<td>------</td>
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<tr>
<td>Visitation</td>
<td></td>
<td>254,433</td>
<td>279,876</td>
<td>293,870</td>
<td>308,248</td>
<td>318,041</td>
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<td>Operational Expenses</td>
<td>$655,395</td>
<td>$664,365</td>
<td>$663,322</td>
<td>$653,198</td>
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<td>Earned Revenues</td>
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<td>$745,203</td>
<td>$775,012</td>
<td>$806,012</td>
<td>$838,252</td>
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<tr>
<td>% Cost Recovery</td>
<td>109%</td>
<td>112%</td>
<td>117%</td>
<td>123%</td>
<td>125%</td>
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