

STONE MOUNTAIN MEMORIAL ASSOCIATION
DEVELOPMENT AND FINANCE COMMITTEES MEETING
October 17, 2011

A joint meeting of the Development and Finance Committees of the Stone Mountain Memorial Association was held at 11:00 a.m. on Monday, October 17, 2011, at Evergreen Conference Center, Stone Mountain Park.

FINANCE COMMITTEE MEMBERS PRESENT

Greer Johnson, SMMA Vice Chairman
Dick Childers

DEVELOPMENT COMMITTEE MEMBERS PRESENT

Carolyn Meadows, SMMA Chairman
Joan Thomas

MEMBERS - OTHER

Scott Johnson

MEMBERS ABSENT

Becky Kelley representing Mark Williams, Commissioner Department of Natural Resources
Roy Roberts
Ray S. Smith III, Chairman Development Committee

OTHERS PRESENT

Bill Stephens, C.E.O.
Gail Durham, Director of Finance and Secretary
Chuck Kelley, Chief of Police and Fire
Duane Studdard, Administration Manager
Naomi Thompson, Education Supervisor
Gerald Rakestraw, VP Silver Dollar City/Stone Mountain Park
Other SMMA and HFE staff

Call to Order

The meeting was called to order by Carolyn Meadows, Chairman. Ms. Meadows expressed her thanks to the staff for their support of her new position as Chairman of the Stone Mountain Memorial Association.

Review of Year-to-Date Financial Statements

Ms. Durham reviewed the year-to-date financial statements for SMMA for the period ending August 31, 2011. Total revenues year-to-date were about \$6.6 million compared to the budget of \$6.4 million. Total operating expenses were \$4.3 million compared to the budget of \$4.7 million. Net operating profit before interest and depreciation was \$2.3 million compared to the budget of \$1.7 million. After interest and depreciation the net loss through August 31 is \$884,000 compared to the budgeted loss of about \$1 million.

Presentation of Strategic Plan

Mr. Stephens said the Strategic Plan for SMMA is being presented in draft form today. The Board will have an opportunity to review the plan and propose changes over the next month. The completed plan will be considered for formal adoption at the November 14, 2011 SMMA Board meeting.

A draft copy of the Strategic Plan was distributed to each member along with a copy of the slide presentation. Mr. Stephens presented an overview stating that the State of Georgia has five primary goals established under Governor Perdue's administration and retained by Governor Deal. The goals are:

1. Educated Georgia
2. Healthy Georgia
3. Safe Georgia
4. Growing Georgia
5. Best Managed State

Mr. Stephens stated that the SMMA staff has developed goals and objectives that support those established at the State level. The SMMA vision and mission statement were reviewed. Mr. Stephens said that these statements were adopted at the September 2008 SMMA Board retreat.

The core business of SMMA was reviewed and includes lease management, protection of life and property, protection of natural resources, historical and environmental education, and maintenance and management of SMMA physical assets. Mr. Stephens reviewed the highlights of the lease management goal. This included highlights of strategic outcomes and objectives. The plan includes a new objective to prepare a contingency plan for use in the event of the termination of the Lease for any reason. This plan will be prepared by the end of the first quarter of 2012 and will provide a working document for SMMA management and staff. Mr. Stephens or other staff will attend monthly review meetings concerning the hotel operations and financial performance.

Chief Kelley presented the strategic plan goal related to protection of life and property. The Chief stated that the goal for his department is to provide exceptional public safety services, maintaining a real and perceived sense of safety for the visitors. This service is provided in a prompt, courteous, professional and compassionate manner. He highlighted several outcomes and objectives including working with other federal, state, and local public safety agencies on communication topics involving counter-terrorism and criminal activity. The Stone Mountain Memorial Association Department of Public Safety works with many agencies including the FBI, US Secret Service, US Homeland Security, GBI, DeKalb County Police, Fire & 911 Center, and the City of Stone Mountain. SMMA DPS provides and requests mutual aid assistance with these agencies under the Georgia Mutual Aid Law. Chief Kelley gave examples of assistance as well as fire and EMS services his department provides.

Ms. Thompson focused on the strategic goal of protecting and enhancing the natural area of the Park as both a recreational and education experience for the guests. Free environmental and historical education to school children K-12 provides hands-on learning experiences and increases their appreciation of the Park as a natural resource. One of the strategic outcomes presented was working with public and private organizations to develop partnerships which further enhance experiences for the guests of Stone Mountain Park. Ms. Thompson said that educational alliances have been established with local schools and other organizations like Georgia Perimeter College. Her staff provides programs based on

the Georgia Performance Standards. These programs focus on and utilize the natural areas of Stone Mountain Park. Brochures have been developed that include topics like Nature Trails in the Park and the Quarry Exhibit. These brochures are found at Confederate Hall, Memorial Hall, and other sites within the Park. Ms. Meadows suggested that these brochures be sent to the Capitol. Ms. Thompson said the carving brochure is featured there and she will investigate sending additional brochures. Ms. Thompson distributed buttons for the Board to wear that featured different environmental programs and educational topics.

Ms. Thompson said that during 2012 the Land Management Plan (LMP) will be evaluated and updated as necessary. Certain projects associated with the LMP will be considered for implementation. Last year about 15,000 children participated in programs associated with the Confederate Hall Environmental and Education Center. Professionals with Fernbank Science Center utilize the facility to conduct programs including geology.

The next goal is to maintain all SMMA areas of the Park in a neat, clean and aesthetically pleasing condition so that visitors can relax and enjoy the natural beauty of the Park. In 2012 the staff will assess trail systems, sidewalks, picnic areas and location of public restrooms for current condition and future needs. A Park-wide GIS (geographic information system) mapping utilities and other resources will be implemented.

Mr. Studdard presented the last goal which is to maintain an effective and efficient employee workforce through appropriate employee training, development and compensation. There are 57 full time employees and about 70 part-time trained employees. These part-time positions include Fire and EMS personnel, Educators, and Grounds Quality and Maintenance employees. Mr. Studdard stated that while turnover is very low, when there is an open position the best and most qualified candidate is recruited. In 2012 the employee policies and procedures will be reviewed and updated.

Mr. Stephens summarized that the presentation has been an overview. He stated that each member would have an opportunity to review all the plan materials at their leisure and offer comments. The Board will be asked to formally adopt the plan at the November 14th meeting.

Meeting adjourned at 11:50 a.m.

Notes taken by
Gail Durham, Secretary