

GEORGIA MUSIC HALL OF FAME ATHENS, GEORGIA



THE ATHENIAN OATH

We will never bring disgrace
on this our City by an act of
dishonesty or cowardice.
We will fight for the ideals
and Sacred Values of the City
both above and below us.
We will never let any
City's laws and will do our best to
tackle a like measure and respect
to those above us who are prone to
assail them.

The mission of the Georgia Music Hall of Fame is to operate and maintain a music museum for the general public, Georgia music lovers, music scholars and musical artists to:

- Preserve Georgia's music heritage;
- Provide innovative museum exhibits and educational programs;
- Become a public-private partnership for cultural preservation; and
- Promote a heritage tourism destination with growing economic benefits.

December 10, 2010

Ms. Lisa Love, Director
Georgia Music Hall of Fame Authority
200 Martin Luther King, Jr. Blvd.
Macon, Georgia 31201


Dear Ms. Love and Members of the Georgia Music Hall of Fame Authority:

It is with great pleasure we submit a bid for the Georgia Music Hall of Fame. As you read through our proposal, you will find that, like Athens, it holds some unique elements and goes outside conventional thinking. Our team spent a considerable amount of time and effort trying to modify the existing model for the Georgia Music Hall of Fame. After numerous discussions with stakeholders, we determined that the existing model is not the right model for Athens or for, we believe, the Georgia Music Hall of Fame. You will see that we have not, as requested, included specs for the 10,000 foot physical space. We understand that this may disqualify Athens from the selection process. However, the success of the preservation of the history of music in Georgia is so important to us; we want to share our thoughts on what could make the Hall of Fame, **Georgia's** Music Hall of Fame.

Our team members represent Athens-Clarke County Government, The University of Georgia and Create Athens.

I am the principal contact and project director for our team and I will lead our negotiating team with assistance from Edward R. Nichols and Bob Sleppy. Their email addresses are: enichols@nicholand.net and bob@nuci.org.

Sincerely,



Matt Forshee
President/CEO
Athens Economic Development Foundation
mforshee@athensbusiness.org

NEW WEST RECORDS



MUSIC · ARTS · FILM · KIDS
DOWNTOWN ATHENS, GA
JUNE 23-27, 2010

ATH Fest



ATHENS POP FEST
AUGUST 10TH - 14TH, 2010



GEORGIA MUSIC HALL OF FAME

Request for proposals Response: ATHENS, GEORGIA

RESPONSE TEAM REPRESENTATIVES



Heidi Davison - Mayor
Athens-Clarke County Unified Government

Matt Forshee - President / CEO
Athens-Clarke County Economic Development Foundation

Cartter Fontaine - Associate Project Manager
Athens-Clarke County Economic Development Foundation

Amy Clark - Leisure Travel Marketing Director
Athens Convention & Visitors Bureau



The University of Georgia

C. Patrick Allen - Director of Community Relations
Office of Government Relations

Margaret Wagner Dahl
Associate Provost for Economic Development

William Gray Potter
University Librarian and Associate Provost

Sara J. Singleton
Office of the Associate Provost for Economic Development

Create Athens, Inc.

Edward R. Nichols - President / CEO
Nichols Land Development Company

Bob Sleppy - Executive Director
Nuçi's Space

Diane Murray - Director of Public Service and Outreach
Grady College of Journalism and Mass Communication
University of Georgia



GEORGIA MUSIC HALL OF FAME AUTHORITY

REQUEST FOR PROPOSALS

For the Operation, Management and Location of the
Georgia Music Hall of Fame Museum

RFP RESPONSE: ATHENS, GA

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3.2 STATEMENT OF UNDERSTANDING

A. Georgia's Music Hall of Fame

Arguably, when questioned about the importance of music in Georgia's history, most people will reference the independent-rock scene of Athens, the urban music capital of Atlanta or the rich southern-rock history of Macon. R.E.M., Otis Redding, The Allman Brothers Band and Usher are all iconic names synonymous with musical greatness. However, what many people don't realize is how deep and geographically diverse the roots of Georgia's music heritage run.

North Georgia

North Georgia's musical heritage can be traced back to the Creek and Cherokee Indians. Archeologists have found various Cherokee musical instruments that are estimated at one thousand years old. Flutes, drums and rattles are the most common instruments found throughout the tribes. In the eighteenth century new instruments were incorporated into Cherokee music. Fiddle playing was introduced to the Cherokee by Scottish and English traders. By the early nineteenth century tribe members were learning Christian hymns from missionaries, incorporating this new instrument.¹

In the early twentieth century, Cherokee fiddle playing influenced nearby white Appalachian fiddle traditions. According to popular myth, the "mountain" style of Appalachian folk music was directly influenced by the physical environment, where inhabitants might have had to holler across the deep hollows to be heard by their neighbors, relatives and grazing flocks.² The result yielded current Hall inductees Gid Tanner and the Skillet Lickers and 1920s country music pioneer, Fiddlin' John Carson.

West Georgia

In West Georgia, Benjamin Franklin White and Elisha J. King helped establish a singing tradition known as *Sacred Harp*, as well as *fasola* and *shape note*. The Sacred Harp system, first published in 1841, use notes expressed with shapes, intended to make it easy for people to learn to sight-read music and performed complex pieces without a lot of training.³

East Georgia

Although Augusta, GA is best known for the musical contributions of its native son, James Brown, another Hall inductee, "Blind Willie" McTell called the city home during part of his life. McTell was an influential

¹ <http://hubpages.com/hub/Music-and-the-Cherokee-Indians>

² Unterberger, Ritchie. *Music USA: The Rough Guide*. Published by Rough Guides Ltd. 1999, pg.86

³ <http://www.georgiaencyclopedia.org/nge/Article.jsp?path=/Folklife/FolkSongsandTales&id=h-549>

African-American blues musician and songwriter, who sang and accompanied himself on the guitar. He was a twelve-string finger picking Piedmont blues guitarist.⁴ The Piedmont style, often referred to as East Coast Blues, is differentiated from other styles, particularly the Mississippi Delta style, by its ragtime-based rhythms. It was an extremely popular form of southern African-American dance music for many decades in the first half of the 20th century.⁵

East Coast

On Georgia's east coast, musicians during the early 1900s made important contributions to African American folk music. The southeastern *ring shout* is probably the oldest surviving African American music tradition on the North American continent. It continues to be performed in a black community in McIntosh County on Georgia's coast. To this day, the "shouters" of Bolden, a community near Eulonia, perform the *ring shout* at the Mt. Calvary Baptist Church on New Year's Eve.

South & Southwest Georgia

Not to be outdone, it would be impossible to discuss American music, not just Georgia music, without mentioning Albany's favorite son, and the Hall's first inductee, Ray Charles. Boasting four Hall inductees, Columbus lays claim to Chet Atkins, Dallas Austin, Ma Rainey and Ray Whitley.

To be clear, the objective of including this information is not to give a history lesson but rather highlight the importance that geography, culture and physical environment has on preserving and celebrating Georgia's music heritage. Although few can deny the enjoyment of singing along to a favorite band's record, it doesn't compare to *experiencing* The Marshall Tucker Band live on stage at Grant's Lounge, *ripping through* "Can't You See" or *dancing* as the B-52s perform "Love Shack" to a sold-out crowd at the 40 Watt Club.

B. A Debt of Gratitude

Musicians across the state of Georgia, music lovers, music scholars and the general public owe a tremendous debt of gratitude to the Georgia Music Hall of Fame Authority and the City of Macon for its faithful stewardship during the past two decades of the Georgia Music Hall of Fame and the preservation of the rich music heritage it represents.

Unfortunately the Georgia Music Hall of Fame has fallen victim to a struggling economy, a change in consumer behavior and the loss of financial support needed to adapt to change. In spite of these obstacles,

⁴ http://en.wikipedia.org/wiki/Blind_Willie_McTell

⁵ http://en.wikipedia.org/wiki/Piedmont_blues

the Authority and GMHOF staff has skillfully and successfully maintained the integrity of Georgia's music heritage while fulfilling its important mission. For this, we thank you.

C. In Search of Sustainability

According to a 2008 audit conducted by the Georgia Department of Audits and Accounts, the Georgia Music Hall of Fame, in its current form, must increase its number of visitors to 140,000 annually by 2012 to become self-sustaining. This is quite a daunting task considering that over the last five years, the average annual visitor level has been 25,000 and the average earned income is just \$277,000. This intake falls far short of the annual operational expenditure of approximately \$1.2 million. The average amount of state funds needed by the Hall to break even each year has been \$720,000.

In a show of support, the citizens and civic leaders of the City of Macon voted in favor of a 1% increase in Hotel/Motel tax rate passed in 2008 and a 2010 commitment of \$500,000 over three years, starting in 2012. Unfortunately, as one looks closely at the finances, these efforts do not address the issue of long-term sustainability. It is feared that failure to address these issues in the present will result in the misuse of Macon's tax dollars and the inevitability of revisiting the problem of long-term sustainability once again in the near future.

D. Structure, not Location, is the Problem

As it has been reported in various media outlets across the state, some Georgians and civic leaders believe the financial instability of the GMHOF is simply the result of its location in Macon, GA. However, we respectfully disagree with this assumption. It is our conclusion that the GMHOF would have difficulty achieving self-sufficiency, using its current business model, regardless of location.

Without state funds to support the mission of the GMHOF, individual communities have been asked to shoulder the sole financial burden of Georgia's music heritage and future preservation. As Georgians, we must develop a solution that is inclusive and engages all communities across the state to actively participate in this vitally important task.

E. A New Model

We propose that the GMHOF Authority consider adoption of a "hub and spoke" business model with regard to fulfilling the overall mission of the GMHOF. The model would include a central community "hub" to fulfill the responsibility of coordination among community partners and management of the collection. Community Partners across the State while each remaining independent and unique; will act as "spokes."

These communities will be asked to pool their cultural assets and resources together by contributing to the central mission of the GMHOF.

F. Athens as a Central "Hub"

Tourism in The Classic City

The GA Music Hall of Fame in Athens signifies the next phase of growth in Athens tourism. Athens' rich music heritage, range of cultural offerings, and higher learning resources for the state of Georgia make it a perfect fit for the relocation of the Hall of Fame. The tourism infrastructure in Athens-Clarke County is long established, with a strong fabric of partnership and collaboration among key hospitality partners in the community.

Athens-Clarke County, the smallest landmass county in Georgia, ranked 12th in tourism expenditures in 2009 out of the state's 159 counties. For calendar year, 2009, Tourism Economic Impact data for Clarke County is as follows:⁶

Expenditures: \$206.40 mil
Payroll: \$44.93 mil
Employment: 2,460
State Tax \$: \$7.97 mil
Local Tax \$: \$6.34 mil

Athens enjoys state-wide, regional, national and international recognition for its tourism offerings, ranging from visits related to UGA and its sporting events, to the cultural and heritage traveler traversing the east coast in search of deep roots in the arts and southern culture, to the far-reaching draw for artists, musicians and international visitors making a pilgrimage to the home of R.E.M. and the B-52's.

Athens is easily accessible from US-441, US-78 and GA-316. The central business district (and principal tourist corridor) is located only 20 miles from I-85 and 30 miles from I-20. Ben Epps Airport is located only three miles from downtown Athens.

Athens has 25 hotels with 2,347 rooms. According to the Athens Convention & Visitors Bureau, the average overnight stay in Athens is two nights both for leisure and business travel. The Classic Center in downtown Athens, the principal meeting facility in town, hosted 630 events for a total of 1054 event days in fiscal year 2010. Meeting and convention delegate attendance over the fiscal year totaled 305,800. With a thriving meetings and convention trade, leisure travelers from far and wide and UGA-related events, both sporting and academic (topping hundreds of

⁶ (source: GA Dept of Economic Development)

thousands of visitors per year) Athens is positioned with a dependable and ample flow of visitor traffic to support the relocation of the GA Music Hall of Fame to this community.

The University of Georgia

The University of Georgia's presence and influence in Athens provides an environment germane to the scholarship and research aspects of the music tradition in Georgia. UGA provides a world class library, archival and digitization services that is relevant to this project. As well as scholarship, with more than 35,000 students, faculty and staff, it provides many part-time and year round residents, and countless visitors to Athens for University related events and programs. UGA has a strong history of public service and outreach across the state that can help facilitate the hub and spoke model of this proposal. Its relationships and connections enable Athens to extend the collection and cultural significance of the Georgia Music Hall of Fame beyond a localized brick and mortar model.

Athens and the GA Music Hall of Fame

Athens is renowned worldwide for its 30-year ongoing history of shaping the college rock/New Wave/indie rock scene. *Rolling Stone* named the scene the #1 College Music Scene in the United States in 2003 and the community is name-checked constantly in comparison with much larger cities such as Austin, TX, Nashville, TN, Seattle, WA and New York City, NY.

But this is *not* why Athens is the perfect fit for the Georgia Music Hall of Fame.

Athens' true musical history and legacy is – simply put – a microcosm of the breadth of the music experience of Georgia. While pockets of time, geography, and circumstance have created ebbs and flows in the styles and sounds in the Athens music scene, the collective musical history that has been made by thousands of artists before and continues to be made by the over 500 Athens artists currently listed in the *Flagpole Magazine Music Directory* encompasses the rich fabric of every genre of music.

Georgia Music Hall of Fame and Rock and Roll Hall of Fame inductees R.E.M. produced *Rolling Stone's* top album of 1983 and *Entertainment Weekly's* 60th Greatest Moment in Rock History due to their debut. They share Athens with "Whisperin' Bill" Anderson, a fellow Georgia Music Hall of Fame and Country Music Hall of Fame inductee who jumpstarted his career with the original recording of "City Lights" at the University of Georgia.

Hall Johnson, an African-American early to mid-20th century internationally-known choral leader, shares Athens with the influential

indie-rock band Neutral Milk Hotel, whose album *In the Aeroplane Over the Sea* was named the top album of the 1990s by *Magnet* magazine.

The country music of T. Graham Brown and John Berry shares Athens with the R&B stylings of The Jesters, a band who backed up Marvin Gaye and the Platters in the '60s and continues to perform today.

Georgia Music Hall of Fame inductees The B-52's share their wild, rambunctious, theatrical side of Athens with the wild, rambunctious, theatrical band Of Montreal and their Athens of 30 years later.

Troubadour Patterson Hood of acclaimed Southern rockers The Drive-By Truckers shares his Athens with Mark Maxwell, a jazz musician and composer whose CDs of children's lullabies has been presented to new parents at more than 60 hospitals across the country.

Brian Burton, aka Danger Mouse and half of Gnarl Barkley, shares the Athens that he DJ'ed in and worked a record counter in with multi-instrumentalist Randall Bramblett, whose talents showcased in the '70s led to work with Steve Winwood, Sea Level, Gregg Allman, Robbie Robertson and others, as well as continued solo work through today.

Georgia Music Hall of Fame inductees Widespread Panic shared their Athens with nearly 100,000 fans in a free concert on the downtown streets in 1998, as well as with the Georgia Guitar Quartet, a critically acclaimed and nationally recognized chamber music group.

The legendary University of Georgia Redcoat Marching Band, started in 1905, shares Athens with Bubba Sparxxx, whose debut hip-hop album in the early 2000's reached #3 on the Billboard Hot 200.

People queue in line for tickets to capacity concerts of the Athens Symphony, which has produced 33 years of free concerts for the community. The Symphony shares Athens with the likes of Art Rosenbaum, a folk musician and Grammy-winning chronicler of the folk music scene.

According to *Paste Magazine*, two of the top 40 venues in the Southeast – the 40 Watt Club and the Melting Point – share performance spaces in their Athens with the 100-year old national historic location of the Morton Theatre, the soon-to-be-rebuilt Georgia Theatre, the large-scale Classic Center, and the diminutive Caledonia Lounge. They and other venues have all showcased their Athens to other bands and fans from around the world.

The unique musicians' resource and mental-health center Nuçi's Space, inspired by the death of a young, talented musician, shares it's Athens with the University of Georgia's popular Music Business Certificate Program to help musicians and non-musicians with areas outside of the scope of an instrument.

Jazz musician Madeleine Peyroux and folk picker Leo Kottke share their Athens birthplace with the late Vic Chesnutt, a paraplegic whose quirky songs and strong lyrics helped inspire the *Sweet Relief II* benefit album with his tracks covered by the likes of Madonna and R.E.M.

Long-running festivals such as JanFest to showcase high school bands (61 years) and the North Georgia Folk Festival (26 years) share Athens with "newcomer" festivals such as AthFest (13 years) to showcase local and regional talent and MidFest (20 years) to highlight middle school bands.

Athens is not only where music history has been made, but where it continues to be made and shared. This history plays out every night and every week, a living, breathing, current history made by over 100 bands and solo artists performing every week in clubs, venues, and all manner of locations.

Not a single component of the Georgia Music Hall of Fame or the music that it represents is out of place in this community. Athens has been sharing nearly every kind of music and the artists behind it with the rest of the world for decades and longer and will continue to do so for decades and longer into the future.

This is why Athens is the perfect "hub" for Georgia's music heritage preservation efforts and Music Hall of Fame.

Induction Process & Ceremony

It is our suggestion that the GMHOF Authority ask the Senate Music Industry Committee to restructure the induction process and ceremony production to include greater representation of the Authority, the GMHOF's central location and its Community Partners.

We suggest that the induction process include a two-tier structure. One group, comprised of music industry professionals, would serve as the nominating committee. The second group, comprised mostly of past GMHOF inductees, would serve as the induction committee. The focus of this effort would be to more actively engage current, living inductees in the process and build a sense of ownership and responsibility among inductees.

Following the 2011 GMHOF induction ceremony in Atlanta, we would hope to work with the Friends of Georgia Music Festivals, Inc. to relocate future events to Athens, GA. Our community would be prepared to successfully host this important event in FY 2012.

G. Community Partners

(Due to the terms of confidentiality as required by this RFP, and knowledge that some of our proposed "Community Partners" are fellow proposers, we have not approached potential Community Partners in an official capacity. However, if our proposal is selected by the Authority for further consideration, we would request permission to approach these potential partners during the 60 day negotiation phase to solidify future support for our proposal.)

Just as the spokes on a wheel provide support, structure and strength, our community partners will provide these same attributes to the new GMHOF model. Our goal will be to work with each of these communities to preserve, promote and nurture their local music heritage to share with the entire state.

Included in our proposed concept for the Georgia Music Hall of Fame are nine community partners, with Athens serving as the central coordination point. The other community partners included in our plan are Atlanta, Macon, Augusta, Dahlonega, Columbus, Albany, Savannah and Valdosta. All of these cities represent the diversity and uniqueness found within our rich music heritage. **(See Attachment A)**

Having these cities serve as partners will strengthen our ability to fulfill the mission of the GMHOF.

The goal of each community partner will be two-fold. First, establish an exhibition area within their city to showcase both the music heritage of the local community and its importance to the State of Georgia. Second, community partners will work with GMHOF staff to strengthen local preservation efforts as they relate to Georgia's music heritage. The GMHOF staff will occupy an office in Athens, GA and work closely with associated UGA Library staff to help preserve and build the collection.

It will be the responsibility of the community partners to fund the exhibit space within their city. When possible, GMHOF staff will work with individual communities to target grant funding opportunities, donors and assist with marketing local events to generate necessary funding.

H. Phased Integration of Proposed Georgia Music Hall of Fame Model

It is understood that the successful proposer will be responsible for fulfilling the mission of the Georgia Music Hall of Fame, which is to operate and

maintain a music museum for the general public, Georgia music lovers, music scholars and musical artists to:

- Preserve Georgia's music heritage;
- Provide innovative museum exhibits and educational programs;
- Become a public-private partnership for cultural preservation; and
- Promote a heritage tourism destination with growing economic benefits.

It will be the goal of the Georgia Music Community Partnership (Athens, GA) to maintain focus on each of these specific areas while implementing a phased integration of the new business model. We are confident that successful execution of this three phase integration will guarantee the long-term sustainability of the Georgia Music Hall of Fame.

*Please refer to **Attachment C** for detailed organizational charts explaining the proposed concept.*

3.3 DESCRIPTION AND CAPABILITIES OF THE PROPOSER

A. General Background & Experience

The Athens RFP Response team is comprised of individuals representing the Athens-Clarke Economic Development Foundation, The University of Georgia, Athens-Clarke County Government, Create Athens and Real Estate Professionals. The collective efforts and expertise of community and university individuals involved in this proposal is too cumbersome to list here. However, the UGA Library staff, which will be providing collection oversight, is internationally recognized by their peers for their expertise in this field.

B. Financial Capabilities

The financial information of our two main supporting members, Athens-Clarke County and the University of Georgia, are public information and reviewable in complete detail via their website. However, our "Hub and Spoke" model is designed to be self supporting and not require line item funding from either institution, therefore it is not applicable to provide details on lines of credit or other financial sources.

3.4 CONCEPTUAL PLAN

A. Archival Space

The University of Georgia has agreed to provide appropriate archival storage space to house the current collection held by the Georgia Music Foundation, Inc. To ensure the collection will be enjoyed by future generations of scholars, students and citizens, Library staff will seek external funding to digitize key portions of the collection, making Georgia's rich music heritage available worldwide via the Internet.

B. Exhibition Space

With the University of Georgia Library fulfilling the central role of archiving and preserving the Georgia Music Hall of Fame collection, it is proposed that the responsibility of exhibiting the collection will be shared by communities from across the state of Georgia. The proposed concept for exhibit space includes a carefully coordinated system of AAM-Registered museums in various regions of Georgia, exceeding the requirements of public display areas recommended in the RFP.

During Phase 1 (1-3 years) and Phase 2 (3-5 years) of our proposal the Georgia Music Hall of Fame will employ a Director and Community Partner Coordinator, based in Athens, to fulfill the objectives of the organization's mission. The staff will develop a carefully coordinated system of AAM-Registered museums in various regions of Georgia. The following is a partial list of AAM accredited museums in Georgia as well as museums that are currently registered with the American Association of Museums.

AAM Accredited Museums in Georgia (partial list)

Albany Museum of Art - Albany
Atlanta History Center - Atlanta
Augusta Museum of History - Augusta
Coastal Georgia Historical Society - Saint Simons Island
Columbus Museum - Columbus
Georgia Museum of Art - Athens
Georgia Southern University Museum - Statesboro
High Museum of Art - Atlanta
Telfair Museums - Savannah
The Museum of Arts & Sciences - Macon

AAM Registered Museums in Georgia (partial list)

Allman Brothers Band Museum - Macon
Bulloch Hall - Roswell
Cobb County Youth Museum - Marietta
Fox Theatre - Atlanta
Gwinnett History Museum - Lawrenceville
Lowndes County Historical Society and Museum - Valdosta
Lucy Craft Laney Museum of Black History - Augusta
Madison Museum of Fine Art - Madison
Marietta Museum of History - Marietta
Marietta/Cobb Museum of Art - Marietta
Museum of Arts & Sciences - Macon
Oglethorpe University Museum - Atlanta
Paine College Art Museum - Augusta
SCAD Museum of Art - Savannah

In the rare occasion that an AAM accredited exhibition location is unavailable in the desired region, the staff will work closely with the Georgia Music Foundation and Authority to determine a suitable location. The staff will closely follow the Best Practices guidelines provided by the AAM Accreditation Commission for Loaning Collections to Non-Museum Entities.⁷

During Phase 3 (5 – 10 years) of the proposed plan, an Assistant Coordinator/Educator will be hired to fulfill the responsibilities of education programming and enhancement of the visitor experience as it pertains to the Georgia Music Hall of Fame Collection and Community Partners.

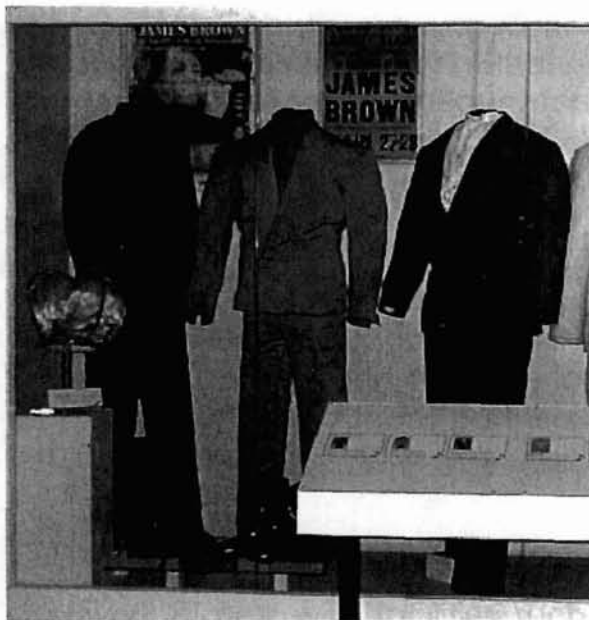
One example of a potential Community Partner would be the Augusta Museum of History. Under the leadership of the museum's Executive Director, Nancy Glaser, the community has already begun to explore the potential of music-focused exhibits. Included below is information promoting a great regional exhibit, celebrating the life of James Brown, currently on display at the Augusta Museum of History.

⁷<http://www.aamus.org/museumresources/accred/upload/BP%20on%20Loaning%20Coll%20to%20Non%20Mus%20Entities-2.pdf>

From the Augusta Museum of History website...

THE GODFATHER OF SOUL, MR. JAMES BROWN

This first of its kind exhibition features rare memorable and personal artifacts which vividly tell the story of Brown's rise to worldwide fame.



Highlights include:

- An array of costumes and personal artifacts worn by Brown from the 1960s and on;
- A 'King of Soul' crown worn by Brown in the 1950s;
- Family photos with candid images of Brown and his children, on tour, at home, and during philanthropic activities;
- Programs from the three James Brown Memorial Services held in New York, Augusta, and South Carolina;
- Audio-visual stations featuring concert performance footage, highlighted tracks and studio recordings;
- Excerpts of interviews with individuals who owe influence to Brown.

Interactive kiosks highlight the often imitated, but never duplicated, sound of Brown's horn-driven funk music and enable exhibit visitors to experience his musical evolution as a singer, composer, and performer. His remarkable legacy is told through oral histories of musicians, politicians, and entertainers. Excerpts of interviews with Dan Aykroyd, Anthony Keidis, Smokey Robinson, and more contribute personal stories and insights into Brown as a performer, philanthropist, and musician.⁸

⁸ http://www.augustamuseum.org/exhibitions_current.htm

3.5 FINANCING PLAN/ECONOMIC IMPACTS

****See Attachment D for Five-Year Pro Forma Financial Plan***

A. Staffing Requirements

Starting with Phase 1 the Georgia Music Hall of Fame will employ a Director and Community Partner Coordinator, based in Athens, to fulfill the objectives of the organization's mission. During Phase 3 (5 – 10 years) of the proposed plan, an Assistant Coordinator/Educator will be hired to fulfill the responsibilities of education programming and enhancement of the visitor experience as it pertains to the Georgia Music Hall of Fame Collection and Community Partners.

B. Marketing Plan

The marketing plan will include internal support from the GMHOF staff. However, in an effort to build capacity and minimize costs, we will be asking for significant help from our local Athens partners and state-wide Community Partners to fulfill these needs.

In Athens, we will work closely with UGA Library staff and Marketing department to raise awareness of the collection to the University population. We will also work closely with facilities such as the Classic Center, area hotels and other businesses to promote the GMHOF. Lastly, the Athens Convention and Visitors Bureau will be a strategic partner in highlighting current cultural assets as well as new events such as the Annual GMHOF Induction Ceremony and related, year-round events.

The most comprehensive aspect of the marketing plan will be our relationship across the state with our prospective Community Partners. Not only will be able to assist these partners in building local awareness of cultural assets, promotion of music-focused tourism between communities will be highlighted. During Phase 2 of our marketing plan we will produce an Annual Georgia Music Festival that will start in Athens, GA and eventually rotate to other communities on an annual basis. The festival will create great networking opportunities for working musicians and offer great "cross-pollination" of community's cultural assets.

3.6 RISK MANAGEMENT PLAN

We propose that the Georgia Music Foundation collection be archived and preserved with the guidance and expertise of the UGA Library staff. For those items in the collection that will be available for display, GMHOF staff will work closely with the Authority and the Foundation to select exhibit locations that are accredited by the AAM. To be AAM-accredited, an institution must possess documentation confirming a Facilities and Risk Management Plan is in place. The AAM standards regarding risk management are presented in **Attachment E**.

UGA Library

The University of Georgia Libraries currently house three Special Collections archives with valuable holdings comprised of primary sources such as manuscripts, rare books, films, tapes, and other unique materials.

The University of Georgia Libraries is also home to the Digital Library of Georgia which works with UGA Special Collections and archives throughout the state of Georgia to provide digital access to selected holdings of these special collections. UGA Libraries is a member of the prestigious Association of Research Libraries.

AAM Accredited Museums & Exhibit Locations

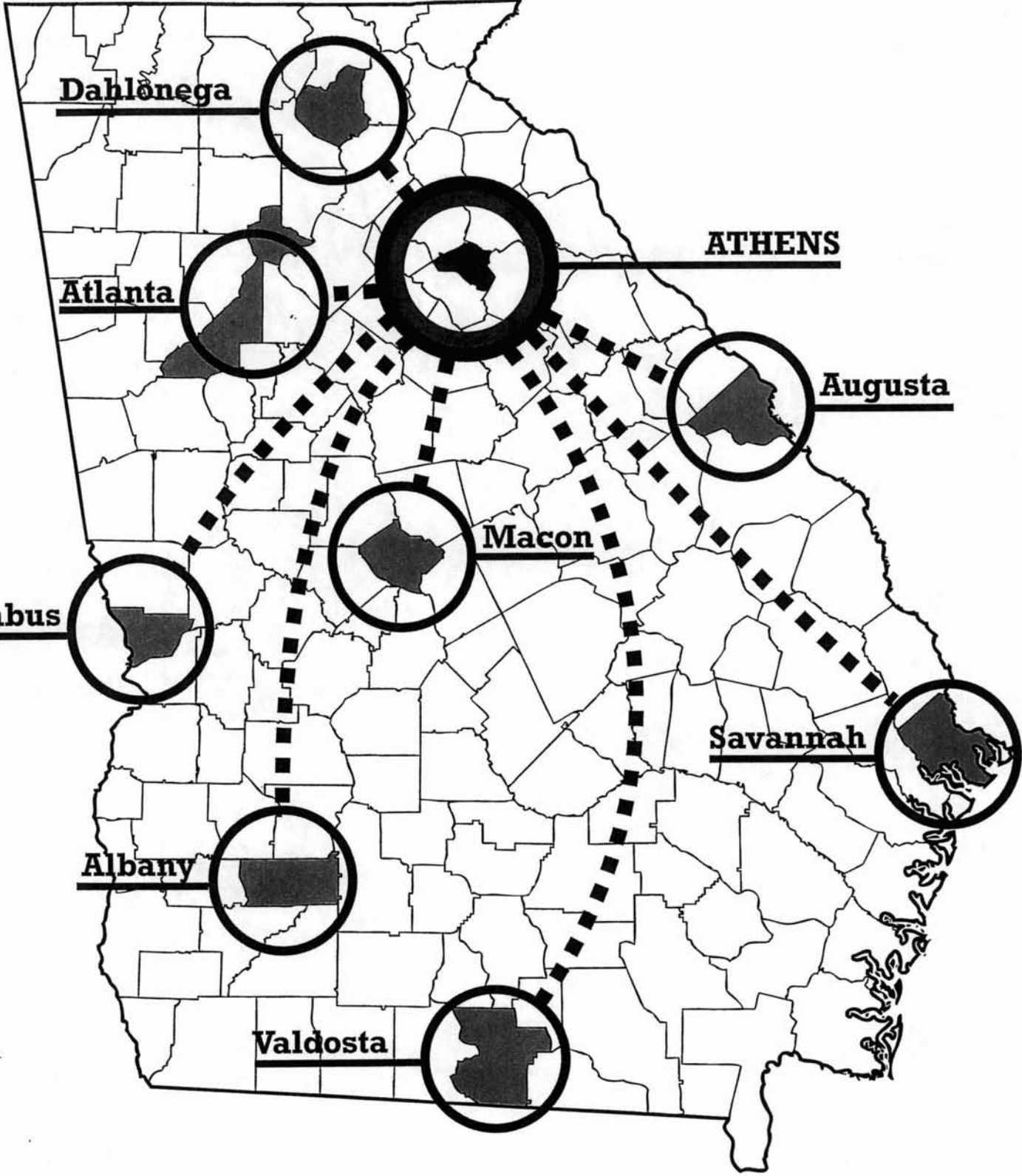
As stated previously, staff will develop a carefully coordinated system of AAM-Registered museums in various regions of Georgia to fulfill and exceed the requirements of public display areas required by the Authority. It will be required of Community Partners to provide an exhibit space that abides by AAM standards and fulfill the charge to honor, preserve, and display significant collections in trust for the public.



**Request for Proposals:
ATHENS, GA**

ATTACHMENT A: Potential Community Partners Map

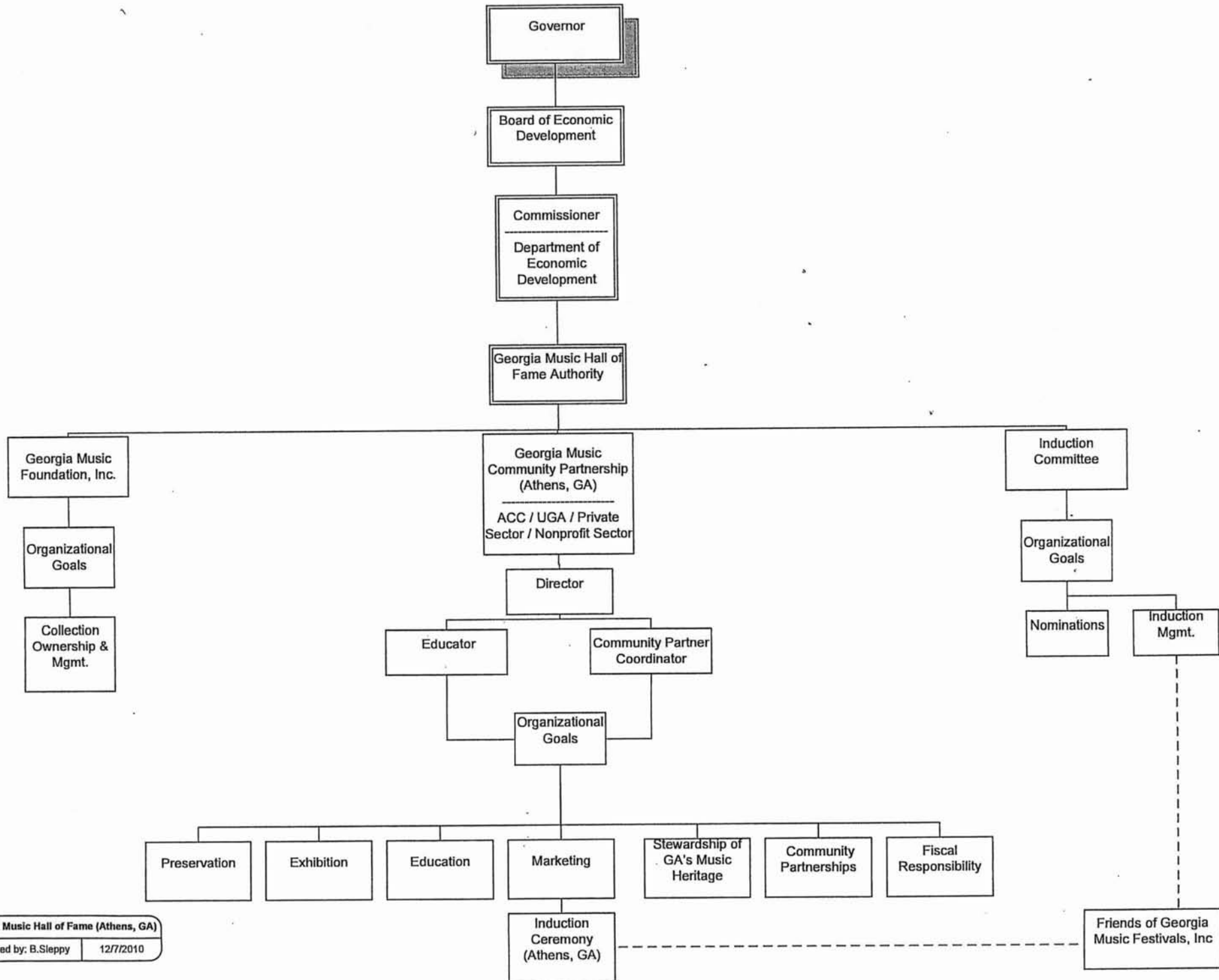
Georgia Music Hall of Fame Potential Community Partners





**Request for Proposals:
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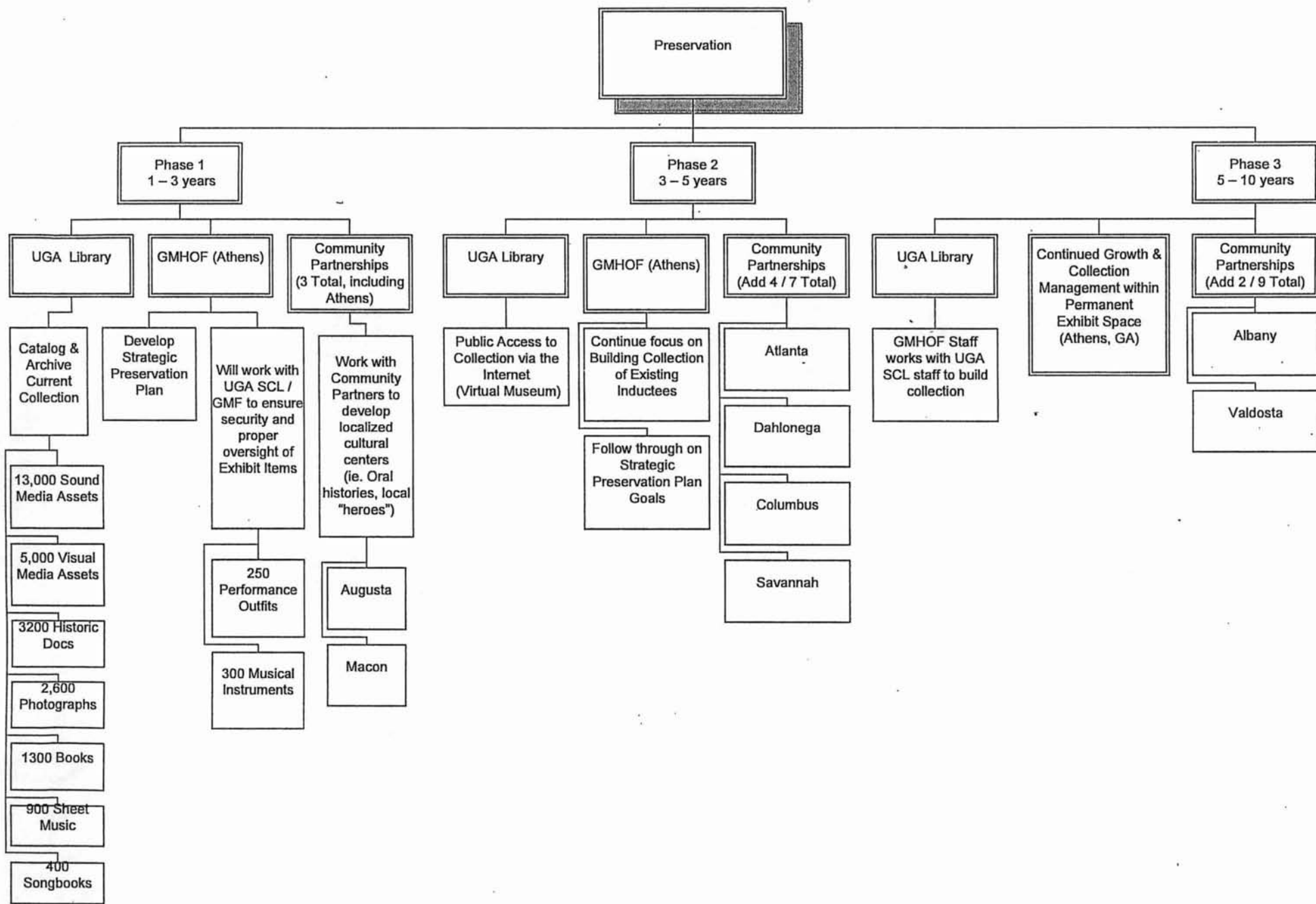
ATTACHMENT B: Proposed Organizational Structure



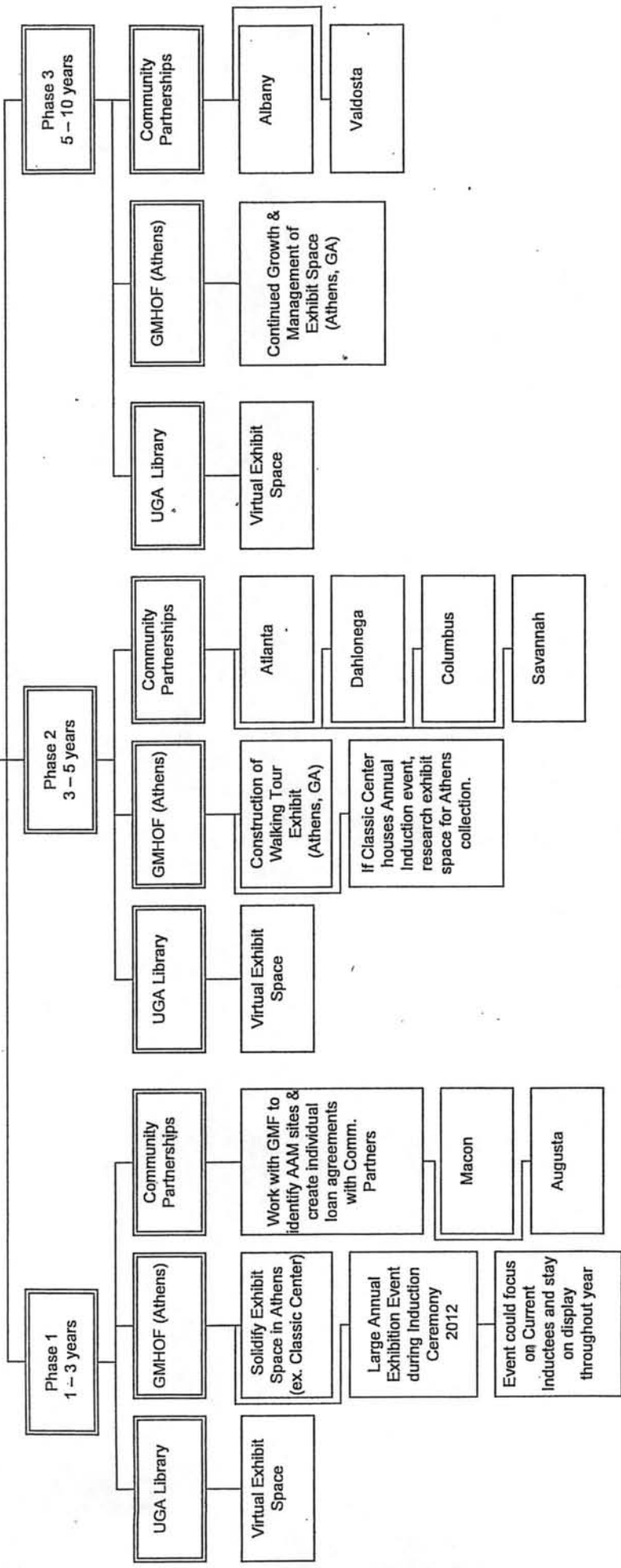


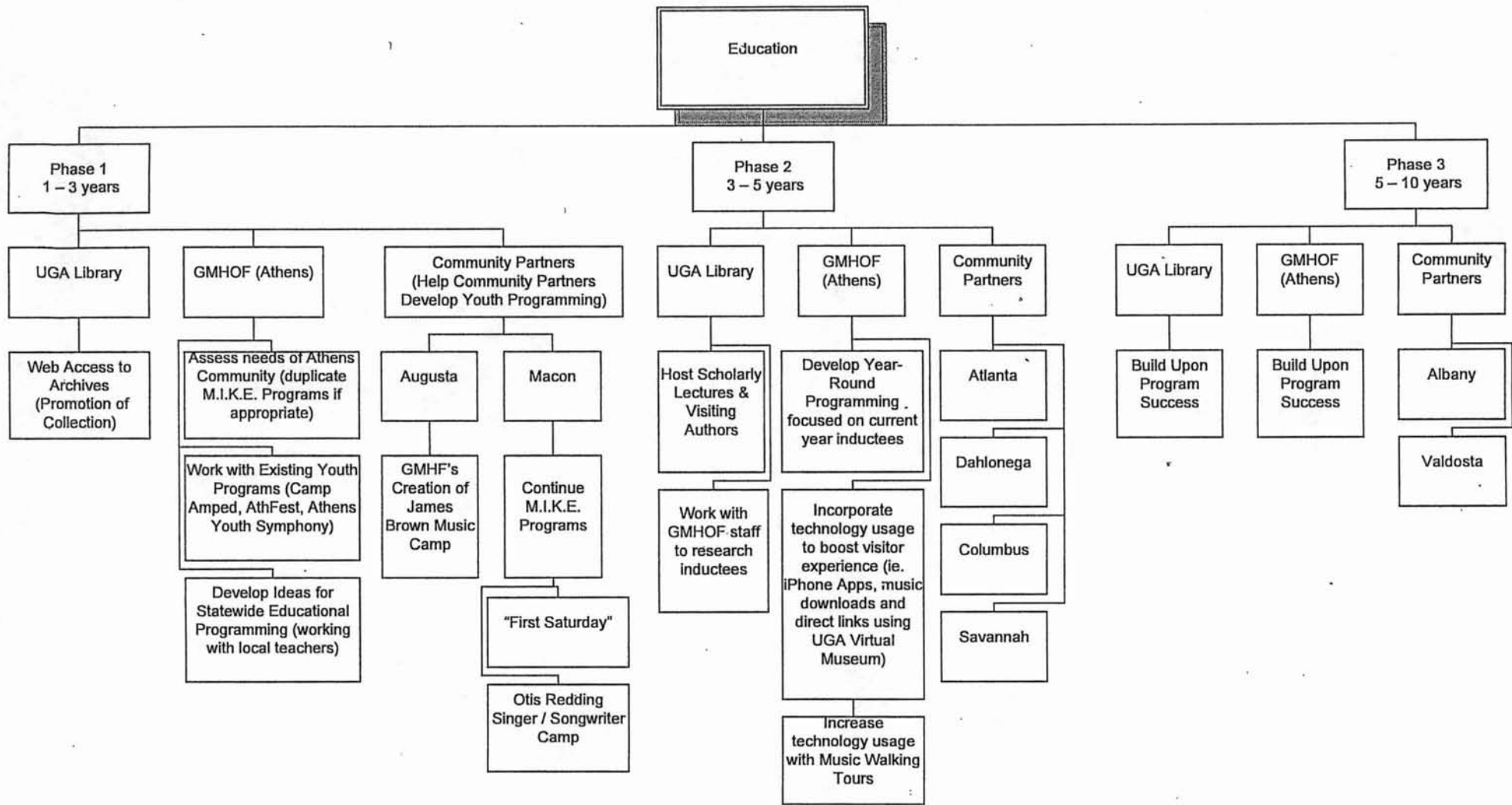
**Request for Proposals:
ATHENS, GA**

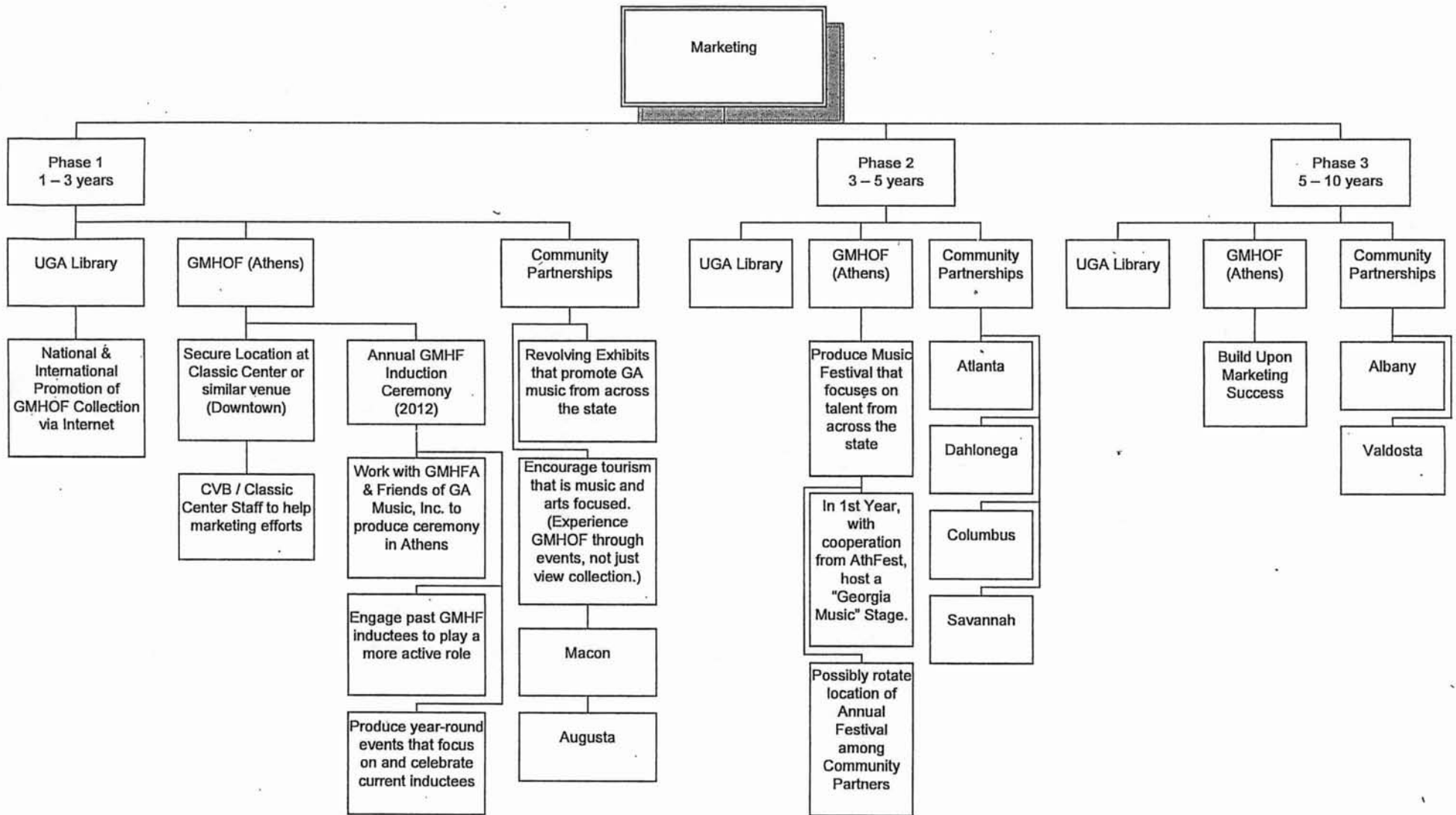
ATTACHMENT C: Phased Integration of Mission Goals



Exhibition









**Request for Proposals:
ATHENS, GA**

ATTACHMENT D: 5-Year Pro Forma Financial Plan

	CURRENT FY 11	PHASE 1 FY 12	PHASE 1 FY 13	PHASE 1 FY 14	PHASE 2 FY 15	PHASE 2 FY 16	PHASE 3 FY 17
Exhibition - Design, Fabrication, Technology	20,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Education - Supplies, Equipment, Materials	1,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Programs - Production	3,920.00	0.00	0.00	0.00	0.00	0.00	0.00
Public Programs - Contract Talent/Educators	17,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Depreciation	2,500.00	0.00	0.00	0.00	0.00	0.00	0.00
Freight	250.00	0.00	0.00	0.00	0.00	0.00	0.00
Legal and Professional Fees	1,600.00	0.00	0.00	0.00	0.00	0.00	0.00
Maintainance & Repairs	500.00	0.00	0.00	0.00	0.00	0.00	0.00
Gift Shop Admin, Repairs, Fixtures, Displays	2,500.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	350.00	0.00	0.00	0.00	0.00	0.00	0.00
Travel	2,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Amendment to State Budget	85,000.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENSESE (Authority)	314,050.00	0.00	0.00	0.00	0.00	0.00	0.00

EXPENSES - Athens (Hub & Spoke)

Salaries							
GMHOF Director	NA	50,000.00	50,000.00	52,000.00	52,000.00	54,000.00	54,000.00
Community Partner Coordinator	NA	30,000.00	30,000.00	32,000.00	32,000.00	34,000.00	34,000.00
Assistant Coordinator - Educator	NA	0.00	0.00	0.00	25,000.00	25,000.00	27,000.00
Cost of Goods	NA	15,000.00	15,000.00	15,000.00	35,000.00	45,000.00	45,000.00
Office Rental	NA	5,000.00	5,000.00	5,000.00	6,500.00	6,500.00	6,500.00
Motor Vehicle Expense	NA	3,000.00	3,000.00	3,000.00	4,000.00	4,000.00	4,000.00
Georgia Music Hall of Fame Induction Ceremony	NA	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
Georgia Music Hall of Fame Festival	NA	0.00	0.00	140,000.00	140,000.00	140,000.00	140,000.00
Education - Supplies, Equipment, Materials	NA	12,000.00	12,000.00	15,000.00	15,000.00	20,000.00	25,000.00
Advertising & Promotion - Statewide	NA	10,000.00	10,000.00	18,000.00	25,000.00	25,000.00	35,000.00
TOTAL EXPENSESE (Athens Plan)	NA	225,000.00	225,000.00	380,000.00	434,500.00	453,500.00	470,500.00

TOTAL EXPENDITURES 886,000.00 225,000.00 225,000.00 380,000.00 434,500.00 453,500.00 470,500.00

NET GAIN / LOSS 0.00 0.00 0.00 0.00 5,500.00 6,500.00 19,500.00

ESTIMATED ANNUAL IMPACT ON THE LOCAL ECONOMIES OF ATHENS & COMMUNITY PARTNERS

ATHENS, GA - GMHOF "HUB" LOCATION

PHASE 1 (FY 12 - FY 13)

	Projected Expenditures	Multiplier	Impact
Direct Expenditures	\$125,000.00	1	\$125,000.00
Indirect Expenditures	\$98.00	3000	\$294,000.00
Total			\$419,000.00

(Total Expense Figure of \$225,000 minus Induction Ceremony expense of \$100,000)
 (\$98 - Average Daily Spending from Georgia Department of Economic Development 2009 figures)
 (The 3000 figure is from 27,000 estimated annual visitors divided by 9 community partner locations)

PHASE 2 (FY 14 - FY 16)

	Projected Expenditures	Multiplier	Impact
Direct Expenditures	\$182,667.00	1	\$182,667.00
Indirect Expenditures	\$98.00	3000	\$294,000.00
Total			\$476,667.00

(Total Expense Figure of \$422,667 (average Phase 2) minus Induction Ceremony & Festival Expense of \$240,000)
 (\$98 - Average Daily Spending from Georgia Department of Economic Development 2009 figures)
 (The 3000 figure is from 27,000 estimated annual visitors divided by 9 community partner locations)

PHASE 3 (FY 17)

	Projected Expenditures	Multiplier	Impact
Direct Expenditures	\$230,500.00	1	\$230,500.00
Indirect Expenditures	\$98.00	3000	\$294,000.00
Total			\$524,500.00

(Total Expense Figure of \$470,500 minus Induction Ceremony & Festival Expense of \$240,000)
 (\$98 - Average Daily Spending from Georgia Department of Economic Development 2009 figures)
 (The 3000 figure is from 27,000 estimated annual visitors divided by 9 community partner locations)

Annual GMHOF Induction Ceremony (FY 12 - FY 17)

	Projected Expenditures	Multiplier	Impact
Direct Expenditures	\$100,000.00	1	\$100,000.00
Visitor Expenditures	\$98.00	2053	\$201,194.00
Total			\$301,194.00

COMMUNITY PARTNERS (APPROXIMATELY 9 CITIES, STATEWIDE)

Georgia Music Hall of Fame Festival

(Festival could rotate through Community Partner Locations or Regional Locations)

	Projected Expenditures	Multiplier	Impact
Direct Expenditures	\$140,000.00	1	\$140,000.00
Indirect Expenditures	\$98.00	10000	\$980,000.00
Total			\$1,120,000.00

(\$98 - Average Daily Spending from Georgia Department of Economic Development 2009 figures)
 (The 10000 figure is estimated Festival attendees at annual community partner event)



**Request for Proposals:
ATHENS, GA**

ATTACHMENT E: AAM Standards Regarding Risk Management

AAM Standards Regarding Risk Management¹

The AAM *Characteristics of Excellence*, as related to facilities and risk management, state:

- The museum is a good steward of its resources held in the public trust.
- The museum demonstrates a commitment to providing the public with physical and intellectual access to the museum and its resources.
- The museum complies with local, state, and federal laws, codes, and regulations applicable to its facilities, operations, and administration.
- The museum allocates its space and uses its facilities to meet the needs of the collections, audience, and staff.
- The museum has appropriate measures to ensure the safety and security of people, its collections and/or objects, and the facilities it owns or uses.
- The museum has an effective program for the care and long-term maintenance of its facilities.
- The museum is clean and well maintained, and provides for the visitors' needs.
- The museum takes appropriate measures to protect itself against potential risk and loss.

Simply put, a museum should manage its facilities, e.g., buildings and grounds, in such a manner as to ensure that they are:

- Clean
- Well maintained
- Safe
- Accessible

Risk management is an institution-wide activity encompassing functions as diverse as building and site security, visitor services, integrated pest management, storage and use of hazardous materials, and insurance. A museum should manage risk to ensure that:

- Risks to people (visitors, staff, neighbors) and to collections are accurately identified and assessed.
- Appropriate methods are employed to avoid, block, mitigate, share, and assume or insure against risk.
- Resources are appropriately allocated so as to have the greatest effect on reducing risk to people, facilities, and collections.

Museums should also have:

- Regular, adequate training of staff in implementation of an emergency preparedness plan, including practice or drills
- Inspections related to facilities and risk (fire, health and safety, etc., as appropriate to the institution's circumstances)

¹ <http://www.aam-us.org/aboutmuseums/standards/upload/firmstandards.pdf>

- A process for addressing deficiencies identified in these inspections
- A program of health and safety training for staff and volunteers, as appropriate to the institution's circumstances

AAM museums are expected to comply with all applicable local, state, federal, and laws, codes, and regulations.

AAM standards for contractors

When museums contract out key services related to facilities (e.g., food service, museum store, housekeeping, security) they are expected to require contractors to abide by AAM standards regarding facilities and risk management. If the museum does not have control over the contract governing this relationship (e.g., a city hires and supervises contractors operating in the museum's building) the museum should educate contractors on AAM standards and encourage them to abide by them.

Documentation of facilities and risk management

Museums should have a current, comprehensive emergency/disaster/preparedness plan that:

- Is tailored to the institution's needs and specific circumstances
- Covers all relevant threats
- Addresses staff, visitors, structures, and collections
- Includes evacuation plans for people
- Specifies how to protect, evacuate, or recover collections in the event of a disaster
- Delegates responsibility for implementation

Museums should also have certificates of inspection related to facilities and risk, as appropriate to their circumstances, when such certificates are provided by the inspecting agency.

Note Regarding Accredited Museums

Although the Accreditation Program does not assess or certify compliance with local, state, federal, and international laws, codes, and regulations, institutions are expected to report appropriate inspections/certifications of compliance as part of their self-study. As part of an accreditation review, the museum must also submit:

- Floor plan/site map
- Images of the museum's interior and exterior spaces

Georgia Music Hall of Fame Authority

**Request for Proposals
For the Operation, Management and Location of the
Georgia Music Hall of Fame Museum**

Request for Proposal Number: 92900-101-0000000001

Dated: Dec. 15, 2010

Please note that the Acknowledgment Statements of the Addendum Number: 01, distributed on December 8, 2010, for the qualified Proposers, **City of Woodstock** and **Athens Economic Development Foundation** are dated Dec. 15, 2010, three business days after the Dec. 10, 2010, the deadline for receipt of the Requests for Proposals.

The Proposals submitted by the City of Woodstock and Athens Economic Development Foundation were received by the stated Dec. 10, 2010 deadline but the Addendum Acknowledgments were not attached.

Upon review, a technical error was discovered and acknowledged by the Georgia Music Hall of Fame Authority. The e-mails containing the Addendum and distributed to Billy Peppers, City of Woodstock representative, and Carterr Fontaine, Athens Economic Development Foundation representative, on Dec. 8, 2010, were both returned by Mail Delivery System MAILER-DAEMON@mail3.state.ga.us due to typographical errors.

On Dec. 15, 2010, the principal contact for the qualified Proposer, "City of Woodstock," Mr. Jeff Moon, and the principal contact for the qualified Proposer, "Athens Economic Development Foundation," Mr. Matt Forshee, were contacted and informed of the error. The Addendums were duly delivered to Mr. Moon and Mr. Forshee and the attached Acknowledgement Forms were promptly submitted to the Georgia Music Hall of Fame RFP administrator, Lisa Love.

Lisa Love

From: Mail Delivery System <MAILER-DAEMON@mail3.state.ga.us>
To: info@athensclarkcounty.com; bpeppers@woodstock.ga.gov; aclark@visithathensga.com; cartter@athensbusiness.org
Sent: Wednesday, December 08, 2010 12:20 PM
Subject: Undeliverable: RFP Addendum

Delivery has failed to these recipients or distribution lists:

info@athensclarkcounty.com

A problem occurred during the delivery of this message. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message later, or provide the following diagnostic text to your system administrator.

bpeppers@woodstock.ga.gov

A problem occurred during the delivery of this message. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message later, or provide the following diagnostic text to your system administrator.

aclark@visithathensga.com

A problem occurred during the delivery of this message. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message later, or provide the following diagnostic text to your system administrator.

cartter@athensbusiness.org

An error occurred while trying to deliver this message to the recipient's e-mail address. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message, or provide the following diagnostic text to your system administrator.

The following organization rejected your message: mail.athensbusiness.org.

Diagnostic information for administrators:

Generating server: mail3.state.ga.us

info@athensclarkcounty.com

mail.athensbusiness.org #< #5.4.4 X-Postfix: Host or domain name not found. Name service error for name=mx.fakenx.net type=A: Host not found> #SMTP#

bpeppers@woodstock.ga.gov

mail.athensbusiness.org #< #5.4.4 X-Postfix: Host or domain name not found. Name service error for name=woodstock.ga.gov type=A: Host not found> #SMTP#

aclark@visithathensga.com

mail.athensbusiness.org #< #5.4.4 X-Postfix: Host or domain name not found. Name service error for name=visithathensga.com type=A: Host not found> #SMTP#

cartter@athensbusiness.org

mail.athensbusiness.org #<mail.athensbusiness.org #5.0.0 smtp: 550 <cartter@athensbusiness.org> No such user here> #SMTP#

Original message headers:

Received: from georgia.org (unknown [167.192.158.121]) by mail3.state.ga.us (Postfix) with ESMTP id F051CSB; Wed, 8 Dec 2010 12:13:21 -0500 (EST)
Received: from bigbird.GDECD.local ([192.168.127.174]) by bigbird.GDECD.local ([192.168.127.174]) with mapi; Wed, 8 Dec 2010 12:17:24 -0500
From: Lisa Love <lllove@georgia.org>
To: Lisa Love <lllove@georgia.org>
Date: Wed, 8 Dec 2010 12:11:11 -0500
Subject: RFP Addendum
Thread-Topic: RFP Addendum
Thread-Index: AcuyW+Y5D3/yYvmRkSXufsg7PQWQlrw==
Message-ID: <1BB14D4EAF0E4D43915FF665B67CC0C02643BFA003@bigbird.GDECD.local>
Accept-Language: en-US
Content-Language: en-US
x-MS-Has-Attach: yes
X-MS-TNEF-Correlator:
acceptlanguage: en-US
Content-Type: multipart/mixed;
boundary="*_004_1BB14D4EAF0E4D43915FF665B67CC0C02643BFA003bigbirdGDECD_"
MIME-Version: 1.0

Georgia Music Hall of Fame Authority

*Request for Proposals
For the Operation, Management, and Location of the
Georgia Music Hall of Fame Museum*

Request for Proposal Number: 92900-101-0000000001
Addendum Number: 01 Dated: December 8, 2010

Requesting Agency: Georgia Music Hall of Fame Authority
RFP Initially Mailed/Posted to Internet: October 7, 2010
RFP Due Date: December 10, 2010 Time: 5:00:00 PM EDT

The attached information is made a part of this RFP. The purpose of this addendum is to provide the following:

Section 3.5 "Financing Plan/Economic Impacts" is deleted in its entirety and the following is substituted in its place:

"3.5. Financing Plan/Economic Impacts

Another key objective of the proposal process is to identify how the actions of the Proposer will result in a self sustainable museum facility. Accordingly, based on the preceding concept plan, provide a five-year pro forma financial plan¹ in paper and electronic format, detailing the following:

- Income statement;
- Balance sheet;
- Cash flow statement; and
- Capital expenditure budget (if necessary).

Please attach to the pro forma financial plan a descriptive program respectively for i) marketing, and ii) staffing requirements² for the museum facility. Proposers that anticipate using the current museum facility should expect to purchase or rent such facility at fair market value. The Authority has determined the fair market rental rate to be \$10.19 per square foot at the current museum facility. Proposers are not required to rent the entire current museum facility space. However, a Proposer that anticipates renting the current museum facility or a portion thereof will be required to maintain the entire museum facility premises and pay for any and all necessary utilities."

¹ Proposers at a minimum should include in their pro forma financial plan projections for attendance, admission price, memberships, salaries & benefits, utilities, maintenance/supplies, marketing/promotions, programming, lease/mortgage payments, transferring and archiving the Authority's collection to the museum facility, and any other event income. Proposers must provide detailed explanations of the methodologies and assumptions used in reaching their projections.

² The requirements for a qualified curator must include: a background in history; public history, museum studies or a related field; previous experience in a museum or archival position; knowledge of preservation and conservation techniques for historical artifacts and documents; and, familiarity with the handling of accession and donor records using standard museum cataloguing procedures."

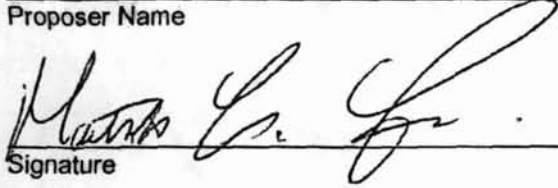
Note: Review Carefully!

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: A signed acknowledgment of this addendum (this page) should be attached to your RFP proposal.

Athens Clarke County Economic Development Foundation, Inc.

Proposer Name



Signature

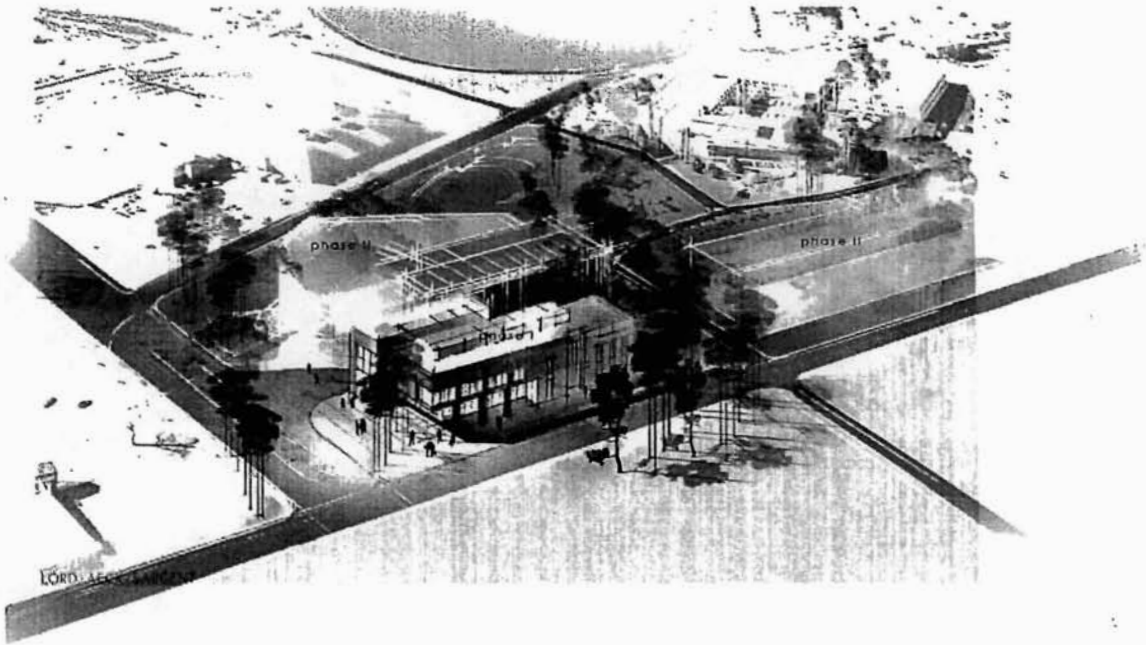
Matthew W. Forshee, President & CEO

Typed Name and Title

12/15/2010

Date

georgia music hall of fame Dahlonega



*Response for
Proposal for the Operation, Management, and Location of
the Georgia Music Hall of Fame Museum. Request for
Proposal Number: 92900-101-0000000001*

City of Dahlonega, GA &
North Georgia College & State University

December 10, 2010

December 10, 2010

Ms. Lisa Love, Director
Georgia Music Hall of Fame Authority
200 Martin Luther King, Jr. Blvd
Macon, Georgia 31201

Dear Ms. Love,

Please accept this proposal in response to the *Request for Proposals For the Operation, Management, and Location of the Georgia Music Hall of Fame Museum*. Request for Proposal Number: 92900-101-0000000001

A non-profit 501(C)3 entity will be incorporated named **The North Georgia Music City Foundation, Inc.** (Music Foundation) for the purposes of building and operating the Georgia Music Hall of Fame facility. Members of the joint city/university proposing team include:

- Dr. David Potter, President, North Georgia College & State University, Dahlonega, GA
- Honorable Gary McCullough, Mayor, City of Dahlonega, GA
- Dr. Andrew J. Leavitt, Vice President for Advancement, North Georgia College & State University, Dahlonega, GA
- Mr. William Lewis, City Manager, City of Dahlonega, GA
- Dr. T. Christopher Jespersen, Dean of Arts & Letters, North Georgia College & State University, Dahlonega, GA
- Mr. Joel Cordle, Director of the Downtown Development Authority and Better Homes Program, Dahlonega, GA
- Mr. Antonin Aeck, FAIA LEED AP, Principal Architect, Lord Aeck & Sargent Architecture, Atlanta, GA
- Mr. John Starr, Architect, Lord Aeck & Sargent Architecture, Atlanta, GA
- Mr. Benjamin Lewis, Vice President, MC², exhibit manufacturer, Atlanta, GA
- Mr. Christopher Austin, CPA, Finance Director, City of Dahlonega, GA
- Mr. John Vardeman, Morton Vardemen, & Carlson, marketing and public relations, Gainesville, GA

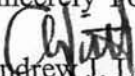
The principal contact/project director for our team is:

Dr. Andrew J. Leavitt, Vice President for Advancement
North Georgia College & State University
82 College Circle
Dahlonega, GA 30597

Email: andrew.leavitt@northgeorgia.edu
Telephone: 706-429-5210

Thank you for this opportunity to secure a role in featuring one of Georgia's unique cultural experiences.

Sincerely Yours,


Andrew J. Leavitt, PhD
Principal Contact

3.2 Statement of Project Understanding

The City of Dahlonega, GA, is entering into a partnership with North Georgia College & State University, a unit of the University System of Georgia, to propose to host and operate the Georgia Music Hall of Fame (GMHOF). This partnership offers the strongest possible future for the Georgia Music Hall of Fame by combining 1) a vibrant tourism destination with a sizeable visitor count, 2) a strong collaboration and partnership between the City and the University, and 3) a rich center for Georgia's history and culture. In short, this proposal presents the GMHOF with an exciting opportunity to blossom in the best area suited to its mission.

This proposal has two phases to invigorate and secure the future of the Georgia Music Hall of Fame. In phase I, a 22,000 square foot facility will be constructed on the campus of North Georgia College & State University fronting South Chestatee Street (SR 60), the major thoroughfare into Dahlonega, GA. This facility will house the Georgia Music Hall of Fame. In phase II, an adjoining 1,000 seat performing arts center will be added as funding becomes available. The two pieces will be tied together with a common entrance and atrium of sufficient space to host significant events.

One particularly dynamic feature of this proposal is that the exhibition environment for the collection that will be rotated on a systematic basis to encourage multiple return experiences for visitors. Emphasis will be placed on creating a musical as well as a visual experience for our visitors. With the addition of a lively performing arts center, a powerful musical experience will be created that will draw greater numbers of visitors to the complex.

The strengths of this proposal are threefold:

- First, the location is the finest in the state for the GMHOF. Dahlonega already attracts 1.8 million visitors a year through special events and general tourism. The Dahlonega Visitors' Center, located downtown near the proposed GMHOF site, is the second most widely visited center in the state. Gold Rush, the October weekend celebration of crafts and music, brings 250,000 people downtown during the third weekend of the month. The Bear on the Square Festival brings nearly 50,000 visitors to downtown Dahlonega for the third weekend in April. International and regional music stars perform year-round at The Crimson Moon and the Holly Theatre.

Dahlonega is recognized as "the Heart of the Georgia Wine Country." North Georgia has the highest concentration of wineries and vineyards in Georgia. These fine wines are produced from a wide variety of European, French hybrid, and American wine grapes. More than 62,000 visitors each year enjoy the five winery tasting rooms where these local wines are sold.

In 2005 the Georgia General Assembly recognized Dahlonega as the foremost bicycling venue in the Southeast and Georgia's premier sport cycling community. Each year Dahlonega hosts four competitive bicycling events that attract more than 30,000

participants and spectators. Casual and competitive riders flock to Dahlonega year-round. Recently designated as an official Appalachian Trail Community, Dahlonega is a popular destination for hikers and campers from all over the world, and its two major rivers are destinations for paddlers of canoes and kayaks.

With 15 restaurants, Downtown Dahlonega is one of the top dining destinations in the region. The famous Smith House alone attracts more than one hundred thousand visitors each year, and it recently acquired designation as a featured "Historic Hotel of America."

With such traffic already coming to the city and the region, the GMHOF would obviously benefit from being located in Dahlonega. The old real estate adage holds true: location, location, location. Dahlonega is superbly located for the GMHOF.

- Second, the partnership between the City and the University means that the long-term viability of the Georgia Music Hall of Fame is assured. The GMHOF will greatly benefit from being partnered with the University since that will ensure a high volume of daily traffic from the hundreds of students who would make use of the facilities in addition to the thousands of visitors coming to the area.

Founded in 1873, North Georgia is the second oldest public institution of higher education in Georgia and enrolls nearly 6,000 students on its campus. North Georgia has already identified a site for placement of the museum, a spot that borders the main thoroughfare to the Dahlonega Historic Square. North Georgia has undergraduate degree programs in Music and Music Education and a Master's degree in Music. All of these programs are natural partners for supporting a combined facility housing the Georgia Music Hall of Fame, a Performing Arts Center, and university-designated space for classrooms, offices, and archival space. The GMHOF, in short, will not stand alone but will, instead, be partnered with natural constituents at the University.

- Third, Dahlonega is a rich center of Georgia's history and culture. As the site of the first major gold rush in the United States, Dahlonega played an important part in the shape of American and Georgian history during the early national period. Visitors from all over the world come to Dahlonega for its historical and cultural assets. Downtown's Gold Museum and the two nearby gold mines attract 180,000 visitors each year. The National Trust for Historic Preservation has named Dahlonega a national Main Street City and a Preserve America City for exemplary preservation of commercial architecture and for sustaining a thriving economic community based on these historic assets. In 2010 Dahlonega earned the Georgia Downtown Association's Award of Excellence in Downtown Development.

Dahlonega is also a thriving center for music. It is the site of important musical events during the year including the Bear on the Square Festival and the Dahlonega Music & Medicine Show, which is broadcast statewide each month on Georgia Public Radio. The Historic Holly Theater and The Crimson Moon host musical acts throughout the year. Placing the GMHOF in this location is a natural fit.

And Dahlonega is readily accessible to millions of people. Located at the northern end of GA 400, Dahlonega is 65 miles from downtown Atlanta, 65 miles from Athens, and 25 miles from Gainesville. Proximity to these areas translates into school groups coming to the Georgia Music Hall of Fame. Those K-12 students are in addition to the visitors already coming to the region as well as the university students enrolled at North Georgia.

Finally, taken as a whole, the businesses of downtown Dahlonega generate over \$300 million in economic activity each year. And there is more to come. The city has received \$1.5 million in Federal funding for streetscape beautification along the corridor where the GMHOF building will be located.

In sum, because of its location, the natural beauty of the area, and its rich historical and cultural treasures, Dahlonega is already a destination for millions of people every year. The Georgia Music Hall of Fame would complement the existing attractions -- adding to, and benefiting from them as well as building upon the many reasons people come to the area. The partnership between the City and the University will ensure regular, dynamic, and vibrant use of the GMHOF. The Georgia Music Hall of Fame belongs in Dahlonega.

3.3 Description and Capabilities of the Proposer

A. The proposing team will utilize external expertise to construct and operate the Georgia Music Hall of Fame. Lord Aeck & Sargent have considerable experience in constructing museum facilities and will engage a curation consultant. MC² specializes in high-end modular displays that can be periodically reconfigured when changing out the exhibited collection. Morton Vardeman & Carlson will lead the marketing efforts for the Hall of Fame. Current members of the team have considerable project planning and fundraising skills that are necessary for both the implementation and sustainability of the project. Firm qualifications are included in Appendix A.

We count on the knowledge and leadership of the current executive director of the Georgia Music Hall of Fame to help guide us through the construction and sustainability phase. A curator will be hire into a full-time line.

Project name: The North Georgia Music City Project located in Dahlonega, GA

Estimated value of the project: \$6 million

Key sources of funding: we are pursuing a philanthropic gift of \$5 million from an identified and interested donor. The City of Dahlonega will contribute \$1 million.

References: Mr. Douglas Parks, City Attorney, Dahlonega, GA, Mr. Frank J. McConnell, Vice President for Business and Finance, North Georgia College & State University, Dahlonega, GA.

B. Since the facility will reside on University System of Georgia Board of Regents land and be operated jointly by the North Georgia Music City Foundation, Inc., the full faith and financial strength of City of Dahlonega and North Georgia College & State University stand behind the project. Mr. Douglas Parks, City Attorney, Dahlonega, GA, and Mr. Frank J. McConnell, Vice President for Business and Finance, North Georgia College & State University can provide reference to the financial capabilities of our team. Board of Regents approval for this arrangement must be obtained.

3.4 Conceptual Plan

The City of Dahlonega and North Georgia College & State University propose a two-phase concept to invigorate and secure the future of the Georgia Music Hall of Fame. In phase I, a 22,000 square foot facility will be constructed on the University's campus fronting South Chestatee Street (SR 60), the major thoroughfare into Dahlonega, GA. This facility will house the Georgia Music Hall of Fame. In phase II, an adjoining 1,000 seat performing arts center will be added as funding becomes available. The two pieces will be tied together with a common entrance and atrium of sufficient space to host significant events.

This proposal will create a flexible exhibition environment for the collection. The space will permit the regular rotation of the collection to encourage multiple return experiences for our visitors. Emphasis will be placed on creating a musical as well as a visual experience for visitors. With the future addition of a lively performing arts center, a powerful musical experience will be created that will draw greater numbers of visitors to the complex.

Illustration and Location

An illustration of the facility and floor plans can be seen at Appendix B, along with a site map of where the facility will be located on campus. The key to the facility's location is that it is within short walking distance from the Historic Public Square, and it is also close to parking on campus. This concept is tentative and can be modified with the input of the Georgia Music Hall of Fame Authority.

Individual Uses and Planned Square Footages

The conceptual drawings included in our team's proposal illustrate the proposed location of the Music Hall of Fame at a very visible site on the North Georgia College and State University (NGCSU) campus in Dahlonega. This site is prominently located on South Chestatee Street, the major gateway to downtown Dahlonega, and immediately adjacent to a primary campus entry. NGCSU has worked with the Music Hall of Fame project team to allocate an adjacent campus site as the proposed location for its future Performing Arts Center with a 1,000 seat hall. Our team envisions that the Music Hall of Fame and Performing Arts Center would be mutually strengthened by access to proposed shared amenities such as an arts plaza, an amphitheater, and parking. It is even possible that the design of the Performing Arts Center would include lobby space that is attached to the Music Hall of Fame lobby to create an integrated arts center.

The uses and associated planned square footages for the Music Hall of Fame include:

Space	Square Footage
Lobby	1,000
Exhibit Space	7,500

Collection Storage	2,500
Gift Shop	600
Administrative Offices	600
Ticketing and Visitor Services	200
Loading / Service	400
General Building Storage and Exhibition Prep	1,000
Subtotal	13,800 net sf

Circulation, Walls, Structure, etc

Restrooms

Mechanical

x 1.6 grossing factor

Total 22,080 gross sf

General Building Design Criteria

1. Critical Environment Areas

1.1 The following critical areas in the museum should be provided with the environmental conditions that are described below:

- Exhibition galleries,
- Collection storage areas,
- Registration work and temporary storage areas,
- Areas where collection objects are studied,
- Matting/framing work area,
- Collections art processing area,
- Exhibition staging area,
- Work area for exhibit preparation,
- Temporary art holding areas (collections and exhibitions),
- Staff work areas where art from the collections may be displayed,

1.2 Unless special conservation requirements mandate other ranges, a temperature range of 70°F ± 3°F must be maintained 24 hours per day in all areas of the museum that could contain collection objects for any period of time. Maximum temperature variations in any 24-hour period must not exceed 3°F.

- 1.3 Unless special conservation requirements mandate other ranges, a relative humidity range of $50\% \pm 5\%$ must be maintained 24 hours per day in all areas of the museum that could contain collection objects for any period of time. Maximum relative humidity variations in any 24-hour period must not exceed 2%.
 - 1.4 Special Design Criteria for Works on Paper Storage: A temperature range of $70^{\circ}\text{F} \pm 3^{\circ}$ must be maintained 24 hours per day in Works on Paper storage. Maximum temperature variations in any 24 hour period must not exceed 3°F . A relative humidity range of $40\% \pm 5\%$ must be maintained 24 hours per day in Works (on Paper storage. Maximum relative humidity variations in any 24 hour period must not, exceed 2%.
 - 1.5 Special Design Criteria for Photography Storage: A separate unit will be required for photograph storage as they need to be stored at a temperature of $62^{\circ}\text{F} \pm 3^{\circ}\text{F}$ with the same humidity range of $40 \pm 5\%$.
 - 1.6 Other appropriate special environmental criteria shall be established for exhibition, handling and collections storage for the following objects:
 - Textiles, clothing, costumes
 - Film, video tape
 - Digital media
 - Vinyl recordings
 - Musical Instruments
 - 1.7 Air filtration systems must filter out 95% of all particles down to 1 micron 24 hours per day and 50% of particles 0.5 micron in diameter in all areas of the museum that could contain art objects for any period of time. In order to filter out any air pollution, activated carbon filtration should be used in the air supply system.
 - 1.8 Gallery light levels must meet any level required within the standard range of 5 -25 f.c., depending on medium. Lamps in electric fixtures shall have a minimum Color Rendition Index of 91.
 - 1.9 All fresh air intakes should be located so as to avoid concentrations of contaminate materials such as automobile fumes, etc.
 - 1.10 Daily records must be kept of the return air temperature and relative humidity (preferably in graph form) 24 hours per day for each space where collection objects are displayed or contained for longer than 1 hour.
2. Critical Structural Floor Load Capacity Areas

- 2.1 Building areas dedicated to display, preparation or study of objects should have a minimum structural floor loading capacity of 150 lbs/sq. ft. unless structural analysis of existing structure shows that this capacity is not economically practical. The structural analysis shall document the floor loading capacity of the existing structure.
- 2.2 The collection storage areas should have a structural floor loading capacity of 300 lbs/sq. ft. to allow for future compaction.
3. Vibration Protection
 - 3.1 The building structure should be analyzed to determine its ability to withstand seismic forces without structural failure and to resist vibration caused by traffic on adjacent streets.
 - 3.2 Although the isolation in all areas of the museum dedicated to objects is important, the following spaces are the most critical:
 - Exhibition galleries,
 - Collection storage areas,
 - Registration work and temporary storage areas,
 - Matting/framing work area,
 - Collections art processing area,
 - Exhibition staging area,
 - Temporary art holding area
4. Electrical
 - 4.1 Voltage regulation and surge suppressors should be provided for all special electronic equipment.
 - 4.2 An emergency generator system must be provided to maintain appropriate security and temperature and humidity conditions in an unoccupied building during power outages.
5. Plumbing
 - 5.1 No pipes containing water such as water lines, plumbing drains, roof drains, etc., except for fire protection piping, should run through or over any areas of the museum that could contain collection or exhibition objects for any period of time.
6. General Building Materials
 - 6.1 Because certain building materials may potentially off-gas organic acids and formaldehyde, it is important that samples of all materials to be used in areas of the museum that contain art objects on either a short-term or long-term basis be reviewed and approved by conservation professionals.
7. Security

- 7.1 Perimeter security is necessary to prevent unauthorized access to the interior of the museum. Windows, doors, roofs, and other building elements where illegal entry is possible should be as resistant as practical considering the historic restoration goals against forced entry.
- 7.2 All spaces containing collection or loan exhibition objects as well as all passages leading to these spaces should be monitored by video cameras at all times. The signals from these CCTV cameras shall be routed to monitors in the Security Control Room in the Jepson Center.
- 7.3 To deter thefts by persons intent on removing art objects through emergency egress doors, each of these doors should be equipped with hardware which, upon being activated, would immediately sound an alarm and would not open before a pre-determined interval of time during which museum staff could respond to the alarm.
- 7.4 Some individual objects or specific portions of the exhibition galleries may require object protection to supplement security systems described above. Included among the many devices to consider are pressure pads wired to the security system, miniature pressure switches mounted to the underside of particularly valuable objects, vibration or motion detectors which would transmit an alarm if someone attempted to move an object, and capacitors which create an electrostatic field within a case or around a specimen, thus providing an "electronic fence."
- 7.5 Installation of a card-access system should provide additional security by restricting entry by persons not authorized to gain access to selectively designated museum spaces or to the entire building. This system would also monitor and record, on a 24-hour-a-day basis, the identity of the individual, the space being entered, and the exact time at which the space was entered and vacated.

8. Fire Protection

- 8.1 All work should be constructed entirely of fire-resistant materials.
- 8.2 All museum areas should be equipped with smoke and heat detectors wired to the Security Control Room where they can be constantly monitored on a zone-by-zone basis. These detectors should also be linked to an emergency power source so that they will remain operational in the event of a power failure. All automatic fire detection equipment should be connected to the local fire service so that experienced firefighters are summoned immediately in the event of a fire.
- 8.3 All areas of the museum where collection or loan exhibition objects may be present, should be protected with a pre-action automatic sprinkler system, unless the museum leadership elects to utilize a wet-pipe system with an appropriate monitoring plan to prevent possible damage due to

leaks or accidental discharges. With a pre-action sprinkler system, the sprinkler pipes are filled with compressed air. If for any reason there is a leak in the pipes which releases some of the compressed air, an alarm is sounded so that the pipe can be mended prior to the time of an emergency, at which time the pipe would fill with water. Therefore, there is no danger that when water enters the pipe, it would leak out prior to the sprinkler head being activated.

If the heat or smoke detectors sense smoke or excessive heat, they send an electrical impulse to sound an alarm at the Security Control Room and activate an electrical circuit to open a motorized valve which allows water to fill the sprinkler piping. Although the system is now charged with water, it will not discharge water into any space unless individual sprinkler heads are activated upon reaching a predetermined temperature.

Portions of the building that do not house collection or loan exhibition objects can be protected by a wet pipe sprinkler system.

- 8.4 Manual fire suppression systems such as standpipe hoses and portable fire extinguishers are two basic systems which should be provided as backup to the pre-action automatic sprinkler system. In some cases, they can be used to suppress a fire before the automatic sprinkler system is activated.
 - 8.5 Portable fire extinguishers should be conveniently located throughout the museum, each weighing no more than 15 lbs. so they can be easily handled by staff. Special fire extinguishers are required for any area where art is displayed or temporarily held prior to or after exhibition. Specific criteria for appropriate fire extinguishing materials will relate to the materials to be protected.
9. Loading Dock
- 9.1 A truck bay and loading dock shall be provided for shipping and receiving collections and exhibition objects. The dock must have high security, be capable of maintaining climate control, and be able to accommodate a tractor-trailer.
 - 9.2 Vehicle exhaust gases and fumes should be removed from the shipping and receiving area by means of a ventilation system that is independent of ventilation systems serving other museum facilities.
 - 9.3 No dumpsters should be located near the Loading Dock area.
 - 9.4 If collections are exhibited, stored or received on multiple levels, an elevator should be provided. The elevator should be located for direct access to the loading dock, object shipping/receiving areas, and gallery

floors. The elevator should not open directly into collections storage areas in order to maintain more stable environmental conditions.

- 9.5 Areas where objects circulates, such as between preparatory areas, collection storage areas, and galleries, must be properly sized and configured to accommodate handling large objects such as a grand piano. Corridors must be as direct as possible with no sharp turns. Double doors or roll-down doors should be provided to maximize width. In all corridors, staging areas, and other places where art is handled, a minimum of 10' of vertical clearance must be provided--bypassing lighting, mechanical equipment, and all other possible obstructions.
- 9.6 A shipping/receiving area should be provided either adjacent to the loading dock or to the elevator on another level. A packing/examination/preparation area is required adjacent to this area and should be fully secured. Carpentry areas where dust is generated must be kept separate from 'clean' areas such as the exhibition staging, preparation, and collection storage areas.

Sustainable Design

Lord, Aeck & Sargent uses an integrated, holistic, analytical approach to sustainable design that prioritizes optimum energy performance as a way to reduce future costs associated with utility purchases. For the Music Hall of Fame project, we will use the LEED v3 2009 Green Building Rating System for New Construction as a tangible measure of sustainable design. Based on our extensive experience with sustainable design, the LEED Green Building Rating System and similar projects, we believe that the Music Hall of Fame can be designed to target LEED Silver certification with likely points targeted in the following categories.

Category	Points Targeted
Sustainable Sites (SS)	11 of 26 points + 1 Prerequisite
Water Efficiency (WE)	8 of 10 points + 1 Prerequisite
Energy and Atmosphere (EA)	16 of 35 points + 3 Prerequisites
Materials and Resources (MR)	7 of 14 points + 1 Prerequisite
Indoor Environmental Quality (IEQ)	9 of 15 points + 2 Prerequisites
Innovation in Design (ID)	3 of 6 points

Regional Priority (RP) 4 of 4 points

Total Target Points 58 of 110 points + 8 Prerequisites

Total Possible 100 base points; 6 possible Innovation in Design and 4 Regional Priority points

Certified 40–49 points

Silver 50–59 points

Gold 60–79 points

Platinum 80 points and above

Planned Uses

Under this proposal, the museum will occupy 22,000 sq. ft. with all of the exhibition space devoted to rotating the museum's collection on a regular basis. In other words, no space will be permanent. This flexibility will allow the museum to feature certain artists, historical periods, and musical genres, and in conjunction with the University's Departments of Performing Arts and History & Philosophy, to coordinate exhibits with key historical anniversaries and remembrances. In addition, the regular rotation of the museum's collection ensures repeat visitors.

Educational Programs

The GMHOF provides a rich opportunity for viewing, studying, and interpreting the nation's and the State of Georgia's history through the contributions of Georgia's musical artists. The participation of North Georgia College & State University in this partnership provides ample support for the museum's educational mission. In addition to the degree programs in Music, Music Education, and the Master's of Music, North Georgia also has vibrant and growing degree programs in History, History Education, and a Master's degree in History with a concentration in American History. Graduate programs are excellent sources for advanced students to make use of the archival collections; undergraduates provide a great source for internships. And the programs in Music and History Education allow those students to engage K-12 school groups with innovative and interactive programs on a rotating basis. In short, the convergence of the museum's collection, combined with the educational programs at the University, creates a dynamic

opportunity for visitors to explore the interaction between Georgia's musical heritage in conjunction with the state's and the nation's political, social, and cultural history.

The University's Department of Performing Arts already has strong and vital relationships with community organizations and schools throughout Greater Atlanta and Northeast Georgia. Through a variety of educational and awareness programs, the Department seeks to bring the performing arts to a diverse population within the extended community and to bring the community to events produced by the university. Specific programs include partnering with schools to bring teaching artists into classrooms; bringing school groups to weekday matinees of the Department's most popular shows and concerts; hosting affinity group gatherings for public school teachers and students; holding lecture demonstrations, master classes, open rehearsals, and pre-and post-show discussions. All of these programs will greatly benefit from the GMHOF being on campus.

We will seek accreditation for the American Association of Museums.

3.5 Financial Plan/Economic Impacts

Private funding of \$5 million supplemented with a contribution of \$1 million from the City of Dahlonega is being pursued to build and open the facility. The decision about the \$5 million gift will be made in January 2011. Revenue generated from the Georgia Music Hall of Fame admissions and concessions would provide ongoing funds for operations. The future North Georgia Music City Foundation, Inc. would be charged with on-going national fundraising efforts to provide for resources beyond the operational costs of the facility.

Since this facility would be owned by the Board of Regents and carry out an academic mission, basic maintenance and operations including utilities will be covered by North Georgia College & State University. Additionally, risk management services, accounting, and high-level management support will be provided by the university. Board of Regents approval must be obtained.

Based upon the high level of tourism activity in Dahlonega, GA, we project a visitor count of 50,000 for the Georgia Music Hall of Fame that will generate approximately \$720,500 in revenue. Since there will be no debt service for the facility or the land on which it resides, these funds will be used to cover the labor and marketing costs of the facility.

- i) Proper marketing of the Georgia Music Hall of Fame is essential for its sustainability. We have secured the services of Morton, Vardeman & Carlson from Gainesville, GA to be the lead consultant on all marketing efforts for the project. New and innovative approaches will need to be developed to create awareness, to draw current visitors in the region to the Georgia Music Hall of Fame, and to attract new visitors from across the state and region. A general overview is presented in Appendix C.
- ii) The level of staffing anticipated for the project is reflective of the current level of staffing in Macon, GA. We anticipate providing two full-time lines and six part-time lines. Given that we are on a university campus, we anticipate supplementing the labor force with internships and other student-related positions. Revenues generated by the Georgia Music Hall of Fame will cover all labor costs. (see notes section of pro forma)

Management Model of the Proposed Georgia Music Hall of Fame Facility in Dahlonega, GA

The City of Dahlonega, GA (City) is entering into a partnership with North Georgia College & State University (University), a unit of the University System of Georgia, to host and operate the Georgia Music Hall of Fame (GMHOF).

A non-profit 501(C)3 entity will be incorporated named **The North Georgia Music City Foundation, Inc.** (Music Foundation) for the purposes of building and operating the Georgia Music Hall of Fame facility.

The Music Foundation will secure a ground lease from the Board of Regents to locate the facility on the campus of the University. Once the facility is constructed, it will become the property of the Board of Regents. The University will provide maintenance, risk management, and utilities support for the facility. Any ground lease would be contingent on the approval of the Board of Regents.

The University will utilize the facility and programming associated with the GMHOF to further its academic mission.

The Music Foundation will negotiate with The Georgia Music Hall of Fame Authority to secure the long-term use of the collection associated with the current GMHOF in Macon, GA.

The Music Foundation will manage and operate the facility. The Music Foundation will use revenue generated by GMHOF to provide operational funds for the GMHOF.

Pro Formas are located in Appendix D.

3.6 Risk Management Plan

Since the Board of Regents would own the facility, it would comply with all local, state, and federal labor safety laws. Risk Management would be provided by North Georgia College & State University. The North Georgia Music City Foundation, Inc. will purchase insurance for the collection (included in pro forma).

Appendix A

Vendor and Consultant Qualifications

Firm Profile



Lord, Aeck & Sargent is a full-service, award-winning architectural firm with over 3,000 projects completed. With offices in Ann Arbor, Michigan, Atlanta, Georgia and Chapel Hill, North Carolina, our firm has five studios: Architecture for Arts & Culture, Architecture for Education, Architecture for Historic Preservation, Architecture for Science, and Architecture for Housing & Mixed-Use.

We share a common mission of providing responsive design, technological expertise and exceptional service in order to provide our clients with the best possible facilities that will serve them well into the future.

Our portfolio includes museums, arts centers, government buildings, laboratories, corporate headquarters, education facilities, mixed-use developments, housing and conference facilities. Our services range from master planning and programming to design, construction administration and facility management support.

The design staff at Lord, Aeck & Sargent represents a broad range of experiences in design and construction. Our staff includes registered architects, interior designers, materials specialists, land planners, cost estimators and zoning specialists.

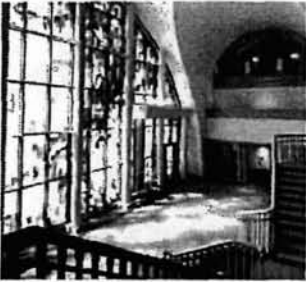
We are proud of our long-standing reputation for providing exceptional service to repeat clients including The Woodruff Arts Center, Arizona State University, the National Park Service, Duke University Medical Center, Board of Regents University System of Georgia, Miles Development Partners, University of North Carolina at Chapel Hill School of Medicine, U.S. Department of Agriculture and Emory University School of Medicine.

Our projects have been featured in over 1,000 articles in various publications. We have been awarded more than 170 awards including national distinctions such as four *Re/D Magazine* Laboratory of the Year and Special Mentions Awards as well as multiple AIA Awards for Excellence in Architecture for our work with a wide variety of clients, including the Georgia Public Health Laboratory, the Aaron Diamond AIDS Research Center, MidCity Lofts and the Georgia State Capitol.

At Lord, Aeck & Sargent, our goal is to create buildings that have a restorative, positive impact on the building's inhabitants and to reduce the negative impact of construction on the environment. We have practiced sustainability in architecture since the early 1990s and believe in using an analytical approach to optimizing building performance.

Additionally, Lord, Aeck & Sargent has become one of the first architecture firms in the country to adopt The 2030 Challenge, an initiative that calls on the global building sector to immediately reduce energy usage by 50 percent in new buildings and major renovations in order to avoid hazardous climate change.

Arts & Culture Profile



Lord, Aeck & Sargent believes that centers of art and culture enrich and stimulate their communities by sharing insights into their visitors' past, present and future. Every museum and cultural center has a unique purpose, location and audience, and success lies in the way stories are revealed to their visitors. At Lord, Aeck & Sargent, our objective is to craft architecture that advances each client's unique mission.

When a building serves as a museum, gallery or cultural space, its role frequently requires the invisible integration of sophisticated systems. Each facility is designed in close collaboration with exhibit designers, curators and other interpretive planners so that it fully supports the exhibits within, and even becomes part of the story. Lord, Aeck & Sargent's broad experience, technological expertise and dedication to each client's mission has allowed us to expand our role as "client advocate" increasing the range of our services well beyond the traditional scope of "architect."

Our Arts & Culture Studio offers architects who bring many years of experience to your project, helping to ensure that the most current and correct thinking is brought to your project. Services include:

- Museum Planning*
- Conservation and Display*
- Interpretive Design Collaboration*
- Visitor-Focused Design*
- Theater Design*
- Fine Arts Education Planning*
- Historic Preservation*
- Sustainable Design*

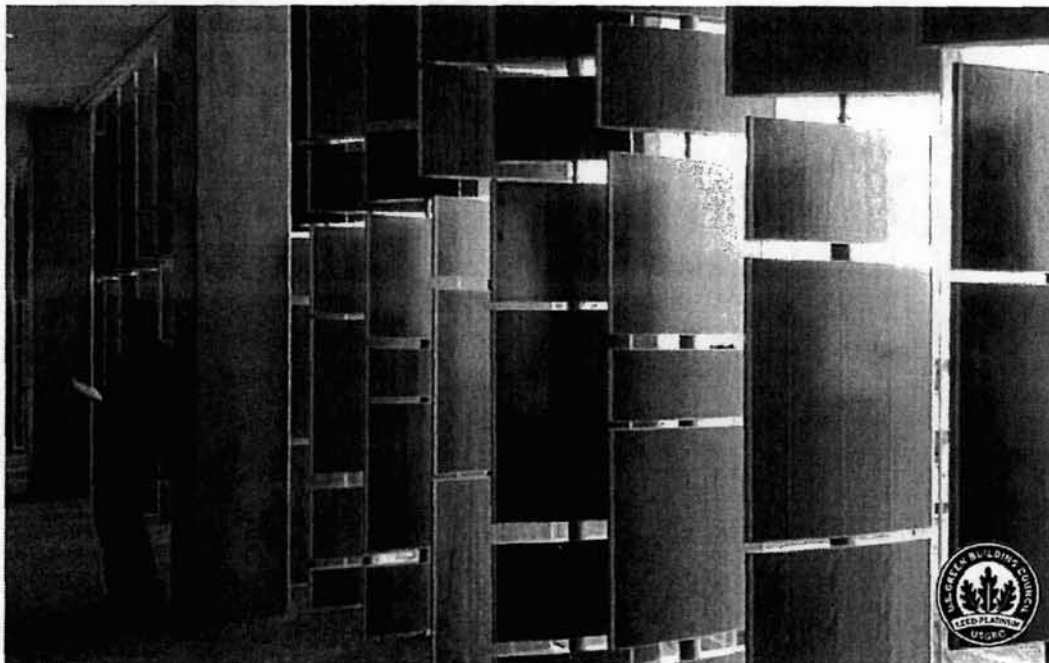
Over the past few years we have provided planning and design services on many significant arts projects including:

- Athen's Creative Theater Renovation and Expansion
- Atlanta History Center's Swan House Museum Restoration
- Bascom Visual Arts Center's New Art Center
- Brenau University's Burd Performing Arts Center
- Chapel Hill's Kidzu Children's Museum
- Chattahoochee Nature Center's Discovery Center
- Douglasville Cultural Art Council's Expansion Conceptual Design
- Georgia College & State University's Old Governor's Mansion Museum Restoration
- Georgia Military College's Goldstein Center for the Performing Arts
- Georgia State University's Cherry and Mary Emerson Music Suites
- Gwinnett County's Environmental & Heritage Center
- National Park Service's Castillo de San Marcos Visitor Center
- National Park Service's Blue Ridge Parkway Visitor Center
- National Park Service's Moccasin Bend Visitor Center
- Riverside Military Academy's Performing Arts Center

Savannah College of Art & Design's Art Museum Expansion
State of Georgia's Museum of Georgia History Predesign
Telfair Museum of Art's Academy Building Restoration
University of Carolina's Ackland Art Museum Gallery Renovation
Wiregrass Museum of Art's Expansion Concept Design
Woodruff Arts Center's High Museum of Art Expansion
Woodruff Arts Center's High Museum of Art Renovation
Woodruff Arts Center's Campus Expansion and Renovations for
the Hertz and Alliance Theaters

Profile

Lord, Aeck & Sargent: Sustainability



Sustainability

Sustainability Approach

At Lord, Aeck & Sargent, sustainability is viewed as integral to the design process. With the threat posed by global climate change gaining recognition and a significant amount of the global warming emissions being generated by buildings, we consider high-performance, energy-efficient design as a critical component of sustainability.

Lord, Aeck & Sargent was one of the first architecture firms in the country to adopt The 2030 Challenge, which seeks to dramatically reduce the global warming emissions of the building sector. And with energy prices projected to increase at an annual rate of over 7%, energy efficiency is fiscally, as well as environmentally, responsible.

Our unique in-house capabilities for performing energy simulations and daylight and shading analyses are harnessed to cost-effectively optimize building performance utilizing a four step hierarchy:

1. Most importantly, reduce building loads through thoughtful architecture that is responsive to its climate and function.
2. Then, meet loads efficiently with building systems that are appropriate to building function, right-sized, and optimally efficient.
3. Green the supply for the remaining reduced energy demand through on-site renewable energy systems when supported by the project budget.
4. Finally, offset the residual energy use through Renewable Energy Credits or carbon offsets.

High-Performance design requires an integrated design process. The design process begins with a multidisciplinary charrette involving all the consulting engineers, the client representatives, and allied consultants. This charrette is utilized to collaboratively identify project specific opportunities and synergies for cost and energy savings, as well as target specific performance benchmarks.

The integrated design mantra is "the earlier, the better," with decisions made early in the design process having less cost and greater effect on the outcome than those made later in the process. Projects seeking LEED certification, when sustainable design goals are identified early in the process, are able to achieve LEED certification (often at the Silver or Gold level) without adding cost to a conventional construction budget.

Lord, Aeck & Sargent: Sustainability



Integrating Sustainable Design Strategies

The primary goals of sustainable design are to reduce the negative impacts of building and create buildings that have a restorative, positive impact on their inhabitants and the environment as a whole. Lord, Aeck & Sargent has long practiced sustainable design and now has a number of professionals who have been accredited by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Green Building Rating System for facilities incorporating sustainable design. Sustainable design architect Jim Nicolow, AIA, leads our LEED-accredited professionals and has been working with clients for several years to help their projects meet LEED qualifications.

When used as an integrative strategic planning tool, sustainable design produces buildings that increase occupant productivity and health while lowering overall life-cycle costs and can actually reduce first costs when

implemented holistically during the design phase. Employing even one sustainable design strategy can have a significant impact on success of the finished building. For example, when daylighting is incorporated as a holistic design strategy, reduced life-cycle operating costs, increased occupant health and reduced first costs can be achieved. In this way, sustainable design can be seen as a means of optimizing the design of the building.

Moreover, the enormous value, as documented by case studies in *Greening the Building and the Bottom Line*, written by Joseph J. Romm of the U.S. Department of Energy and William D. Browning of the Rocky Mountain Institute, is in increased worker productivity and reduced absenteeism. To effectively understand this benefit, we must look at buildings in terms of their life-cycle costs, factoring worker productivity into the equation. Lower operating cost thus becomes only a secondary financial motivation.

For Lord, Aeck & Sargent, sustainable design incorporates the typical strategies of appropriate building orientation, water and energy efficiency, sensitive resource and material selection, a healthy indoor environment and, most importantly, durability, flexibility and maintainability. The best intentions, with respect to the typical sustainable strategies, are for naught if the building cannot be effectively utilized by many generations or, if torn down, cannot be recycled effectively. Sustainable design is fiscally and socially responsible.

As a measure of our success, we currently have over 30 projects in the design or construction phases that are targeting various levels of LEED certification and have received certification on the following projects:

- ASU Biodesign Institute, Building A - LEED Gold
- ASU Biodesign Institute, Building B - LEED Platinum
- ASU Global Institute of Sustainability - LEED Silver
- Blue Ridge Parkway Destination Center - LEED Gold
- Clemson University, Harris A Smith Building for Packaging Science & Graphics - LEED Gold
- Florida State University Life Sciences Center - LEED Certified
- Gwinnett Environmental & Heritage Center - LEED Gold
- Lord, Aeck & Sargent Corporate Offices - LEED-CI Silver
- Southface Eco Office - LEED Platinum
- Western Michigan University CHHS - LEED-EB Gold



Lord, Aeck & Sargent: Sustainability

- Twin Creeks Science & Education Center -LEED Gold
- Enotah Hall, Young Harris College - LEED Silver
- Columbia Theological Seminary, Graduate Student Residence Hall - LEED Gold
- Duthie Center for Engineering Renovation, University of Louisville - LEED Gold
- Grand Bay Visitors Center - LEED Gold
- Chattahoochee Nature Center - LEED Gold
- Skidaway Marine and Coastal Science Research & Instructional Ctr.- LEED Gold
- University of West Florida School of Science & Engineering Building - LEED Gold
- Waveguide Corporate Office - LEED-CI Certified
- Chandler Gilbert Community College Ironwood Hall - LEED Silver

Didactic Buildings – Buildings that Teach

Our sustainable building designs do more than just meet the programmatic needs each project - they provide accessible examples of sustainable strategies that can be integrated into a school's/program's curriculum, creating a more tangible and personal learning experience.

We take pride in skillfully integrating sustainable elements into the overall aesthetic of the building design. an prime example is the Gwinnett Environmental and Heritage Center, a facility dedicated to water ecology that is supported by the Gwinnett County School System and the University of Georgia. Here the building itself is as much of an educational tool as the exhibits inside the center. Rain chains, the green roof, a cooling-shoals water feature and pervious pavement are a few of the sustainable strategies that helped this facility achieve a LEED Gold rating. Upon completion of the building, Lord, Aeck & Sargent worked with the center's staff to create educational material describing the sustainable design strategies that were incorporated into the design.



Banking & Accounting References

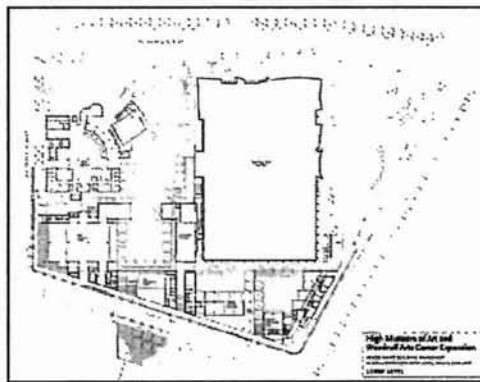
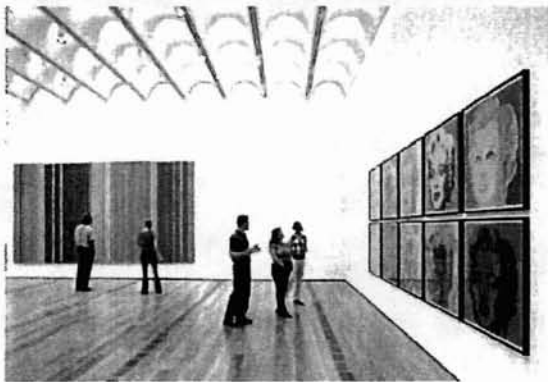
John Lauck
SunTrust Bank
25 Park Place, 26th Floor
Atlanta, Georgia 30303
404-827-6186

Anita M. LeFevre, CPA
Smith & Howard Accountants
171 17th Street, NW, Suite 900
Atlanta, Georgia 30363
404-874-6244

Financial Statement

Lord, Aeck & Sargent is in good financial standing and has never been bankrupt.

The Woodruff Arts Center Expansion



The Woodruff Arts Center expanded its facilities to manage the growth of the High Museum of Art, The Alliance Theater, The Atlanta Symphony and the Atlanta College of Art. The Center turned to The Renzo Piano Building Workshop, in collaboration with Lord, Aeck & Sargent, to plan and design a series of new buildings on its existing Peachtree Street campus.

The campus expansion includes two new Museum buildings and an Office building for the High Museum of Art; a new Sculpture Studio and Residence Hall for the

Atlanta College of Art; a new 400-car underground parking garage, a restaurant to serve the campus and renovations to support the Symphony Hall, Alliance Theater and Hertz Theater.

These new buildings are organized around and orient to a new plaza that is open to the Atlanta streets. The project mission was to build a "village for the arts" that would offer a place where people can linger and enjoy the art around them.

Project Experience

Location
Atlanta, GA

Size
284,000 sf
400 cars

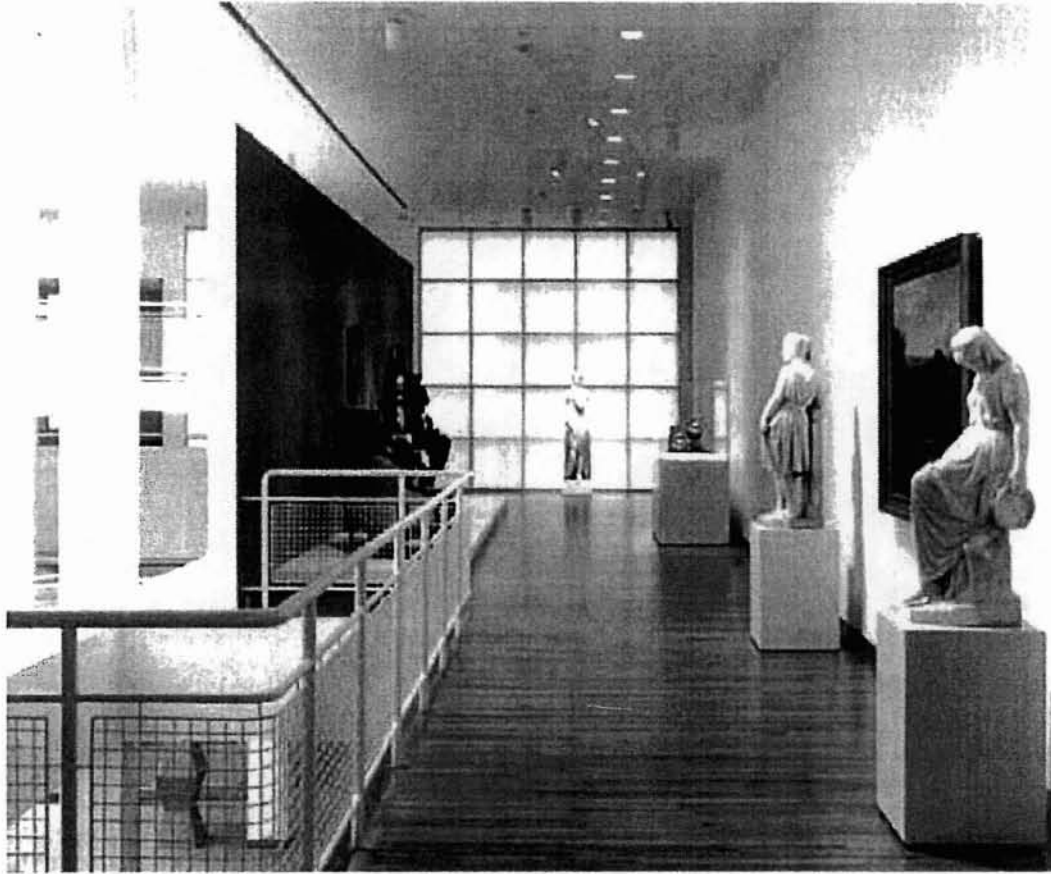
Cost
\$114 million

Key Financing Source
Private Fundraising

Reference
Marjorie Crittenden
Retired Director of
Architectural Planning
& Design
T:404-889-4509
E:marge@me.com

Meier Building Renovation

High Museum of Art



Project Experience

Location
Atlanta, GA

Size
Phase I
60,000 sf
Phase II
10,000 sf

Cost
Phase I
\$2 million
Phase II
\$1 million

Key Financing Source
Private Fundraising

Reference
Marjorie Crittenden
Retired Director of
Architectural Planning
& Design
T: 404-889-4509
E: marge@me.com

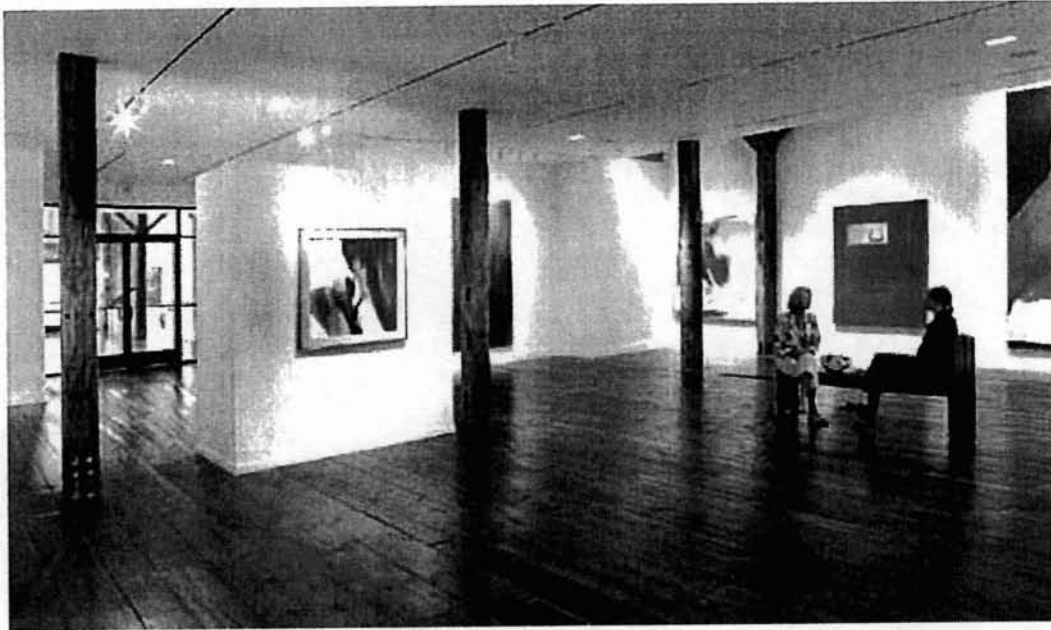
Lord, Aeck & Sargent was chosen to renovate and restore the High Museum of Art's current facility. The building, located in midtown Atlanta, was designed by renowned architect Richard Meier. Acclaimed for both its architecture as well as the treasures inside, the museum has been re-configured to meet the changing needs of the museum and restored to greater reflect its original design intent.

As part of the first phase of renovation, the gallery floors were modified to balance the needs of the permanent collection and the abundance of natural light with the openness of the original gallery configuration. Comprehensive conversations with the Director and curators has resulted in a complete chronological sequence of galleries

that combine painting and sculpture with the decorative arts. Six special interpretive galleries with hands-on interactive devices have been inserted at strategic points to more actively engage the visitors in an art dialogue.

As part of the second phase, the Education Level was redesigned for expanded use by the High Museum's Education Department. This level houses the art education program including a resource center for local teachers and the public to buy and borrow art education materials. Two children's workshops and a lecture room with full audio visual capabilities were created. In addition, a new public gathering/gallery space was developed for use by school groups.

The Bascom Visual Arts Center



Project Experience

Location
Highlands, NC

Size
Main Building
19,000 sf
Sculpture Terrace
5,000 sf

Cost
\$4 million

Key Financing Source
Private Fundraising

Reference
Kaye Gorecki
Creative Director
T: 828-526-4949
E: k_bascomlouise@
verizon.net

After designing a master plan for a new, five-acre campus in the scenic mountains of western North Carolina, Lord, Aeck & Sargent designed the new museum/gallery building in collaboration with DeWolf Architecture. The new facility, designed around a historic barn frame, houses the Bascom-Louise Fine Art Gallery, and provides space for temporary exhibitions and classrooms for educational programs.

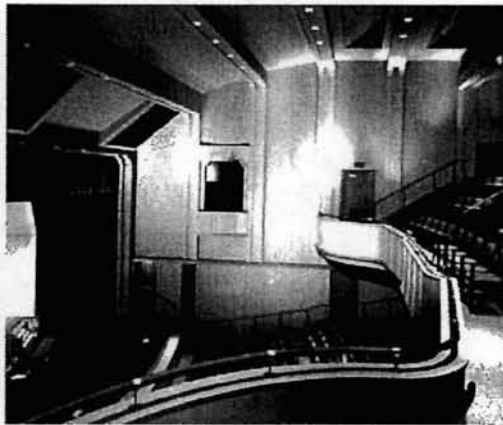
The new Fine Arts Center was designed to accommodate a variety of art programs from children's classes to adult workshops. There is gallery space for the permanent collection

and traveling exhibitions primarily focused on decorative arts and regional sculpture. Support space, including offices, a museum shop, collection storage and exhibition preparation will be provided.

Located in the popular resort town of Highlands, North Carolina, the Center expands the arts and culture opportunities of the year-round residents as well as accommodates those who visit just during the peak tourist season of May-October.

John S. Burd Center for the Performing Arts

Brenau University



Lord, Aeck & Sargent's design for Brenau's performing arts center blends with existing campus architecture as evidenced by its Second Empire roofline, which echoes that of the University's signature building, Bailey Hall. The contextually appropriate cream-colored walls and copper-clad roof highlight a wooden trellis that projects into the sculpture garden and frames the building's entryway.

Large stained-glass artwork is set into the facility's entry arch, imparting color into, and providing a focal point for, the spacious lobby. The incorporation of art into the walls of the building extends the boundaries of the Center's collection to the Center's lobby and the campus beyond.

The Center provides exhibit space for items from the Leo Castelli Collection. These exhibit areas

include museum-quality lighting, environmental controls appropriate for exhibiting diverse forms of artwork and security to protect valuable items in a very public building. Lord, Aeck & Sargent also assisted Brenau University with its feasibility study and fund-raising program for the John S. Burd Center for the Performing Arts.

Project Experience

Location
Gainesville, GA

Size
51,000 sf

Cost
\$8.9 million

Key Financing Source
Private Fundraising

Reference
John Burd
Retired President
T: 770-297-5952

LORD · AECK · SARGENT

Georgia State Capitol Museum



Project Experience

Location
Atlanta, GA

Size
11,600 sf

Cost
\$1.4 million

Key Financing Source
GBA/GSFIC

Reference
Dorothy Olson
Retired Museum
Director
T: 404-633-9921

A museum has occupied the Georgia State Capitol since it was first completed in 1889. Through the years this museum has grown and evolved from a geological exhibit to a collection encompassing Georgia's natural and industrial resources.

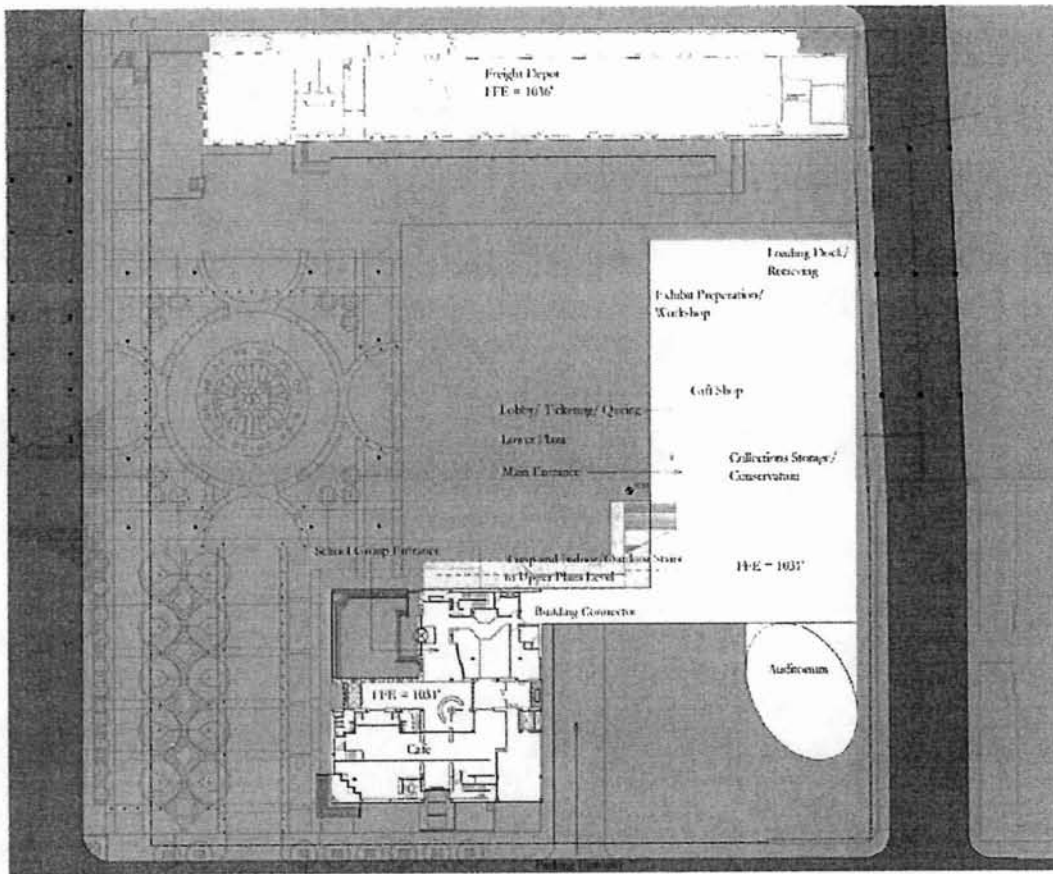
The restoration of the Capitol included the refinement of the focus of this museum and the development of an interpretive master plan. Lord, Aeck & Sargent worked with the museum staff and numerous consultants including interpretive planners, historians and conservators to develop the new vision for the Georgia Capitol Museum.

Work to implement the interpretive master plans for the State Museum included the placement of historic

portraits, plaques and busts; restoration of historic display cases; and implementation of new displays of the state government's history with interpretive consideration of the historic flag collection.

The design team faced a significant challenge to incorporate the museum collections within the historic spaces of the Capitol. A rotation plan for the collections was developed to address both the space limitations and the environmental conditions in the building which was not originally designed to be a museum. Fiber optic lighting, ultraviolet filtering glass and humidity control at the cases were also used to protect the collections while minimizing impact on the building.

The State Museum of Georgia History



Project Experience

Location
Atlanta, GA

Size
116,000 sf

Cost
Construction
\$33 million Est.
Exhibit & A/V
\$10 million Est.

Key Financing Source
State Funding
Pending

Reference
Dorothy Olson
Retired Museum
Director
T: 404-633-9921

Working with the Georgia Building Authority, Lord, Aeck & Sargent prepared a comprehensive predesign study for the State's planned history museum, which will include permanent and temporary exhibits depicting the history of Georgia's land and inhabitants.

Planned for Polk Plaza adjacent to the State Capitol, the State Museum of Georgia History will be a significant addition to the education complex that already serves visitors to the State Capitol.

The program incorporates sophisticated climate control in the museum's galleries and storage areas and also includes ultra-

violet-protective features to protect and preserve the original historic documents housed there.

For the predesign study, Lord, Aeck & Sargent convened and facilitated a group of state history experts who shaped the content outlined for the exhibit program. The exhibit program, building space program and operational plan contained in the predesign study will ensure not only that the State's goals are clear and well-defined, but also that the museum is feasible before the project is submitted to the Governor and State Legislature for funding.

AHA Qualifications

MEPFP Consultant

For this project, Lord, Aeck & Sargent design team would include the mechanical, electrical, plumbing and fire protection engineering services from AHA Consulting Engineers (AHA) -- a collaboration of more than 80 mechanical, electrical, plumbing and fire protection engineering professionals who design with a balance of economy and quality in mind.

AHA Consulting Engineers Profile

AHA provides quality HVAC, Electrical, Plumbing, and Fire Protection consulting and engineering, as well as LEED Administration services, energy modeling and commissioning. We have demonstrated our ability to maximize every budget dollar and schedule through alert management and creative solutions. As an end result, our client's objectives are translated into innovative, responsive, quality solutions on time and within budget.

AHA was founded in 1991 in Boston, Massachusetts and has grown to be known as a leader in the MEP consulting industry. The Atlanta office of AHA opened in 2000 to serve the Southeast Region, and currently has over 20 design professionals involved in exciting projects throughout the Southeast and beyond. The Baltimore/Washington, DC office of AHA opened in 2006 to serve the mid-Atlantic Region, and currently has approximately 10 design professionals. AHA's combined portfolio of work is extensive and is a testament to our capabilities and flexibility with project design.

No project is too large or too small. Our corporate culture is to assist our clients in achieving their goals. Our portfolio includes projects for Developers, Hospitals, Biotechnology/Biopharmaceutical, Colleges and Universities, Research and Development, Laboratories, Corporate Offices, and Manufacturing facilities. Our project experience ranges from conventional design bid approach, construction management, and design build in both the private and public sector.

In addition, we are committed to the promotion of the design, construction and operation of sustainable buildings, and we are a leader in the design of buildings that meet and exceed the intent of the LEED® Green Building Rating Systems.

Our Sustainability and Energy Consulting Department has been involved in over 70 projects in which our clients have utilized our services for sustainable consulting, LEED® project administration, LEED® documentation, energy auditing, energy modeling and commissioning. Our LEED® Accredited Professionals are experts in all aspects of Green Building intent, administration and technical requirements.

Our approach to green MEP systems design is such that many of the attributes that gain credit under the LEED® Rating Systems are inherent to our project designs, at no premium cost to the Owner.

Profile

AHA Project Experience

Mass MoCA - Renovation of Mill into Museum 150,000 SF

North Adams, Massachusetts

This 19th century factory was developed as a mill building in North Adams Massachusetts and had been left vacant for many years. This building was falling apart and many of the floor were rotting and unusable. AHA were part of the design and renovation team to turn this facility into Museums, Art Galleries, Performing Arts, Offices, Retail and food service. The team worked diligently to preserve as much of the Mill buildings as possible. One of the biggest challenges was to incorporate all new HVAC, Electrical and Plumbing systems in to the facility without taking away from the historic nature of the building. Through close coordination the owner and the architectural design team AHA found ways to:

- Distribute central chilled water throughout the facility,
- Convert leaky red brick structures into air tight humidity controlled art galleries,
- Convert multi-story buildings into single story large performing arts center with close noise control,
- Develop class A office spaces with exposed ceiling structure, and
- Incorporate all necessary facilities such as cafeteria, bathroom facilities, retail and assembly areas.

A quick tour through the Mass MoCA website will show the results of this project www.massmoca.org.

Naismith Memorial Basketball Hall of Fame - New Exhibit Hall/Museum 220,000 SF

Springfield, Massachusetts

MEP/FP design for the new state of the art Basketball Hall of Fame, which included a 400 car underground parking garage. The museum has a full size basketball court, offers hundreds of interactive exhibits, offers live clinics and shooting contests.

Tyler Perry Studios - Performance Studio 70,000SF

Atlanta, Georgia

HVAC and plumbing design for an existing studio at this full-service production facility. The building housed three stages, and special considerations had to be made in order to offer comfort for the performers, and to be sensitive of any noise issues that could interfere with filming.

Morris Carriage Museum - Warehouse Renovation and Addition 25,000 SF

Augusta, Georgia

Local successful business man and owner of multiple news paper facilities from Florida to Alaska was a proud owner of many horse drawn vehicles ranging from stage coach to road sweeper. When Mr. Morris decided to develop a facility to display the collection AHA Consulting Engineers was selected to design the HVAC, plumbing, lighting and power systems. The site chosen was an old red brick plumbing supply house on Broad Street in Augusta just minutes walk from the Morris Communications headquarters. The challenge was to develop a facility with modern systems, display lighting and flexibility for change while maintaining all structures visible to show off the old wood framing and the red brick walls. AHA collaborated with the design team members to develop systems that provided all necessary environmental qualities however did not interfere with the visual aspects of the museum. Dealing with flexible display lighting systems and exposed mechanical systems were particularly challenging, but careful selection of material and methods of construction allowed the design to be a success. Addition of a large spiral intercommunicating stairwell and elevator were particularly challenging for the project.

See the following pages for additional AHA project experience.

**NESN**

Office / Studio
Watertown, Massachusetts
40,000 SF

**MASS MOCA**

*Renovation of Mill Building into Museum,
Performance & Offices Spaces*
North Adams, Massachusetts
150,000 SF

**HARVARD UNIVERSITY**

*School of Fine Arts
Lowell Auditorium Renovation*
Cambridge, Massachusetts
12,500 SF

**SPRINGFIELD RIVERFRONT
DEVELOPMENT CORPORATION**

*Basketball Hall of Fame
Retail, Exhibits & Offices*
Springfield, Massachusetts
220,000 SF

**DALLAS THEATRE**

*Renovation of Historic Performance
Theatre*
Dallas, Georgia

**FIRST CHURCH OF CHRIST**

*Publishing House Core & Shell
Renovations*
Boston, Massachusetts
45,000 SF

**MORRIS CARRIAGE MUSEUM**

Warehouse Renovation and Addition
Augusta, Georgia
25,000 SF

**AMERICAN ANTIQUARIAN
SOCIETY**

Rare Book Library, Renovation & Addition
Worcester, Massachusetts
65,000 SF

**LANDMARK CENTER**

*Class A Office Space / Movie Theatre
Complex / Retail / Parking Garage*
Boston, Massachusetts
1,100,000 SF Core & Shell
500,000 SF Parking Garage

MARIETTA AVIATION MUSEUM

*Greenfield Museum with Public Gallery,
Classrooms / Meeting Rooms, and Computer Lab*
Marietta, Georgia
18,000 SF

**WORD OF FAITH FAMILY LIFE
CENTER**

*Theatre, Meeting Space, Day Care, Gymnasium,
Arcade & More*
Austell, Georgia
107,000SF

Massachusetts Museum of Contemporary Art

North Adams, Massachusetts

An award-winning Mixed Use / Museum complex was made out of hundred-year-old buildings that once served as a mill complex. The first phase of this project was to rescue 150,000 SF of the buildings and convert them to Art Galleries, Museum spaces, performance spaces, offices and retail spaces. Every dimension of HVAC and lighting design was employed including low voltage artwork specific lighting in the galleries, humidity control and noise control in the galleries, museum and performing arts. The existing systems were integrated with new equipment during renovations, preserving the history of this amazing complex.





Extending Brands
into **experience**



EVENTS • EXHIBITS • ENVIRONMENTS

Overview

MC² was created in 1999, a union of five companies specializing in environments, exhibits and events. Together these companies represent more than 50 years collective experience in the industry.

We offer clients these benefits:

- National infrastructure
- Standardized, seamless service network
- Breadth of experience in the exhibit design and production
- Expertise in event and meeting production, expositions, electronic media, trade show marketing and destination management



MC² Mission

"Our Mission is to provide our clients the expertise necessary to extend their brands into memorable and inspiring experiences ... Our aim is to deliver the highest levels of creativity and service through customized account teams, developing cutting-edge creative solutions with

the goal of producing a competitive advantage for our clients ... From strategy through execution, our defined process, attention to detail and integrity empowers our clients with high value and measurable results."

Marketing & Creative Strategy

Development, Execution, The Five E's

MC² has a proprietary process we call the 5 E's: Exploration, Envision, Experience, Execution & Evaluation. This parallels the classic creative process model: Clarification, Ideation, Development, Implementation and Challenge Finding.

Design

Powered by our proprietary creative process and driven by client objectives, MC² is fortunate to have more than thirty 3D and graphic designers, along with a network of designers, producers and creative personnel on retainer. Throughout, we seek out universal metaphors and paradigms that are evocative of the desired emotional connection with your product and the experiential take-away you desire.

Innovation & Creativity

MC² is actively involved in training employees in innovation and creative process.

Project Management & Account Management

We have project managers and account managers with skill levels and in-the-trenches experience that are second to none. Throughout our network, we have more than 60 individuals dedicated to "getting it done" proactively.



MC² Delivers Integrated Brand Marketing



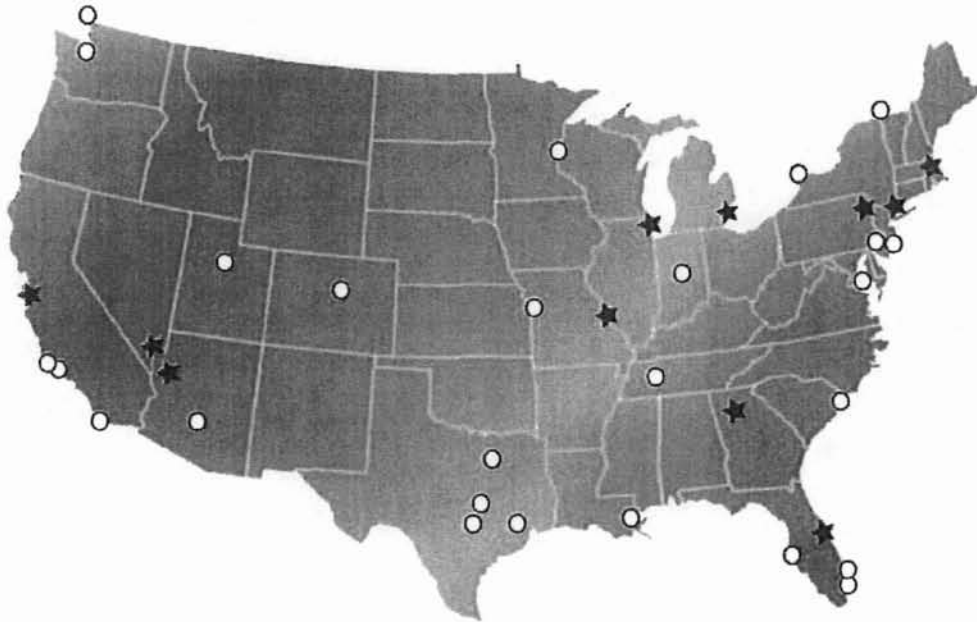
We create true brand experiences that resonate with audiences and achieve sustainable results.

Our Promise

- * Impart strategic expertise across all aspects of a project
- * Custom craft teams and processes to best meet individual client needs
- * Interpret and implement our client's brand strategy into everything we do
- * Develop creative solutions that extend our client's brand to designated audiences
- * Produce events and exhibits that are true brand experiences
- * Deliver results-oriented solutions on all levels and unparalleled service at all times

Nationwide Support

To ensure the highest level of service, MC² is supported by full service production facilities in major U.S. cities. This creates efficiency and cost effective management of your project.



● Production ● Sales ○ Design ○ I&D ● Storage

● ● MC² ATLANTA
500 Interstate West Parkway
Lithia Springs, GA 30122
770.745.1001

○ ● MC² BOSTON
55 Union Street
Boston, MA 02108
617.523.4700

● ● MC² CHICAGO
2120 S. Jefferson Avenue
Chicago, IL 60616
312.563.0872

○ ● MC² DETROIT
222 Merrill St. Suite 100
Birmingham, MI 48009
248.593.0576

● ● MC² KINGMAN
9300 Commerce Drive
Kingman, AZ 86402
928.692.2100

● ● MC² LAS VEGAS
1385 Pama Lane
Las Vegas, NV 89118
702.795.0000

● ● MC² LEHIGH VALLEY
521 West Abbitt Avenue
Pen Argyl, PA 18072
610.863.1900

○ ● MC² NEW YORK - Corp HQ
3 Alpine Court
Chestnut Ridge, NY 10977
845.639.8600

○ ● MC² ORLANDO
7510 Presidents Drive
Orlando, FL 32809
407.251.2790

○ ● MC² SAN FRANCISCO
550 15th Street Suite 25B
San Francisco, CA 94013
415.568.2029

○ ● MC² ST. LOUIS
16 Sunnen Drive, Suite 165
Maplewood, MO 63143
314.646.5880

► Services:

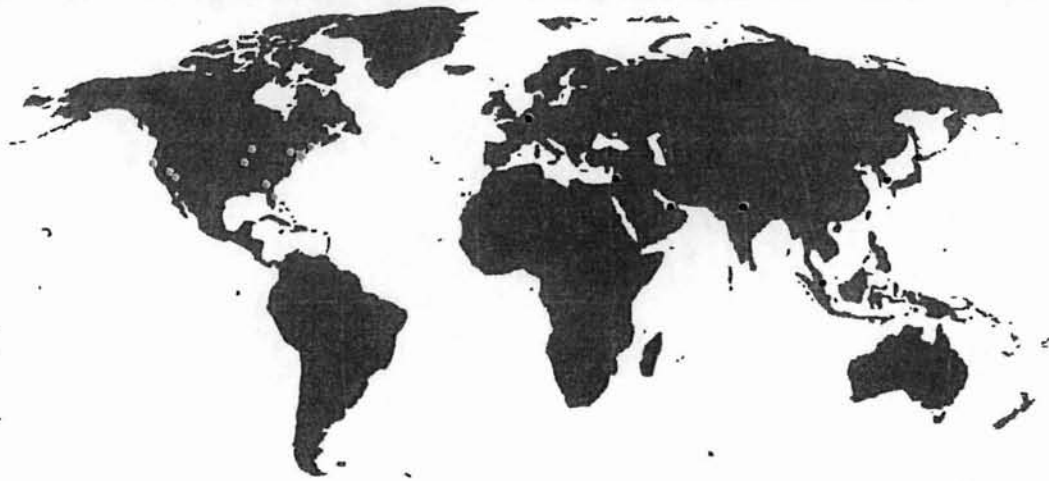
- GENERAL CONTRACTING
- NATIONAL CUSTOM RENTALS
- NATIONAL LABOR
- NATIONAL STORAGE
- INTERNATIONAL SERVICES
- ONLINE PROJECT MANAGEMENT
- LEAD TRACKING
- ON-SITE SUPERVISION
- STAGING
- LIGHTING DESIGN
- INTERNET SERVICES
- MOBILE MARKETING
- MARKETING CONSULTING
- MEASUREMENT
- STAFF TRAINING



International Support

From New York to Los Angeles, from London to Dubai, our services are proven by leading brands – all around the world. Beyond the 1 million sq. ft. of real estate we reside in, we are comprised of people - from all walks of life and from many cultural backgrounds. Our cultural diversity allows us to provide a world view and a sophistication that is the sum of our collective experience. We are fluent in many languages, expert in many industries, talented in many crafts and extremely capable in all.

Atlanta • Boston • Chicago • Detroit • Kingman • Las Vegas • New York • Orlando • Lehigh Valley • San Francisco • St. Louis



Partners in Europe and Asia

MC² works in partnership with a group of preferred suppliers abroad to service our clients with global exhibit programs. Given the size of our client list and the international needs that arise, MC² has narrowed our supplier list to the few, most competent partners based on our tactical criteria and our assessment of proven results. Our process has been honed over the years to include checks and balances designed to insure flawless execution and a seamless flow of communication.

Our Services

Experiential Marketing (EM) delivers a company's brand to a target audience through a live or dimensional format. The actual experience can be distilled down to four activities or programs: Events, Exhibits, Environments and non-traditional EM. MC² provides complete turnkey service in these areas.

Events

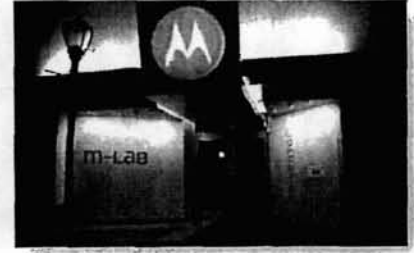
We are a nationally recognized provider of corporate events and meeting services including corporate general sessions, special events (proprietary and public), high-end entertainment booking and production, meeting logistics, graphics production, and deployment.

Exhibits

We provide complete design, construction, installation and storage of trade show and exhibit properties. With in-house fabrication we can scale from small strategic booths to comprehensive, integrated trade show experiences. Our General Contracting service manages all aspects of trade show experiences including registration and travel logistics, facility contracting and show services.

Environments

From "experiential" design through display fabrication, MC² provides turnkey development and delivery of permanent marketing environments and displays. Employing the state-of-the-art CAD and fabrication equipment, MC² has delivered corporate presentation facilities, museum displays, retail environments and sponsorship activation experiences.



Our Specialized Services

Design & Construction

- National network of fabrication facilities unified by standards and practices from job descriptions to common materials.
- Centralized Design Department setting standards, economies and levels of excellence.
- Numerous national awards for design.
- Form Z, AutoCad and 3-D Studio proficiencies.
- 3-D Modeling.
- Integrated Design / Project Management.
- Online Project Management for 24/7 access to projects, renderings, scripts, time lines, shipping, updates, graphics and approvals.

Logistics

- National logistics from one central planning office for all field labor throughout our network for all convention centers and private events.
- Budget analysis assistance or total budget control
- National I&D labor throughout the United States.

- Warehousing in MC² owned facilities in major cities.
- National rental programs available at all MC² sites for cost effective exhibits and environments that can be duplicated in multiple locations at the same time.

Creative Concepts & Graphics

- Nation-wide creative teams working together for the best creative solutions.
- Work produced in any graphic format.
- Analysis in cooperation with your marketing partners.
- Integrated graphic production throughout the network for an identical matching results.
- Expert typography from our graphic designers.
- Logo design, color design, lighting design and program design.
- Video production from scripts to finished productions.
- Flash animation and electronic media for brand messaging.

Design Capabilities

MC² is one of the nation's premier resources for creative design, fabrication and production services. With six national production centers and a network of supporting offices, we provide a depth of experience that provides our clients with the optimal balance between creative impact, message communication and cost. We respect our client's financial goals, and we work through a development protocol that ensures client involvement in the creative process.

Your presentation in a foreign land does not have to look foreign. All design decisions will be made domestically, approved by you and executed by our design staff with all the brand and "conventional" wisdom we have accumulated through our experience as a design leader. There will be no difference in the design process as we go overseas or south of the border.



We have thirteen full-time designers and six contracted designers on staff company wide. Our designers average approximately 17 years experience with concentrations in a wide range of industries including telecommunications, finance, broadcasting industrial, pharmaceuticals, tobacco, consumer food products, electronics, photography technology electronics, banking & finance, and telecommunications infrastructure. Our designers are among the reasons MC² regularly garners awards for our clients in exhibit design.

We have eleven full-time graphic designers with support from graphic production management and production staff. Our experience comes from producing thousands of trade show graphics each year. We work with client agencies or direct with our clients content to create and execute all titles, sub-titles and text layouts, photographic reproductions and all other graphic elements. We archive graphic files from each project for reuse and revision to assure continuity throughout a client's program and cost effectiveness.

The graphic designer's role is to create designs; audit files created by others, and prepare documentation for production of files by internal graphic production staff. He/she works with you directly and with the account management team to assure each project's graphic deliverables.

Our Core Capabilities

Installation & Dismantle

MC² maintains a full-time staff of skilled, responsible on-site supervisors. A field supervisor is assigned to each project. His expertise and familiarity with your properties provides a constant as your properties move in and out of the venue. Our supervisors perform daily maintenance checks prior to opening and after closing. On-site supervisors prepare a post show report delineating any problems, benefits, damages, depleted quantities or general insights. This is distributed to all parties for each to act on their areas of responsibility.

We maintain our own I&D labor in all major convention cities. I&D personnel are on hand during freight delivery at show site to logistically spot crates to minimize handling. This set-up team is organized to accomplish daily goals according to a master schedule. MC² can guarantee a date and time when the exhibit or event will be ready for final inspection.

Show Service Coordination

MC² coordinates show services. This includes electrical and floor plan submittals follow up and confirmations, form processing, coordination with show management, follow-up and tracking and billing verification upon close of show. As a client partner concerned with meeting client needs, we work out an optimal plan for the show services that best meets all client objectives.

Property Management

Exhibit property management is one MC²'s core capabilities. Pull and Prep and Receive and Store are an integral part of our client's success on the tradeshow floor. Whether it's preparing exhibit components, literature, premiums or graphics, we take the utmost care to ensure that everything that is needed on site makes it on site. Thorough inspection also guarantees the required ease of set up on the show floor.

Pull and Prep:

Stage freight and remove contents of crates. Touch up exhibit properties with paint, repair small dings and dents and clean and wipe down all elements. Make minor repairs to crates, vacuum inside of crate and replace contents. Provide detailed crate contents manifest of the exhibit properties consists of the staging of the exhibit freight. The contents of each crate are removed and inspected for damage, touched up as needed, cleaned and returned to its place in the crate. Notify sales of any and all damage.

Receive and Store:

Stage freight upon return from show site and perform a visual inspection to ensure the return of all exhibit components and graphics. Mark the components on a manifest to be compared with the outbound shipping manifest. Remove all graphics. Inventory and place in the appropriate place in the warehouse. Notify sales of any outstanding damage.

Technology & Interactive Capabilities

MC² EventNet™

MC² offers our clients an proprietary on-line project management tool called EventNet™, a browser-based database that can handle every aspect of exhibit and event management. Multiple users with assignable permissions can view, upload, or edit project information specific to any project entered. EventNet is currently used by FujiFilm, Intel, LG Electronics, MedCo Health, Pioneer, and Rockford Fosgate.

EventNet can be used for Web approvals. Postings to the password-protected site give clients and account management team members a central location to display, discuss and approve exhibit designs, layouts and graphics. Floor plans are posted as soon as revisions are made and are available for onscreen review and downloadable for detailed print-outs.

The data for each show includes:

- Budgets
- Concept renderings
- Floor plans
- Show services requirements
- Housing and transportation
- Logistics requirements
- Graphic and promotional materials
- Data sheet inventory and assignment
- Venue information and contracting requirements
- Specific show requirements

The primary file types are .xls, .doc, .ppt, .pdf, .jpg, and .gif which give access to a wide variety of business documents as well as files specific to trade show and event planning such as renderings, picture files, and graphic files.

The features of EventNet are customizable and are based on several criteria:

- Number of shows in the schedule
- Divisional participation
- Autonomous show planners
- Depth of archived show data
- Portable program
- Online graphic development

Benefit to our clients:

- A repository for all project documents available 24/7/365
- Self-administering application reduces site maintenance costs
- Modular features can turned off or on to mirror project complexity

Cost: After an assessment of these factors and a review of current communications, MC² makes a recommendation as to the most cost effective implementation of EventNet which will satisfy show and event planning needs.



Technology & Interactive Capabilities

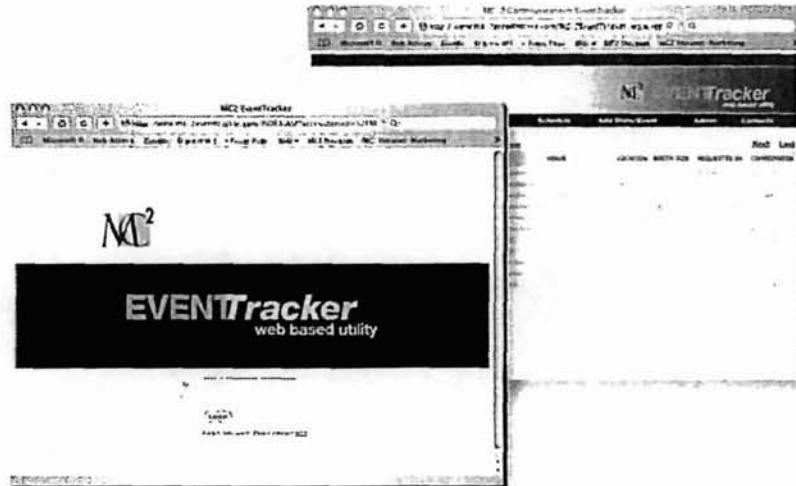
EventTracker

For large-scale portable programs, we offer EventTracker, a collaborative, self-administered Web site database which captures the details of a trade show program with many smaller shows. EventTracker has been developed in a modular format. Data can be input in any order at any time to match a client's workflow, style and available information. The application aggregates all information about a project in one location for 24/7 access from any Internet enabled computer. Modules include show service information, collateral and apparel orders, shipping, booth scheduling and hotel information. Automatic e-mail alerts team members when new information is posted and show agendas can be sent to all attending staff members.

Benefit to our clients:

- Aggregates details of many smaller shows in one place for review and update.
- Permits participatory project development between the client and account management team
- Self-run reports track booth and property usage and budget categories.

Cost: Set up costs are estimated based on the size of the portable program. Monthly maintenance fees for site updates are fixed rate based on program size. Internet hosting fees are cost plus 25%.



Technology & Interactive Capabilities

Graphic Inventories

Client graphic properties are tracked and scheduled via an Internet database.

Benefit to our clients:

- Puts all graphic properties in one virtual location for access by any team member.
- Team members can review graphic properties on line 24/7/365.
- Graphic information attached to each record includes tracking numbers for reorders.

Cost: An estimate is presented based on the complexity and quantity of client graphic assets and the requirements for searching the graphic archive. The estimate includes a set-up fee, maintenance fee and Internet hosting fees,

Web promotions

We create animated web-delivered invitations and promotional web sites for meetings, event, and exhibit marketing.

Benefit to our clients:

- Cost advantages in repurposing content produced for exhibit graphics or multimedia
- Efficiencies in asset access from trade show program to electronic communication
- Streamlined communication to one-source supplier for show managers.

Cost: On line and e-mail promotions are treated as independent projects and costs are estimated and approved by project.

Awards and Associations & Memberships

Best of DAC Awards 2008: Best of Show — Mentor Graphics

Orgill Spring Market 2007: Best of Show — IRWIN Industrial Tool

2006 BMA Pro-Comm Award — The Home Depot Investor Video

Winner Event Marketer Magazine 2006 EX Award for "Best B-to-B Hospitality Event Element" — Volvo Construction Equipment

Winner Event Marketer Magazine 2006 Silver EX Award for "Best Integrated Trade Show Campaign" — Advanced Micro Devices

2006 BMA Tower Awards for Video Production — Home Depot Analyst Video

Winner Event Marketer Magazine 2006 Gold Ex Award for "Best Trade Show Exhibit/B-to-B Environment" — Canon USA

Event Design Magazine Awards "Best Corporate Meeting / Event Environment" — Canon USA

EXHIBITOR Magazine 2005

SIZZLE Award for "Best Integrated Marketing Program" — AMD

Winner Event Marketer Magazine 2005 EX Award for "Best Integrated Trade Show Campaign" — Cadence

2005 Exhibitor Show "Best of Show" — MC²

2005 Spa & Resort Expo "Best of Show" — SkinPrint

SuperComm 2005 "Best of Show" — Lucent Technologies

2005 EVENT Magazine Corporate EVENT Awards, Silver Award — MC² FastTrak event "Amazing Race"



Computer Event Marketing Associations (CEMA) — Board Members

Trade Show Exhibitors Association (TSEA) — Members

Health Care Exhibitors Association (HCEA) — Advisory Committee

Exhibit Designers and Producers Association (EDPA) — Members

BMA (Business Marketing Association)

NASMA (National Association of Sales & Marketing Executives)

MPI (Meeting Professionals International)

ISES (International Special Events Society)

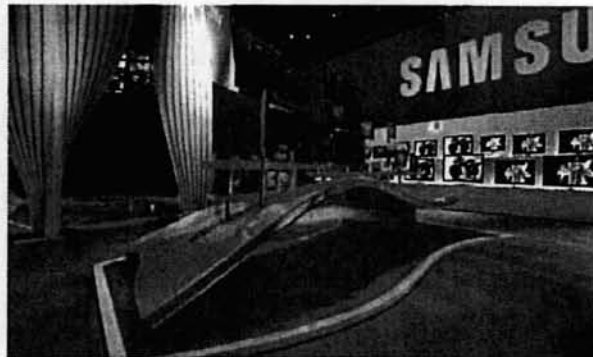
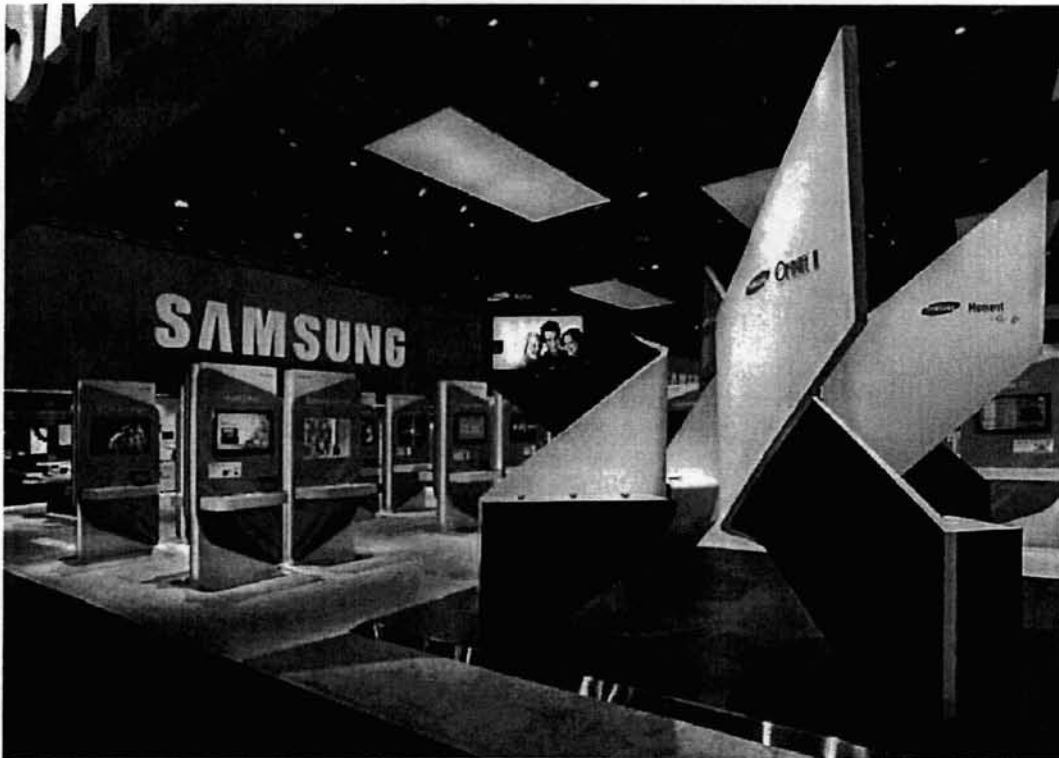
ABPM (Association of Briefing Program Managers)

Partial Client Listing

A.T. Cross Company	Fidelity Investments	NCR
Abbott Vascular	Freescale Semiconductor	NFL International
Alcatel-Lucent	FUJIFILM USA	Nitomed
Altadis	GE Money	Owens Corning
Aristocrat	Gensler	PDL BioPharma, Inc.
Art Leather	GOJO Industries	Pioneer Electronics (USA)
Aspen Marketing Services	Hankook Tire America Corp.	Pirelli Tire North America
Aspreva Pharmaceuticals	Home Depot	Progressive Gaming Int'l.
Bally Gaming Systems	InComm	R.J. Reynolds
Bank of America	IRWIN Industrial Tool	Rocket Gaming Corporation
Biotronik	ITT	S1 Corporation
Broksonic	JCM American Corp.	Salvagnini America
Bulgari Retail USA	Joy Carpets	Samsung Electronics
Canon USA	Kenwood Therapeutics	Selig Enterprises
Cardiac Science	Lenox	South African Tourism
Charles Schwab	Level 3 Communications	Symantec Corporation
Chase Home Finance	LG Electronics	Teledyne Controls
CIBA	Logitech	The Hershey Company
CISCO SYSTEMS	LPA	Toyo Tires Corporation
CITGO Petroleum Corporation	McAfee	Unidesa Gaming & Systems
Codonics	Mentor Graphics Corporation	UNIPRO Foodservice
ConocoPhillips	MGM Mirage Design Group	US Smokeless Tobacco
Conwood Sales	Mohawk Group	Valvoline
Cubic Corporation	Mohawk Industries-Residential	Yamaha Motor Corporation USA
Doak Dermatologics	Monterey Boats	Zyvax
Doosan Infracore America	National Geographic School Pub	

Portfolio

Samsung Electronics



Samsung showed off their technology at the 2010 Consumer Electronics Show in a way that made it impossible to ignore. Visitors were wowed when they experienced the breathtaking entry to the 32,000 square foot exhibit. Inside, attendees were immediately immersed by sights and sounds from 128 monitors - all synced together with a flowing video of spectacular color and imagery.

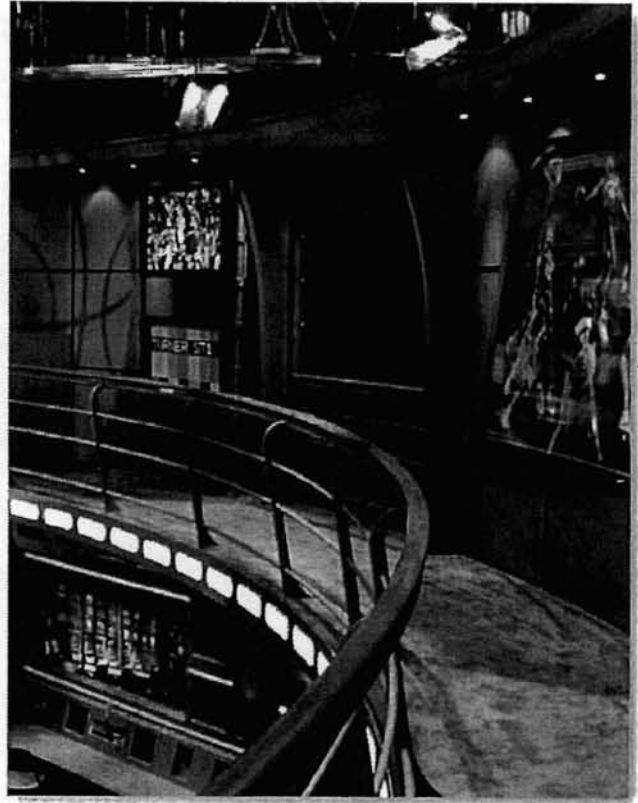
The theme was organic shapes, natural elements and images. Leaves, lilies, flowers, spirals and wave shapes predominated the display areas in this open, free-form floor plan.

Sling Media

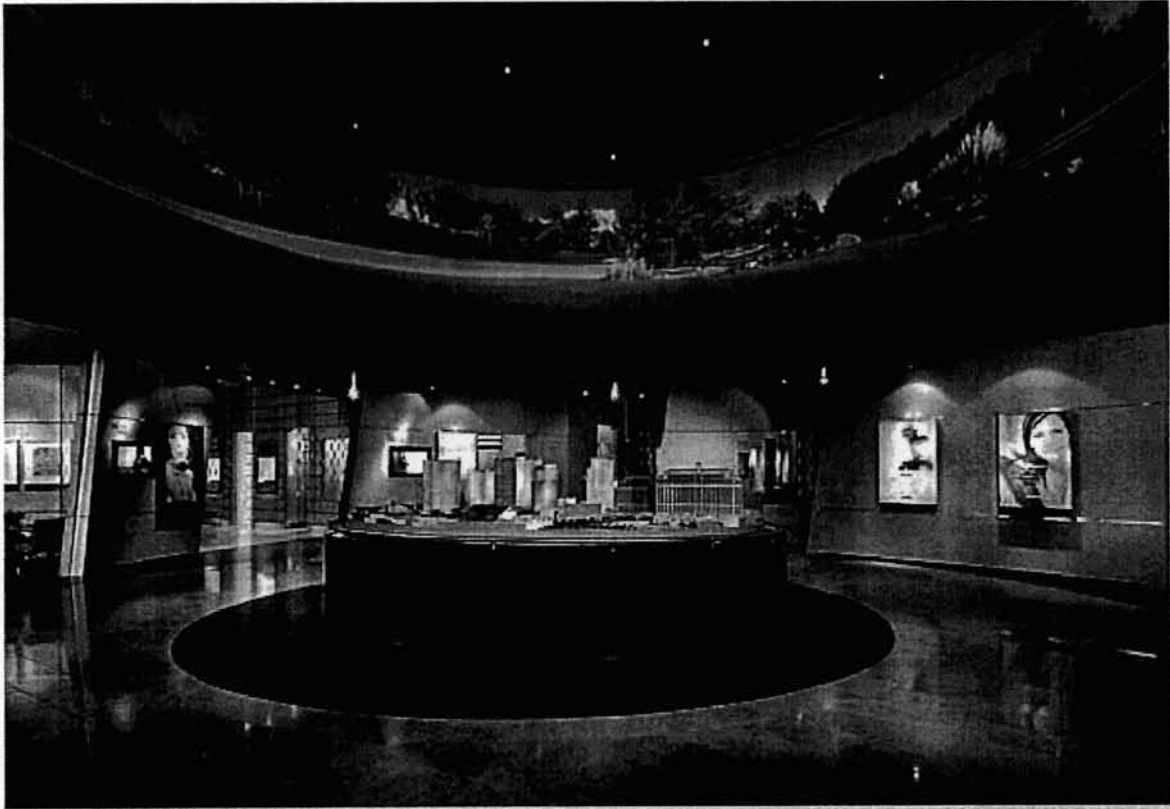


TNT

In 1999, MC² designed, fabricated and installed the studio from the NBA halftime set for the NBA on TNT television show.



MGM City Center

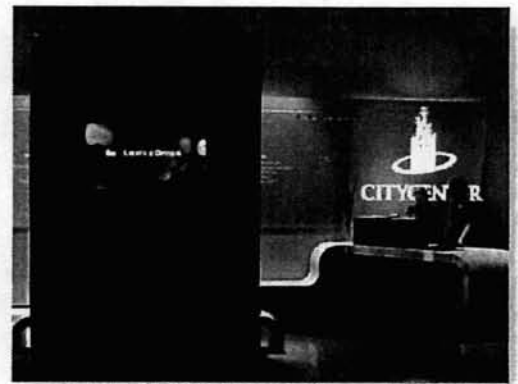


Sling Media



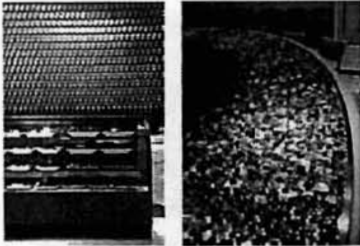
Corporate Headquarters

MGM Mirage



Concierge Desk
Las Vegas, NV, United States

FAO Schwarz



These retail environments are extremely active, high profile installations. It remains fully functional and one of the consistent attention-getters for FAO Schwarz, despite intense competition from other environments inside the store.



Pro Forma Financial Plan –

Public-Private Marketing Partnership

To market and attract visitors to the Georgia Music Hall of Fame museum in Dahlonega, the proposer would utilize the services of its private-sector partner, Morton Vardeman & Carlson (MVC), the region's largest advertising and public relations agency. The proposer has a long-standing relationship with MVC involving a number of marketing projects related to the institution's branding and image positioning, including an ongoing testimonial advertising campaign featuring outstanding alumni of North Georgia College & State University.

Morton Vardeman & Carlson – Credentials

Morton Vardeman & Carlson is a full-service strategic marketing agency based in Gainesville, Georgia. Founded in 1973, the firm is the oldest and largest strategic marketing, advertising and public relations agency north of Atlanta. Its customer base reaches outside North Georgia as well, spanning the East Coast from Maine to Florida in addition to clients overseas.

Related to this Request for Proposal, Morton Vardeman & Carlson offers expertise and experience among its 12-member staff with a number of regional tourism-related projects and clients, including the following:

- John Jarrard Songwriters Music Concert, Gainesville, Ga. (annual promotions)
- Atlanta Botanical Garden/Smithgall Woodland Garden (public relations)
- State Botanical Garden of Georgia (promotional materials)
- Sautee-Nacoochee Folk Pottery Museum (grand-opening public relations, marketing)
- Winegrowers Association of North Georgia (grant writing)
- Smith House Restaurant, Dahlonega (advertising)
- Chattahoochee-Oconee Forest Interpretive Association (promotional materials)
- Marina Bay, Lake Lanier (marketing and advertising)
- Northeast Georgia History Museum (public relations, video documentary)
- City of Oakwood (public relations, marketing)
- Mule Camp Market fall festival, Gainesville, Ga. (promotions, publicity)
- Chattahoochee Country Club, Gainesville, Ga. (branding, marketing)
- Turneffe Island Lodge, Belize (advertising, newsletters)

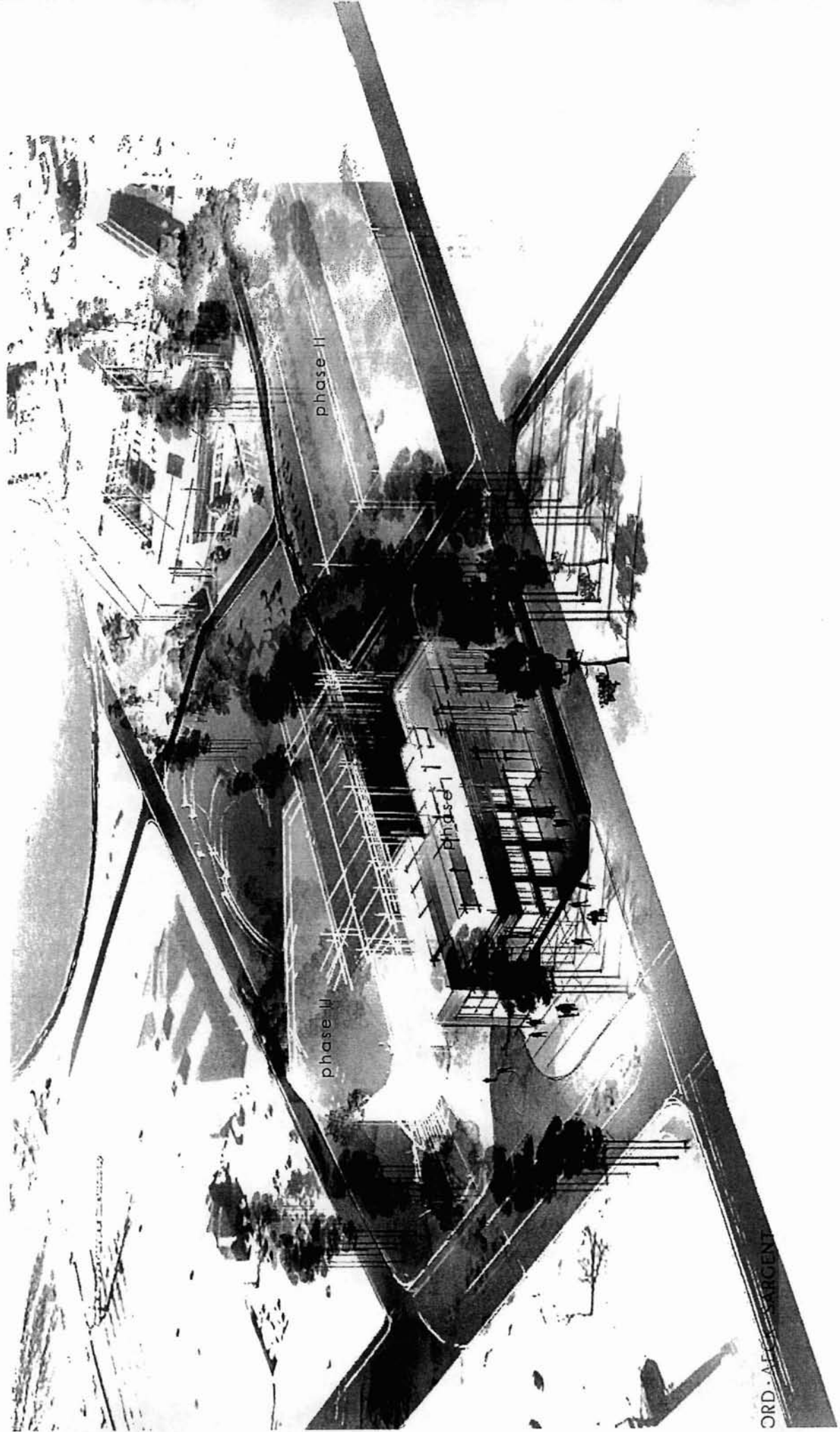
In addition, MVC agency owner John Vardeman has been personally involved in promoting the Northeast Georgia region through his past leadership as chairman of the Greater Hall Chamber of Commerce, president of Gainesville Rotary Club, and a trustee with Leadership Georgia.

For more information about Morton Vardeman & Carlson, refer to the company's website at Morton.Vardeman.com.

Appendix B

Rendering, Site Plans, and Site Map of Facility.

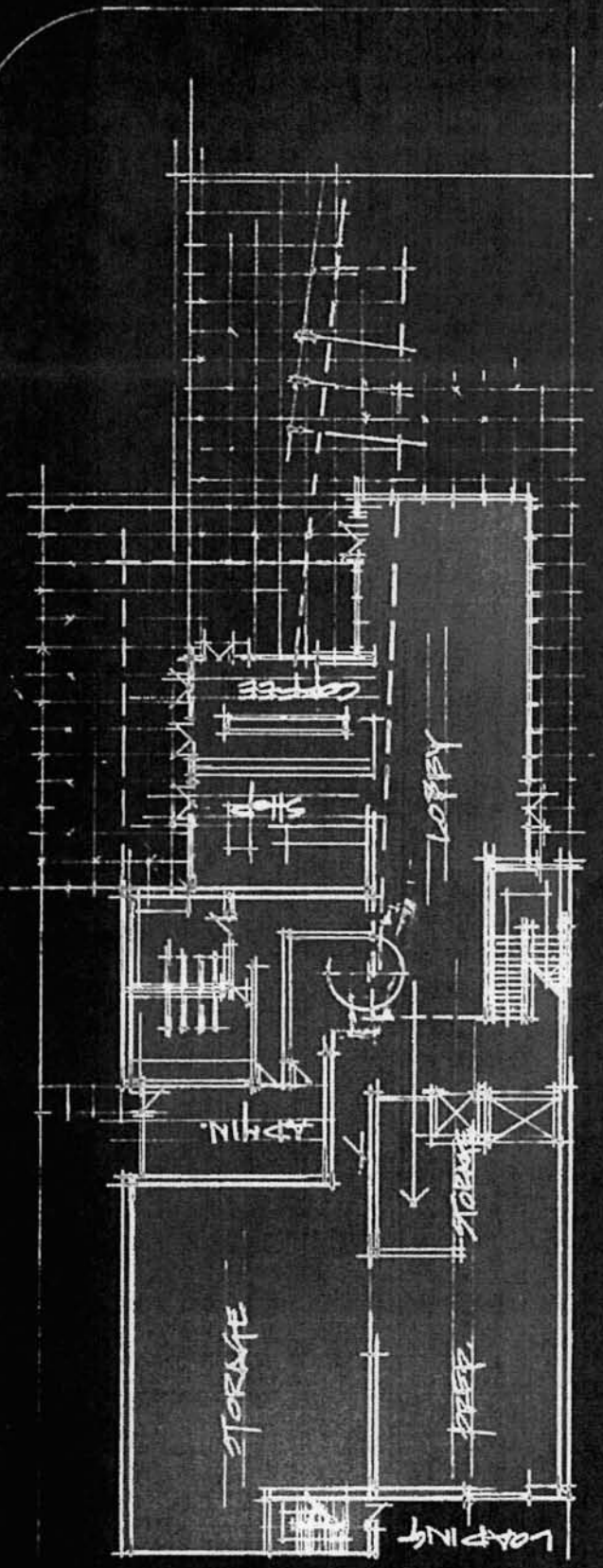
georgia music hall of fame
dahlgren



ORD. A.F. ARGENT

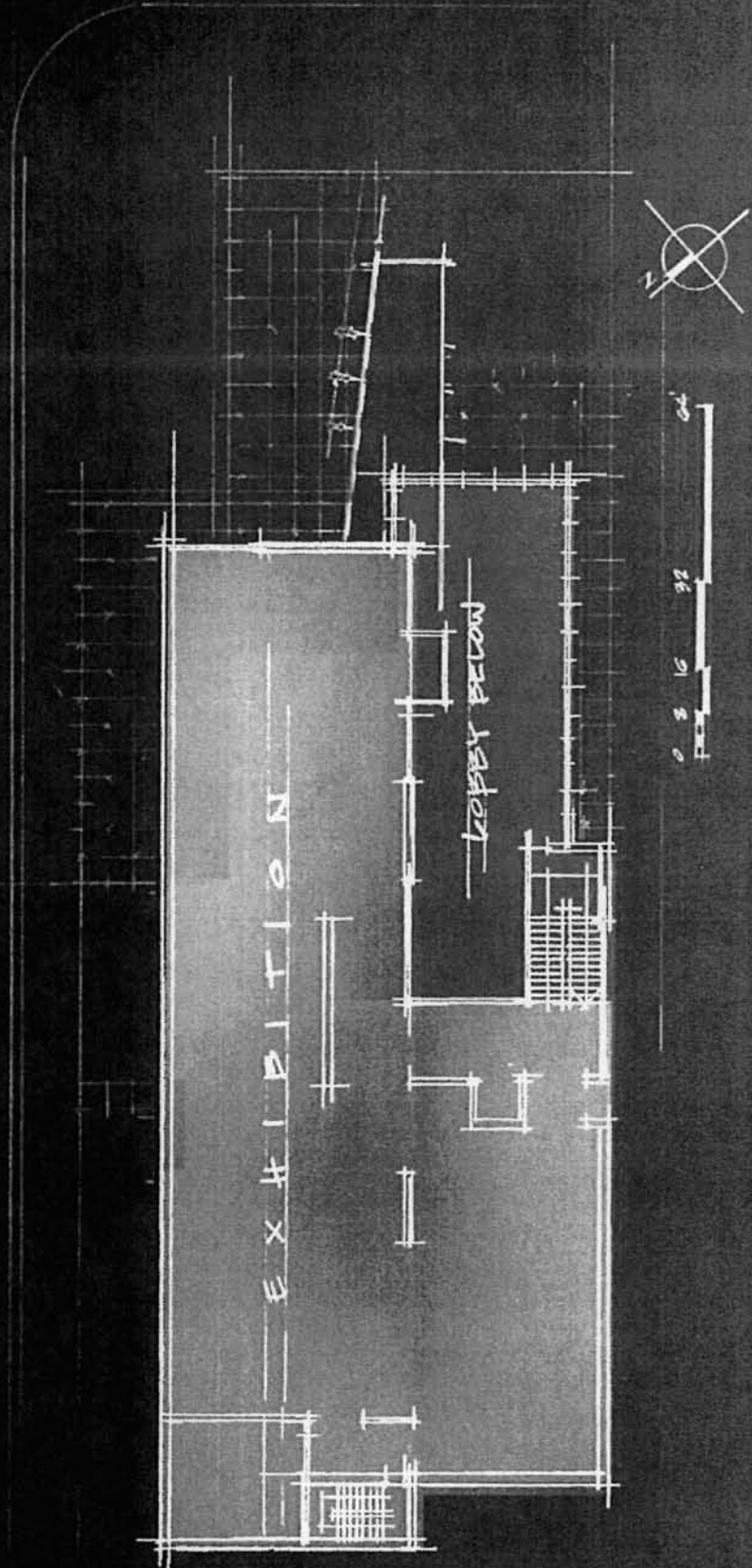
first floor

SOUTH CHESTNUT ST.



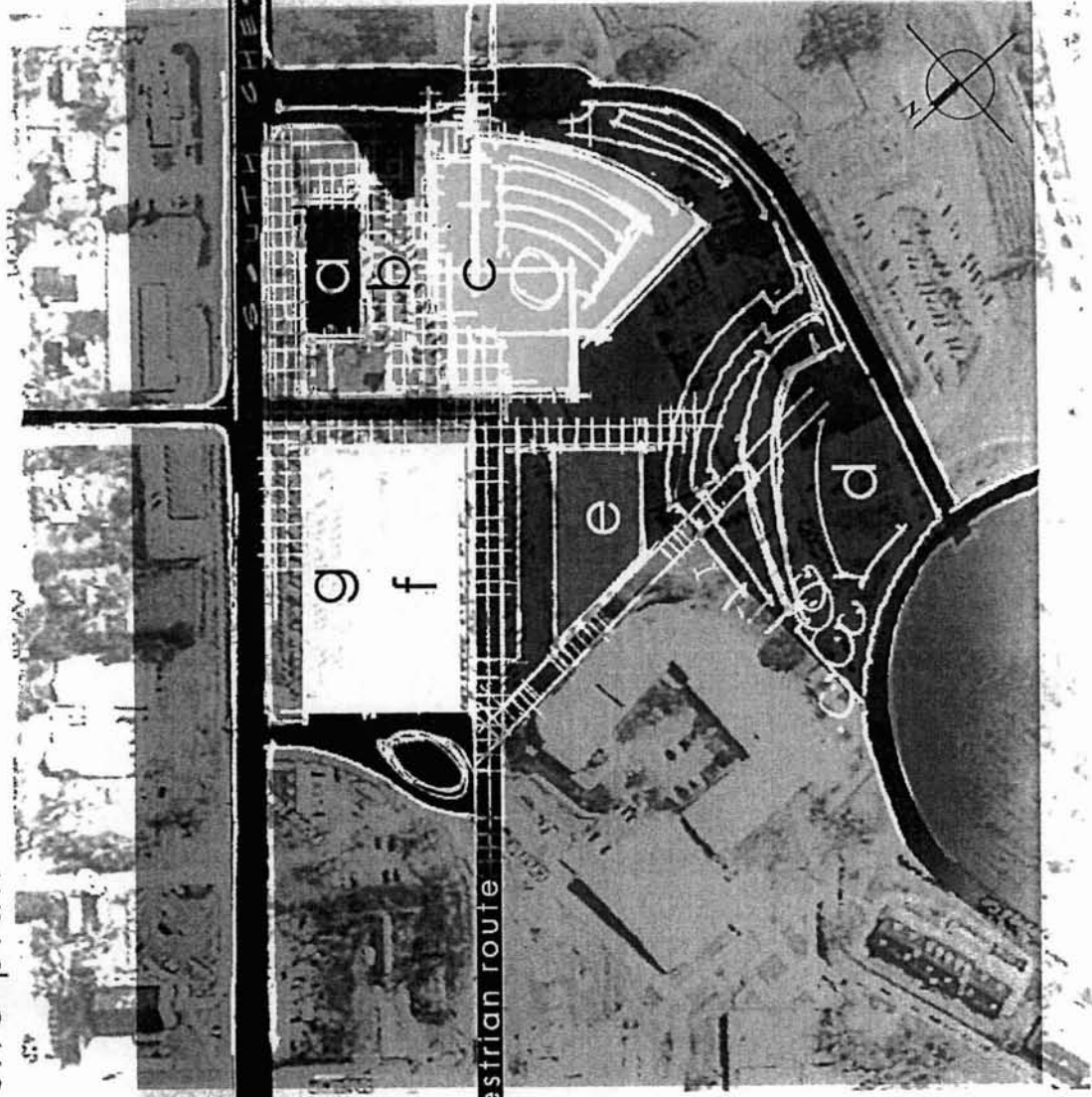
K. SARCENT

second floor



BECK · SARGENT

site plan



phase I

- a georgia music hall of fame
- b plaza

phase II

- c performing arts center
- d amphitheater
- e future academic building
- f parking deck
- g future building

Appendix C

Description of Marketing Effort.

Marketing Section

Approach to Marketing the Georgia Music Hall of Fame

Based upon its expertise and past experience in marketing the Northeast Georgia region, the proposer and its marketing partner would develop an extensive strategic-marketing plan that covers these primary basic tenets:

- Collaboration with ongoing successful marketing efforts of numerous local tourism drivers, including the Dahlonega Visitor Center (225,000 annual visitors); the 100+ shops and restaurants of Downtown Dahlonega (300,000); the historic Smith House restaurant (100,000); annual Gold Rush Days fall festival (200,000+); the Dahlonega Gold Museum (40,000); Consolidated Gold Mine (85,000); Crisson Gold Mine (55,000); Wolf Mountain Vineyards (15,000); and Montaluce Winery (30,000).
- Collaboration with marketing efforts of the tourism division (CVB) of the Dahlonega-Lumpkin County Chamber of Commerce as well as other CVBs and Chambers of Commerce throughout Northeast Georgia.
- Coordinated marketing efforts with North Georgia College & State University, which already spends hundreds of thousands of dollars annually to attract potential students, their parents, and other regional visitors to its campus.
- Coordinated marketing efforts with the Georgia Department of Economic Development, particularly in providing marketing materials for distribution at State Visitor Information Centers and other popular venues associated with the state (Lake Lanier Islands, Brasstown Valley Resort, state parks, etc.).
- Taking full advantage of Dahlonega's status as one of the state's top tourism destinations by attracting and capturing visitors already traveling to the area. Heavy use of outdoor advertising, particularly along the major Georgia 400 highway corridor between Atlanta and Dahlonega, would be anticipated as a major part of that strategy.
- Focus on marketing to the state's highest population center, metro-Atlanta, which lies less than an hour from the City of Dahlonega, in addition to the rest of the state and Southeast. Promotional efforts would likely include website and social media marketing, publicity and various public-relations strategies, and traditional print advertising placements in entertainment and travel-oriented publications such as Southern Living and Atlanta Magazine, as well as travel newsletters nationwide.

Collaborative Marketing

In conclusion, the primary point that should be made in regard to marketing the proposed new Georgia Music Hall of Fame at North Georgia College & State University is that Dahlonega and the Northeast Georgia region already have a proven and established track record in attracting high visitation to this part of the state. Consequently, our marketing plan will be developed in concert and partnership with the successful tourism entities of the region – followed by measurement, assessment and fine-tuning of our return on investment through ongoing market research.

Appendix D

Financial Pro Formae.

GEORGIA MUSIC HALL OF FAME
 PERFORMA COMPARATIVE BALANCE SHEETS
 September 30, 2011, 2012, 2013, 2014, 2015, and 2016

	2011	2012	2013	2014	2015	2016
ASSETS						
Current assets						
Cash	\$ 194,197	\$ 375,494	\$ 565,931	\$ 765,822	\$ 975,385	\$ 1,194,846
Total current assets	194,197	375,494	565,931	765,822	975,385	1,194,846
Capital assets						
Buildings ⁴	4,750,000	4,750,000	4,750,000	4,750,000	4,750,000	4,750,000
Fixtures and equipment ⁴	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Accumulated depreciation	-	(218,750)	(437,500)	(656,250)	(875,000)	(1,093,750)
Total capital assets (net of accumulated depreciation)	5,750,000	5,531,250	5,312,500	5,093,750	4,875,000	4,656,250
Total assets	5,944,197	5,906,744	5,878,431	5,859,572	5,850,385	5,851,096
LIABILITIES						
Current liabilities						
Notes payable (USDA) ³	11,410	11,845	12,297	12,766	13,253	13,253
Total current liabilities	11,410	11,845	12,297	12,766	13,253	13,253
Long-term liabilities						
Notes payable (USDA) ³	962,974	951,504	939,582	927,191	914,313	901,435
Total liabilities	974,384	963,349	951,879	939,957	927,566	914,688
NET ASSETS						
Invested in capital assets net of related debt	4,775,616	4,567,901	4,360,621	4,153,793	3,947,434	3,741,562
Unrestricted	194,197	375,494	565,931	765,822	975,385	1,194,846
Total net assets	\$ 4,969,813	\$ 4,943,395	\$ 4,926,552	\$ 4,919,615	\$ 4,922,819	\$ 4,936,408

GEORGIA MUSIC HALL OF FAME
PERFORMA COMPARATIVE STATEMENTS OF REVENUES, EXPENSES AND
CHANGES IN NET ASSETS

For the fiscal years ending September 30, 2011, 2012, 2013, 2014, 2015, and 2016

	<i>Number of Ticket Sales @ \$7.50</i>					
	-	50,000	51,250	52,531	53,845	55,191
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
OPERATING REVENUES						
Admissions	\$ -	\$ 375,000	\$ 384,375	\$ 393,984	\$ 403,834	\$ 413,930
Facility Rental	-	45,000	46,125	47,278	48,460	49,672
Retail Store	-	220,000	225,500	231,138	236,916	242,839
Concessions	-	30,000	30,450	30,907	31,370	31,841
Other	-	50,000	50,000	50,000	50,000	50,000
Total operating revenues	<u>-</u>	<u>720,000</u>	<u>736,450</u>	<u>753,307</u>	<u>770,580</u>	<u>788,281</u>
OPERATING EXPENSES						
Cost of sales and services						
Marketing	-	150,000	150,000	150,000	150,000	150,000
Utilities ²	-	-	-	-	-	-
Maintenance ²	-	-	-	-	-	-
Office Supplies	-	10,000	10,000	10,000	10,000	10,000
Insurance	-	12,500	12,500	12,500	12,500	12,500
Cost of goods sold (retail & concessions)	-	81,000	82,875	84,795	86,760	88,772
Personal services ¹	-	237,400	243,335	249,418	255,654	262,045
Depreciation	-	218,750	218,750	218,750	218,750	218,750
Total operating expenses	<u>-</u>	<u>709,650</u>	<u>717,460</u>	<u>725,463</u>	<u>733,664</u>	<u>742,067</u>
Operating income (loss)	-	10,350	18,990	27,844	36,917	46,214
Non-operating revenues (expenses)						
Contributions (private donor)	5,000,000	-	-	-	-	-
Interest revenue	7,500	500	1,000	1,600	2,200	2,800
Interest expense	(37,687)	(37,268)	(36,833)	(36,381)	(35,912)	(35,425)
Total non-operating revenues (expenses)	4,969,813	(36,768)	(35,833)	(34,781)	(33,712)	(32,625)
Change in Net Assets	4,969,813	(26,418)	(16,843)	(6,937)	3,205	13,589
Net Assets, October 1	<u>-</u>	<u>4,969,813</u>	<u>4,943,395</u>	<u>4,926,552</u>	<u>4,919,615</u>	<u>4,922,819</u>
Net Assets, September 30	<u>\$ 4,969,813</u>	<u>\$ 4,943,395</u>	<u>\$ 4,926,552</u>	<u>\$ 4,919,615</u>	<u>\$ 4,922,819</u>	<u>\$ 4,936,408</u>

GEORGIA MUSIC HALL OF FAME
PERFORMA COMPARATIVE STATEMENTS OF CASH FLOWS
For the fiscal years ending September 30, 2011, 2012, 2013, 2014, 2015, and 2016

	2011	2012	2013	2014	2015	2016
Cash flows from operating activities:						
Receipts from customers	\$ -	\$ 720,000	\$ 736,450	\$ 753,307	\$ 770,580	\$ 788,281
Payments to suppliers	-	(253,500)	(255,375)	(257,295)	(259,260)	(261,272)
Payments to employees	-	(237,400)	(243,335)	(249,418)	(255,654)	(262,045)
Net cash provided (used) by operating activities	-	229,100	237,740	246,594	255,667	264,964
Cash flows from capital and related financing activities:						
Contributions (private donor)	5,000,000					
Issuance of promissory notes (USDA) ³	1,000,000	-	-	-	-	-
Acquisitions of capital assets ⁴	(5,750,000)	-	-	-	-	-
Debt issuance costs	(15,000)	-	-	-	-	-
Principal Payment on	(10,991)	(11,410)	(11,845)	(12,297)	(12,766)	(13,253)
Interest paid	(37,312)	(36,893)	(36,458)	(36,006)	(35,537)	(35,050)
Net cash provided (used) by capital and related financing activities	186,697	(48,303)	(48,303)	(48,303)	(48,303)	(48,303)
Cash flows from investing activities:						
Interest received	7,500	500	1,000	1,600	2,200	2,800
Net cash provided (used) by investing activities	7,500	500	1,000	1,600	2,200	2,800
Net increase (decrease) in cash and cash equivalents	194,197	181,297	190,437	199,891	209,564	219,461
Cash and cash equivalents, October 1	-	194,197	375,494	565,931	765,822	975,385
Cash and cash equivalents, September 30	\$ 194,197	\$ 375,494	\$ 565,931	\$ 765,822	\$ 975,385	\$ 1,194,846

Notes to the Performa Statements

- 1 The following is a listing of proposed employees.

Employees List

Title	Pay/hr.	hrs./week	Pay
Director		40	100,000
Curator		40	75,000
4 Ticket collection (Part-Time)	\$ 6.00	120	37,440
2 Tour leader (Part-Time)	\$ 8.00	60	24,960
 Total			 <u>\$ 237,400</u>

The University will provide maintenance and custodial services to the Hall of Fame.
 The University will provide Public Program and Educational support through the Performing Arts Department.

- 2 The University will provide all Utilities and Maintenance for the Hall of Fame.
- 3 The City will obtain a note from the USDA for \$1,000,000. The loan will be repaid at 3.75% interest over 40 years.
- 4 Capital Budget includes the following assets

Hall of Fame Building	\$ 4,750,000
Furniture and Display Fixtures	<u>1,000,000</u>
Total Capital Assets	<u>\$ 5,750,000</u>

Georgia Music Hall of Fame Authority

*Request for Proposals
For the Operation, Management, and Location of the
Georgia Music Hall of Fame Museum*

Request for Proposal Number: 92900-101-000000001
Addendum Number: 01 Dated: December 8, 2010

Requesting Agency: Georgia Music Hall of Fame Authority
RFP Initially Mailed/Posted to Internet: October 7, 2010
RFP Due Date: December 10, 2010 Time: 5:00:00 PM EDT

The attached information is made a part of this RFP. The purpose of this addendum is to provide the following:

Section 3.5 "Financing Plan/Economic Impacts" is deleted in its entirety and the following is substituted in its place:

"3.5. Financing Plan/Economic Impacts

Another key objective of the proposal process is to identify how the actions of the Proposer will result in a self sustainable museum facility. Accordingly, based on the preceding concept plan, provide a five-year pro forma financial plan¹ in paper and electronic format, detailing the following:

- Income statement;
- Balance sheet;
- Cash flow statement; and
- Capital expenditure budget (if necessary).

Please attach to the pro forma financial plan a descriptive program respectively for i) marketing, and ii) staffing requirements² for the museum facility. Proposers that anticipate using the current museum facility should expect to purchase or rent such facility at fair market value. The Authority has determined the fair market rental rate to be \$10.19 per square foot at the current museum facility. Proposers are not required to rent the entire current museum facility space. However, a Proposer that anticipates renting the current museum facility or a portion thereof will be required to maintain the entire museum facility premises and pay for any and all necessary utilities."

¹ Proposers at a minimum should include in their pro forma financial plan projections for attendance, admission price, memberships, salaries & benefits, utilities, maintenance/supplies, marketing/promotions, programming, lease/mortgage payments, transferring and archiving the Authority's collection to the museum facility, and any other event income. Proposers must provide detailed explanations of the methodologies and assumptions used in reaching their projections.

² The requirements for a qualified curator must include: a background in history; public history, museum studies or a related field; previous experience in a museum or archival position; knowledge of preservation and conservation techniques for historical artifacts and documents; and, familiarity with the handling of accession and donor records using standard museum cataloguing procedures."

Note: Review Carefully!

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: A signed acknowledgment of this addendum (this page) should be attached to your RFP proposal.

Andrew J. Leavitt
Proposer Name
Chant
Signature
Vice President 12/10/2010
Typed Name and Title Date

THE DUNWOODY MUSIC CONSERVANCY, INC
(A 501 (c) 4 Corporation)

Response

to

Georgia Music Hall of Fame Authority



RFP 92900-101-0000000001

For the Operation, Management, and Location

of the

Georgia Music Hall of Fame

December 10. 2010



THE DUNWOODY MUSIC CONSERVANCY, INC
(A 501 (c) 4 Corporation)

Response

to

Georgia Music Hall of Fame Authority



RFP 92900-101-0000000001

For the Operation, Management, and Location

of the

Georgia Music Hall of Fame

December 10, 2010



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3.1 Cover Letter

THE DUNWOODY MUSIC CONSERVANCY, INC.
1859 TENNILLE COURT
DUNWOODY, GA 30338-3615

December 10, 2010

Ms. Lisa Love, Director
Georgia Music Hall of Fame Authority
200 Martin Luther King, Jr. Blvd
Macon, Georgia 31201

Dear Ms. Love:

As a qualified Proposer, it is a pleasure to submit this proposal wherein the Dunwoody Music Conservancy, Inc. ("DMC"), a 501(c)4 organization, that will operate, manage, and provide a museum facility that will promote music events, educate and chronicle the history of music in Georgia and house the Georgia Music Hall of Fame to honor individuals that have made outstanding and lasting contributions to music in this state or elsewhere.

DMC has organized a selected group of leaders from the community who are committed to community service, the arts and economic development. Following is the Leadership Team:

- **Danny Ross, Chairman**
Entrepreneur, Inventor, Venture Capitalist, Fund Raiser (\$400 million), Community Involved, Preserver of History & Heritage, Music Lover, Founding City Councilman
- **Robert Kinsley, Member**
Successful Business Executive, President of one of the Largest Arts Facilities in the South
- **William McCahan, Member**
Successful Corporate Marketing Executive with Worldwide responsibility, Olympic Fund Raiser (\$900 million), Community Involved, Historic Preservation
- **Bryan C. W. Tate, Member**
Entrepreneur, Successful Business Executive, Community Involved, Lover of the Arts
- **Brad Sturgeon, Member**
Hospitality Executive, Community Involved, Economically Driven
- **Del Moon, Member**
Public Relations and Communication Executive, Music Lover, Founder of a Music Hall of Fame



- **Bill Grant, Member**
Entrepreneur, Successful Constructive Executive, Community Leader, Business Leader
- **Yvonne Williams, Member**
Superb Executive, Successful Business Leader, Community Developer, Problem Solver, Transportation Expert, Community Involved

As Chairman, I will serve as the contact for the DMC. Following is my contact information:

Danny Ross, Chairman
The Dunwoody Music Conservancy, Inc.
1859 Tennille Court
Dunwoody, GA 30338-3615
ddross@bellsouth.net
404.932.3281

Again, it is a pleasure to submit the enclosed proposal. We look forward to hearing from you in early 2011. If you should have any questions or need additional information, please do not hesitate contacting me.

Very truly yours,

A handwritten signature in black ink, appearing to read "Danny Ross".

Danny Ross
Chairman



3.2 Statement of Project Understanding

During recent months the Leadership Team of the Dunwoody Music Conservancy, Inc. ("DMC") has made multiple visits to the Georgia Music Hall of Fame ("GMHF") in Macon. During those visits we gained a great appreciation for the rich music history and heritage our state of Georgia has established during the past two centuries. The artifacts and materials which have been assembled by the Georgia Music Authority since the inception of the GMHF in 1976 represents a treasure which serves as a reminder of the importance of music in our society. The genres of Georgia music satisfy every taste from country to classic, from pop to rock, from stage to screen and from rap to gospel.

Our music reflects our culture, our lives and our dreams. It inspires and teaches. By preserving the history and heritage of our music, we celebrate our diversity and ensure that the sounds of this and past generations of Georgians continue to be enjoyed, appreciated and learned from. This is the responsibility the DMC will shoulder if it is selected as the new home of the Georgia Music Hall of Fame.

Analysis

The strategy that will be deployed by DMC will address four areas:

1. Locate the facility to a high density area where attendance can be significantly increased;
2. Use technology to provide a richer and more memorable experience for the visitors;
3. Continually refresh the exhibits by initiating exchanges with other museums that will provide the incentive and motivation for visitors to return multiple times each year; and,
4. Initiate satellite museum locations where the rich music history of Georgia can be shared with the entire state.

Dunwoody

Dunwoody, Georgia's newest city, is located 15 minutes from downtown Atlanta, and is within 30 miles of nearly 5.5 million people, many with an appreciation of music. Dunwoody is centrally located among the major attraction and cultural destinations of this region including Stone Mountain, Six Flags, the Georgia Aquarium, Gwinnett Center, High Museum, Botanical Garden, Fernbank Museum, Chastain Park, Verizon Amphitheater, the Cobb Energy Center and the Kennesaw National Battlefield Park, making it a perfect destination for visitors from outside the region, state or country to stay (see "Addendum A"). See Addendum F for a list of the Atlanta Business Chronicle Top 25 Attractions in Metro-Atlanta.

Mission

The Georgia Music Hall of Fame preserves and promotes the state's rich musical heritage through programs of collection, exhibition, education and performance. The museum fosters an appreciation for Georgia music and



stimulates economic growth through a variety of dynamic partnerships and initiatives. Through the Georgia Music Hall of Fame's Music in Kids' Education ("M.I.K.E.") programs, students are provided with music education opportunities through performances, camps and workshops.

To the above Mission Statement, the DMC would make the mission accessible to the largest audience of any of the bidders who may respond to this Request for Proposal ("RFP"). Over 1 million students reside within an easy 30 minute bus ride of Dunwoody. It is the belief of and will be the responsibility of the DMC to provide access to the GMHF to the broadest number of people, be they students or parents or just lovers of music.

In addition, the DMC envisions establishing satellite GMHF locations in Macon; Albany, Savannah, Augusta, Athens and other communities that have made important contributions to Georgia's music industry. This will maximize exposure of Georgia's music legacy to all the citizens of our state as well as those who visit our state. Operating from secure store-front or existing museum locations, these cities will be able to celebrate their musical legends at the local level. These satellite facilities will also be used to create awareness and promote the attractions in the main location in Dunwoody.

The initial location will be inside Perimeter Mall, the second busiest mall in the South, attracting over 18 million visitors annually. By locating the GMHF inside Perimeter Mall, attendance numbers will increase exponentially. In this response this strategy will be discussed in more detail and pictures of the facility will be provided. See pictures of Perimeter Mall in Addendum C.

The efforts of the DMC to secure the GMHF for Dunwoody is endorsed by the Dunwoody Chamber of Commerce, the Convention and Visitors Bureau of Dunwoody, the Spruill Center for the Arts, the Perimeter Center Improvement District ("PCID") and the City of Dunwoody. It should be noted that no funds have been committed by these leaders, the Spruill Center for the Arts has committed over \$3 million in prime real estate located in the heart of Perimeter Center to construct the Performing Center for the Arts of Dunwoody which would be the permanent home of the GMHF, the performing arts auditorium, meeting rooms, recording studios and exhibit space for the performing and visual arts.

Facility

DMC plans to construct a new permanent facility for the GMHF, which will be constructed at the current location of the Spruill Center for the Arts in Perimeter Center. It will be financed by private (corporate, foundations and individuals) funds that will be raised by the DMC Leadership Team. The new facility, to be named the Center for Performing Art of Dunwoody, will include:

- The GMHF attraction and archival storage
- A performing arts auditorium with seating for 800 people
- Meeting rooms
- Class rooms



- Exhibit rooms for both musicians and fine artists, recording studios and other features to be determined
- Ample parking

Technology

Technology has advanced extensively since the Macon facility was constructed in mid-1990. Much of this technology provides an opportunity for a more interactive experience for visitors to the GMHF in Dunwoody. DMC will implement this technology and in so doing will create a much more memorable experience at the Dunwoody GMHF.

Other Strategies

Other strategies for attracting repeat visits by GMHF visitors will be discussed later in this response.

Economic Development

The GMHF will provide a significant boost to the economy of Dunwoody, the Perimeter Center and Metro Atlanta area. The proposed satellite facilities will also boost the economy of the remote locations as well. The DMC believes it is reasonable to expect over 125,000 visitors to the facility during the first year. This number will grow to 260,000 during the second year as the awareness of the facility gains traction and as the enhanced experience generated by new technologies spreads awareness by positive word-of-mouth promotion. Using the Rock and Roll Hall of Fame in Cleveland (which creates an annual \$107 million impact on the local economy with 500,000+ annual visitors) as a model, it is reasonable to expect the economic impact in Dunwoody to approach \$50 million during the initial year. Much of this economic impact will be accrued by the five major hotels in Dunwoody and the 22 hotels located in Sandy Springs (adjacent to Dunwoody), the more than 50 restaurants and the hundreds of retail shops in the area.

Sustainability

The DMC will operate the facility in a fiscally responsible manner. Source of funds will include donations, membership, entrance fees, sponsorships, merchandising, special events and naming rights. Dunwoody has a history of supporting charitable organizations, especially organizations that support history, heritage and the arts. The principals of the DMC have a history of raising substantial funds for non-profits, churches, corporate and other organizations. The conservative approach to financial management is exemplified in the City of Dunwoody (where one of the DMC principals serves as a member of the City Council and is a member of the budget and audit committees). The new city, in the second year of operation, had a surplus of \$2.7 million and a high level of service in a time when most municipalities are operating at a deficit or with reduced services.

The Leadership Team of the DMC also has relevant experience to starting and developing a state music hall of fame. More information will be provided on the



experiences of the principals of the DMC and how those experiences will be applied to making the GMHF sustainable in Dunwoody.



3.3 Description and Capabilities of the Proposers

The Dunwoody Music Conservancy, Inc. ("DMC")

The Dunwoody Music Conservancy, Inc. is a 501 (c) 4 corporation which was formed to relocate, operate, manage and to provide a museum facility that will promote music events, educate and chronicle the history of music in Georgia, and house the Georgia Music Hall of Fame to honor the individuals that have made outstanding and lasting contributions to music in the state or elsewhere.

General Background and Experience of the DMC Leadership Team

Following is the leadership/Board of Directors of the Dunwoody Music Conservancy. The background of the Leadership Team provides evidence of incredible fundraising capability, non-profit and fine art executive skills, start-up and technology knowledge, construction and hands-on music hall of fame expertise. The background of the Leadership Team demonstrate the ability to launch new start-up ventures, raise considerable sums of money, build an organization and promote the enterprise. In reviewing these backgrounds you will find significant community involvement, broad career achievements and energy to insure the success of the GMHF in Dunwoody. Non of the Leadership Team has filed for bankruptcy in the past five years. The complete resumes of each member can be found in Addendum B.

Danny Ross

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Mr. Ross is the founding chairman of the Dunwoody Music Conservancy, Inc.. He also is a founding member of the City of Dunwoody City Council where he currently serves as a Councilman-at-Large. Mr. Ross is the Managing Director of DDR Holdings, LLC, an intellectual property company. Mr. Ross holds three systems and methods patents relating to syndicating commerce on the internet. This syndication technology served as the backbone for Nexchange Corporation, which he co-founded and served as Chairman of the Board of Directors from October 1996 until December 2000. Mr. Ross served as the President of White Ross Management Company, a venture capital management firm, from 1984-2001 where he was instrumental in starting and building over thirty high technology companies and was responsible for raising over \$400 million in private placements and public offerings for this venture capital portfolio.

Mr. Ross is actively involved in the community. Mr. Ross has served as a member of the Board of Directors of Dunwoody Country Club, the Pastoral Board of All Saints Catholic Church where he was a founding member and led the effort to raise over \$4 million to construct additional Catholic Schools and was a member of the Board of Young Singers of Callanwolde from 1995-1999. Mr.



Ross, together with his wife Queenie, served as Co-Presidents of the Dunwoody Preservation Trust ("DPT") from 2003-2008. Under their leadership DPT has completely renovated the Dunwoody Town Hall ("Farmhouse") and has facilitated the \$1.2 million purchase of the Donaldson-Chesnut Farm, saving this circa 1867 home. The Donaldson-Chesnut Farmhouse was listed on the National Historic Register in 2009. Lemonade Days, an annual celebration of community spirit, is a major fundraising event for DPT. Under their stewardship, this festival has grown each year from a small one day event to a four day festival which attracted over 40,000 citizens from the community to Brook Run Park in 2010. Mr. Ross served as Chairman of the Ethics Committee Task force where he crafted the Code of Ethics, Mission Statement, Vision Statement and Values Statement for the City of Dunwoody.

Mr. Ross and his wife of 45 years, Queenie, have six children and twelve grandchildren and have lived in Dunwoody for most of the past 35 years. Mr. Ross holds a degree from Louisiana Tech in Math and Computer Science.

Robert G. Kinsey

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Mr. Kinsey has over twenty-five years of managerial and leadership success in printing, marketing and software services. Led a very successful corporate turnaround. Energetic, enthusiastic, collaborative. He has been associated with non-profit arts organizations for many years. His love for the arts brought him to his second career of leading a non-profit arts center.

Mr. Kinsey joined the Spruill Center for the Arts, founded in 1975 is one of the largest private, non-profit arts centers in the Southeast, with about 700 classes and 7,000 students per year. Instruction is primarily in visual arts (drawing, painting, ceramics, sculpture, etc.) in 2004 where he continues to serve as the Chief Executive Officer. The Spruill Center also owns a fine art gallery in a historic building, which mounts professional artist exhibitions throughout the year. The Center operates a Summer Camp for kids and outreach programs for seniors, youth, and audiences with special needs.

Mr. Kinsey served as President of Cadmus Technology Solutions, Chief Operating Officer of Cadmus Marketing Services where he assumed ever increasing responsibilities during his 18 years with the company. Mr. Kinsey has a B.S. degree from Georgia Tech in 1974.



William H. McCahan

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Mr. McCahan served in numerous executive and marketing roles in IBM from 1959-1991 including the Assistant General Manager of Personal Computers Worldwide Market Planning. He was General Manager of eight industries in the U.S., U.S. Group Director of Mid-Range Systems, Division Vice President for U.S. Product Marketing (entire product line) where he also chaired the division's national United Way Campaign

Mr. McCahan served as Chief Marketing Officer for the Games where he managed a joint venture between the Atlanta Games (ACOG) and the U.S. Olympic Committee to develop the corporate sponsors for the Games so that the two entities would not be competing. Over \$900 million in sponsorship's were raised under his leadership.

Mr. McCahan was a Senior Vice President & Chief Marketing Officer for Healthcare at National Data Corporation. Mr. McCahan is active in the Kingswood United Methodist Church where he served as Finance Chair and Capital Campaign Chair, Trustee and Stewardship Chair. Mr. McCahan is active member of the Board of Dunwoody Preservation Trust where he chaired the Fundraising event (Lemonade Days) for four years. He serves as a member of the DeKalb County Parks Bonds Citizen Advisory Committee and is a Trustee of Mt. Vernon Presbyterian School. Mr. McCahan is married to his wife of fifty years, Louise and they have two grown children and two grand-children. He is a graduate of the University of Alabama.

Bryan C. W. Tate

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Mr. Tate is the Founder and Chairman of the Board of Digitel Corporation, a Georgia based Telecommunications Company, providing voice (VoIP) and data products and services to commercial customers, and wireless solutions to rural municipalities. Since founding the Company 27 years ago, Mr. Tate has acquired seven companies and recently sold an Internet subsidiary.

Prior to founding Digitel Corporation, Mr. Tate held various management positions at NCR Corporation, Questor Corporation and was interim Chairman and CEO of a publically traded NASDAQ company.



Mr. Tate has been active in the business community and has testified before the United States Senate Committee on Small Business regarding the regulatory issues confronting small business. Mr. Tate also served on the Georgia State Senate - Electronic Commerce Study Committee as a Member of the State of Georgia Digital Signatures Task Force.

Mr. Tate has and continues to serve his community as a past President and Director with the Spruill Center for the Arts, Past President and Chairman of the Atlanta Vietnam Veterans Business Association (AVVBA). He is the current Chairman of the AVVBA Foundation, Inc. and is a member of the Business Executives for National Security (BENS). He is also a current Director on the Board of the Dunwoody Chamber of Commerce, and Vice Chairman of the Board of the Convention and Visitor's Bureau of Dunwoody.

Mr. Tate is married and has one grown son and two grandchildren. Bryan and his wife, Johanna, reside in Dunwoody, Georgia and have a farm in Rutledge, Georgia where they raise miniature Hereford cows and miniature donkeys. They attend Buckhead Church in Atlanta and Pine Grove Presbyterian Church in Newton County.

Mr. Tate earned his Bachelor of Science degree in Industrial Technology in 1968 from Ohio University. Mr. Tate served in the United States Army from 1968 to 1974, and was a combat infantryman in the Republic of South Vietnam. He led a rifle platoon with the 1st Infantry Division, and later served with the 173rd Airborne Brigade.

Brad Sturgeon

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Mr. Sturgeon is a veteran of the hospitality industry where he has served in general management positions for the past twenty-five years. Mr. Sturgeon is currently the general manager of the Embassy Suites Hotels in Buckhead and Dunwoody.

Born in Louisville, Kentucky, Mr. Sturgeon has been active in political and industry affairs for over thirty years. He served as the Intern to County Judge (now minority leader of the U.S. Senator) Mitch McConnell, was a member of the Lexington, Kentucky Environmental Commission and was an academic adviser to two community college hospitality programs.

Mr. Sturgeon currently serves as the Chair of the Convention & Visitors Bureau of Dunwoody where he is a founding member. He served on a study group on Alcohol Ordinance for the City of Dunwoody and was a member of the board of the DeKalb Convention & Visitors Bureau.



Mr. Sturgeon is married and has two children. He is a graduate of the University of Kentucky and is an active member of the UK Alumni Association.

Del Moon

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Mr. Moon serves as President of Full Moon Production, Inc. a company that provides professional marketing communications, project management and event marketing services for a variety of clients in the nonprofit, food service and business to business category.

Mr. Moon previously held positions as Public Relations Manager of United Way of Metropolitan Atlanta, Marketing Director of the Atlanta Glory pro basketball franchise, and operational roles with the 1996 Atlanta Olympic and Paralympic games. He has also held key positions in public relations, development and operations with host organizations for the U. S. Olympic Festival, the USA Track & Field Junior Olympics, the National Senior Games, and the U.S. National Hot Air Balloon Championship, among others.

In 1980 Mr. Moon founded the nonprofit Louisiana Music Center, Inc. (d/b/a Louisiana Music Hall of Fame). Mr. Moon is a graduate of Louisiana State University where he received a B.A. in Broadcast Journalism and was named to the Who's Who in American Colleges and Universities.

He is married and lives in Alpharetta. He currently serves as a board member and consultant to the nonprofit La Musique de Louisiana, Inc. d/b/a Louisiana Music Hall of Fame.

Bill Grant

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Mr. Grant is a committed and dedicated Dunwoody corporate citizen. He is currently the Chairman of the Dunwoody Chamber of Commerce, active on two boards of the City Council and Treasurer of the Spruill Center for the Arts. Mr. Grant and his wife, Peggy, started "Light Up Dunwoody". Mr. Grant has been honored by Sandy Springs as the 2009 Builder of Value. He has been given recognition by the Rotary Club, been an honorary Marshall in the 4th of July parade, adopted the care of 5 islands in Dunwoody some for 20 years, and active



in many Dunwoody committees as well as a major supporter in many local charities like Dunwoody Nature Center, Lemonade Days and the new Fall Music Festival. Bill has been a resident of Dunwoody since 1975.

As the owner and founder of Bill Grant Homes, he has built over 300 homes in Dunwoody including Stephen's Walk, Spalding Lakes, Brooke Farm, Bailey Estates, Bellewood, Ball Mill, Bradford Place, Alden Point, Fenimore, Boxwood and Old Cobblestone.

Prior to launching Bill Grant Homes, Mr. Grant was a Senior Vice President and Chief Operating Officer of Chemlawn where he oversaw the growth from \$12 million to 280 million over a six year tenure with the company. He began his career with S.C. Johnson & Son as a brand manager.

Mr. Grant has a Masters Degree in Marketing from Michigan State University

Yvonne Williams

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Mrs. Williams is the President and CEO of the Perimeter Community Improvement District ("PCID"). She has an exceptional record of successes in building public/private partnerships to expand financial resources and implement projects that have produced positive changes for communities. A visionary with extensive knowledge about Georgia and economic development, she has a particular talent for grasping a project or issue and finding solutions.

During the past 25 years, as a chief executive, she has helped mold downtown revitalization, industrial development and comprehensive economic development strategy and advocacy in various capacities with the Cobb Chamber of Commerce, Athens Area Chamber of Commerce, the Madison-Morgan County Chamber of Commerce, the Americus-Sumter County Chamber of Commerce, the Bristol Tennessee/Virginia Economic Development Partnership and the Georgia Chamber of Commerce.

Most recently, Williams has been the catalyst in forming business/government partnerships to leverage \$500 million in the next five years in major transportation and infrastructure improvements in metro Atlanta's important Perimeter area - one of the largest Class A office markets in the Southeastern United States. Mrs. Williams was selected president of the newly formed DeKalb Perimeter Community Improvement District in 1999. She was appointed president of the joint DeKalb/Fulton PCIDs, which she helped organize, in 2001.



Through Mrs. Williams' leadership, this precedent-setting collaborative of the largest urban communities in Georgia is spearheading projects such as the following: \$20 million in intersection and streetscape improvements to improve traffic flow, pedestrian accessibility and attractiveness; \$6.5 million in Livable Centers Initiative grants from the Atlanta Regional Commission to help create "smart growth" live, work and play centers; Advocated for the accelerated construction of a \$32 million Perimeter Center Parkway Flyover Bridge over I-285 to provide alternative access to commuters, residents and shoppers; Championed a unique multi-agency partnership that will result in accelerating the Hammond Half-Diamond Project estimated at nearly \$18 million at least 5 years ahead of schedule.

Mrs. Williams has a bachelor's degree in public relations from the University of Georgia. She is a six-year graduate of the Institute for Organization Management, a graduate of the Economic Development Institute of the University of Oklahoma and was among 120 non-profit executives from throughout the country selected to participate in the Harvard Business School's Strategic Perspectives in Non-Profit Management Program during the summer of 2006.

Michael S. Shepherd

Baton Rouge, LA

Consultant to DMC

Mr. Shepherd currently serves as the Project & Facility Director and Executive Director of the Louisiana Music Hall of Fame and the Louisiana Songwriters Association. He is a musician and music promoter. From 1965-1972, Mr. Shepherd promoted over 250 major shows including Festival of Man & Earth (1971) with Jimi Hendrix, Creedence Clearwater Revival, Alice Cooper, Stevie Wonder, the Animals, Herman's Hermits and the Who. He served as artist management roles with A&M, Capitol, Tower and Liberty artist. Mr. Shepherd was a sound reinforcement contractor, consultant and audio mixing engineer for artists including Neil Diamond, Fleetwood Mac, George Harrison, Billy Preston, Ike & Tina Turner and Kenny Rogers.

Since 1974, Mr. Shepherd has been an audio/video consultant and system integrator/designer. His clients include ExxonMobil, Dow USA, Shaw Group, East Baton Rouge Parish and Ascension Parish. In 2005 Mr. Shaw founded and organized La Musique de Louisianne, Inc. (dba The Louisiana Music Hall of Fame).



3.4 Conceptual Plan

The general concept for the Georgia Music Hall of Fame in Dunwoody is a combination of high tech and high touch providing an unmatched, customized sight and sound experience for each visitor. Many technological innovations have come to market since the early to mid-1990's when the facility in Macon opened. Exhibits of that era were static and did not provide the visitor with any interactive capability. Innovations such as flat screen televisions and smart telephones make it possible to provide a personalized and unique interactive experience. Using a smart phone app, the visitor will be able to custom design a multi-media experience which will make each GMHF experience memorable, informative, different and exciting.

The implementation will be designed to provide each visitor with an interactive experience that will immerse them in the rich history of Georgia music while educating them about the role that Georgia music, artists, songwriters and producers played in the development of the 20th Century music. The importance of Georgia's music, artists and song will immerse visitors in a multimedia spectacle of world-famous GMHF Inductees and Georgia's music encompassing multiple areas and genres of music from rock & roll to rhythm and blues, from jazz to country and from blues to gospel.

Relationships will be established with other music museums. Through these relationships new artist exhibits will be brought to the GMHF that will continue to refresh the experience, inviting visitors to return multiple times each year as they do to the High Museum and the Museum of Puppetry Arts. This will substantially increase the number of visitors each year. This approach has made it possible for the High Museum to attract nearly 800,000 visitors each year.

Initially the GMHF will reside inside Perimeter Mall as the permanent facility is developed. Each year over 18 million visitors walk the halls of the second busiest Mall in the South. By having this much "foot" traffic, the GMHF visitor count will increase exponentially over past attendance figures of the Macon exhibit. We believe the visitor count could reach 125,000 during the initial year of operation and increase to 260,000 in the second year, up from 23,000 that traveled to Macon in 2009. It is important that the initial experience is a memorable one. The DMC will take care to present the visitor with an enhanced interactive sight and sound experience. Those visitors will tell their friends and viral marketing for the current and future attraction will commence.

Satellite Facilities

The DMC will work with regional interest in establishing show room museums in such cities as Albany (the home of Ray Charles), Macon (the home of Little Richard and Otis Reading), Augusta (the home of James Brown), Athens (the home of REM, Black Crowe and the B-52s) and other cities that have contributed



musicians, songwriters and music producers to Georgia's music heritage. The satellite exhibits will provide a vehicle for promoting the Dunwoody location by creating awareness of the innovations which are being implemented as well as the new and exciting exhibits from other museums which are being hosted at the facility.

The Center for Performing Arts in Dunwoody

During the initial three years, the Leadership Team of the DMC will begin to develop plans for the final GMHF location at the Spruill Center for the Arts. The Spruill Center will provide the DMC with approximately five acres of land to construct the permanent facility. The Spruill Center is located two blocks north of Perimeter Mall. The DMC plans to construct a Center for Performing Arts which will include more than 10,000 square feet for the GMHF, a performing arts auditorium with a seating capacity of 800-1,000, meeting rooms (which will augment the current shortage of rooms available in the Perimeter Center Hotels), recording studios, exhibit space for both music and visual art. Funds for construction of the facility will be raised from the Fortune 500 businesses, foundations with a focus on music, art and education and citizens who are primarily located in the Perimeter Center area. Construction will commence once the DMC receives indications of the funding. All construction will be LEEDS certified. You will note from bios above, the DMC is composed of individuals that have had extensive experience in major fund raising, facility management, museum administration, and construction and development. A copy of the artist rendering of the facility can be found in Addendum D.

About the Spruill Center for the Arts

Established in 1975, The Spruill Center for the Arts is one of the largest private, non-profit arts centers in the Southeast, with about 700 classes and 7,000 students per year. The Spruill Center's mission is to foster understanding and appreciation of the visual and performing arts, by offering an extensive and diverse program of classes, a professional artist exhibition series and outreach programs for seniors, youth and audiences with special needs. The Center operates a Summer Camp for kids. Instruction is primarily in visual arts (drawing, painting, ceramics, sculpture, etc.). The Spruill Center also owns a fine art gallery in a historic building, which mounts professional artist exhibitions throughout the year.

About Perimeter Mall

Perimeter Mall is strategically located in northern Atlanta off I-285 and enjoys convenient regional access via Interstate 285 and Georgia 400. Georgia 400 is a north-south expressway connecting the area to the affluent areas of Buckhead and Alpharetta. Four MARTA Rail Transit Line stations further enhance the accessibility of the Perimeter Mall area. With 4,000 companies, 28 million square feet of office space, and over 203,339 workers, the Perimeter area is the largest office submarket in the State of Georgia as well as the Southeast. The Perimeter area is home to Fortune 500 companies such as Cox Communications, Hewlett Packard, Porsche USA, UPS and Verizon Wireless and the largest



concentration of hospitals and medical facilities in the state. High-rise residential development is exploding with ten large scale condominium projects on the planning board as the Perimeter area evolves into a live - work - play community. The centrally located Perimeter area is transitioning into one of metro Atlanta's prime venues for high-density mixed-use projects with several high-profile developments planned. There are 26 hotels (approx. 5,000 hotel rooms) nearby that attract over 1.5 million guests annually.

Perimeter Mall draws from a large trade area, in excess of 950,000 residents. Perimeter's Primary Trade Area is one of the most affluent in Atlanta. Within a 5-mile radius of the center the average household income is \$107,059 and over 32% of the households have an average household income of \$100,000 to \$500,000 or more. Over half the mall's customers live beyond the Center's primary trade area showing the Center's broad geographic draw in Atlanta and from nearby small metros such as Augusta, Birmingham, Chattanooga and Macon. See Addendum C for pictures of the Mall and potential locations for the GMHF.

Preservation and Care of Materials

The DMC will exercise great care in insuring that all artifacts, musical instruments and other materials in the collection are handled in accordance with the American Association of Museum standards. This will especially be true with the exhibits that are placed in the satellite locations around the state. Management will insure that proper humidity, heat and air conditioning are used so that the important artifacts will not be harmed or damaged. A state of the art system will be installed to insure that the materials are properly protected.

Parking

The Perimeter Mall has ample parking for the 18 million visitors who are attracted to the retail center each year. Ample parking will be available for attendees to the GMHF while it is located in the Mall.

When the GMHF is relocated to the permanent facility at the Spruill Center, care will be taken in the design of the facility to provide ample parking. The topography of the land slopes 60 feet from west to east. This terrain will allow architects to design five levels of underground parking under the facility. A copy of the site plan and conceptual drawing of the facility can be found in Addendum E. Once constructed, parking at the Center for Performing Arts of Dunwoody can accommodate up to 800 automobiles in an underground parking facility.

Education

Working with local school (k-12 and college) music teachers, education programs will be developed which will appeal to students and non-students of all ages. A targeted advertising program will be developed to attract the more than 1 million students in the 16-county metro area to the Center for Performing Arts of Dunwoody. Courses consisting of music history, music interpretation, theory and



technical recording will be offered. The Music in Kid's Education ("M.I.K.E.") program will provide these courses through performances, camps and workshops. It should be noted that Dunwoody is the home of Georgia Perimeter College, which is part of the University of Georgia System. The College has an enrollment of nearly 10,000 students.

Public Access to the Museum

Access to the museum will be provided during specified hours and during the time the museum is located inside the Perimeter Mall, it will only be open during Mall hours.

Once completed, access to the museum will be provided in the Center for Performing Arts of Dunwoody facility via secure doors and on regularly scheduled or planned hours.



3.5 Financial Plan/Economic Impact

Economic Impact and Importance of Tourism in Georgia

Tourism is the second largest economic engine in the state. In 2009 tourism in Georgia grossed \$20.8 billion, created 241,500 jobs, \$6.3 billion in residential wages and generated \$1.557 billion (\$56.9 million per day) in state and local tax revenues. By placing the GMHF in Dunwoody, the state would realize a greater return on the investment. The DMC leadership has spoken with the Rock & Roll Hall of Fame in Cleveland. Their management reports that over 500,000 visitors toured the facility in 2009 creating an economic impact of over \$100 million on the Cleveland economy. The GMHF will grow to become one of the leading attractions in the state. The DMC believes that over 125,000 people will visit the GMHF during the first year and that number will grow to 260,000 in the second year as the facility matures and the inter-active exhibits are in full operation. The economic impact on this region should be at least \$50 million.

Financial Projections

Following are the financial projections for the DMC and the GMHF. It should be noted that the DMC is being formed for the exclusive purpose of acquiring the rights to the real and intellectual property of the Georgia Music Hall of Fame Authority. Local businesses and individuals will donate \$200,000 or more to fund the initial start-up capital required fund the relocation of materials from Macon to Atlanta, construct the necessary build out of the space at Perimeter Mall and acquire the initial inventory of merchandise. The Leadership Team of DMC has substantial experience in raising large amounts of funds for public and private enterprises and is confident this can be achieved.

Georgia Music Hall of Fame
Dunwoody GA

Projected Revenue & Expenditures - FY 11 - FY 16

	Located in Perimeter Mall				New Facility	
	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
	Open 7 days/wk	Open 7 days/wk	Open 7 days/wk	Open 7 days/wk	Open 7 days/wk	Open 7 days/wk
Revenue Assumptions						
Attendance at Facility	24,000	125,000	250,000	270,000	300,000	325,000
Admission Price - Avg. (Net of Taxes)	5.21	5.20	5.20	5.20	5.20	5.20
REVENUE						
State Funds Received	386,000					
Earned Income Revenue		650,000	1,352,000	1,404,000	1,560,000	1,690,000
Admissions and Memberships	125,000	10,000	12,000	15,000	50,000	50,000
Facility Rental	40,000					
Retail Store	115,000	625,000	1,300,000	1,350,000	1,500,000	1,625,000
Special Events	15,000	15,000	15,000	15,000	50,000	50,000
Interest on Surplus			3,464	16,201	29,714	41,826
Miscellaneous Income	15,000	15,000	15,000	15,000	15,000	15,000
SUBTOTAL	310,000	1,315,000	2,657,464	2,815,201	3,204,714	3,471,826
Contributed Income	100,000					
Macony/Bibb Co. Motel/Mental Tax - FY 11	90,000					
TOTAL REVENUE	886,000	1,315,000	2,697,464	2,815,201	3,204,714	3,471,826
EXPENSES - Operating Expenses						
Personal Services	310,000	325,000	331,500	338,130	384,893	392,590
Cost of Goods - Retail	48,000	416,667	866,667	900,000	1,000,000	1,083,333
Dues & Subscriptions	1,600	1,600	1,600	1,600	1,600	1,600
Registration	375	375	375	375	375	375
Advertising and Marketing Expenses	81,400	83,200	82,300	82,300	83,300	82,300
Exhibition - Design, Fabrication, Technology	41,920	41,920	41,920	41,920	51,920	51,920
Misc. Expenses	3,475	3,775	3,775	3,775	3,775	3,775
Subtotals	486,770	973,137	1,328,137	1,368,100	1,525,863	1,615,894
EXPENSES - Other Operating Overhead Expenses						
Rental Expense - Building Expenses						
Building Maintenance and Supplies	72,500	500	500	500	375,000	386,250
Gift Shop Admin, Repairs, Fixtures, Displays	2,500	2,500	2,500	2,500	2,500	500
Building Utilities and Services	183,680	3,600	3,780	3,969	30,167	30,376
Administrative Exp. - Credit Cards, Dues, Telecom,	34,100	34,400	34,400	34,400	34,400	34,400
Postage etc						
Telecommunications	5,000	3,000	3,000	3,000	3,600	3,600
Insurance & Bonding	12,000	12,000	12,000	12,000	12,000	12,000
Legal and Professional Fees	1,600	1,600	1,600	1,600	1,600	1,600
Other	350	350	350	350	350	350
Amendment to State Budget	85,000					
TOTAL	396,730	579,950	58,130	58,319	460,117	471,576
TOTAL OPERATING EXPENDITURES	883,500	931,087	1,386,267	1,426,419	1,985,980	2,087,470
Operating Income		383,913	1,311,197	1,388,782	1,218,734	1,384,357
Non-Operating Expenses	2,500	37,500	37,500	37,500	7,500	7,500
Depreciation						
Increase in Net Assets	2,500	346,413	1,273,697	1,351,282	1,211,234	1,376,857



Georgia Music Hall of Fame
Dunwoody, GA

Cash Flow

	2012	2013	2014	2015	2016
Sources					
Revenue from Operations	1,315,000	2,697,464	2,815,201	3,204,714	3,471,826
Start up seed money					
Donations raised from local businesses	200,000				
Initial Capital	1,000				
Depreciation	37,500	37,500	37,500	7,500	7,500
Uses					
Operational Expenses	873,137	1,328,137	1,368,100	1,525,863	1,615,894
Overhead Expense	57,950	58,130	58,319	460,117	471,576
Start up Expenses					
Tenant finishes at Perimeter Mall/New Lease	112,500			75,000	
Move Exhibits	50,000				
Retail Store startup inventory	35,000				
Surplus/(Overages)	424,913	1,348,697	1,426,282	1,151,234	1,391,857



Georgia Music Hall of Fame
Dunwoody, GA

Balance Sheet/Statement of Financial Position
December 31st

	Assets				
	2012	2013	2014	2015	2016
ASSETS					
Cash and Equivalents	\$ 424,913	\$ 1,773,611	\$ 3,199,893	\$ 4,351,127	\$ 5,742,983
Fixed Assets (Net)	75,000	37,500	-	67,500.00	60,000.00
Total Assets	\$499,913	1,811,111	3,199,893	4,418,627	5,802,983



Liabilities And Net Assets

LIABILITIES					
Debt (Lease)	\$ -	\$ -	\$ -	\$ 3,375,000	\$ 2,988,750
NET ASSETS					
Unrestricted	499,913	1,811,111	3,199,893	1,043,627	2,814,233
Total Liabilities and Net Assets	\$499,913	\$1,811,111	\$3,199,893	\$4,418,627	\$5,802,983
Estimated Number of Visitors/Yr.	125,000	260,000	270,000	300,000	325,000



3.6 Risk Management Plan

DMC recognizes the responsibility of handling the collection of historic materials that it will be entrusted with it we are fortunate to be selected. Dunwoody is one of the safest and most desirable neighborhoods in the state. The City of Dunwoody Police Department is located two blocks from the Perimeter Mall and the permanent location at the Spruill Center for the Arts. Appropriate staffing will be retained to insure the safety of the patrons and staff of the GMHF.

The grounds of the Center for Performing Arts of Dunwoody will be kept in a park like manner and will include proper lighting and green space. Surveillance cameras will be strategically placed throughout the parking facility as well as throughout the museum to prevent crime and theft.

Facility Security

DMC will install a state of the art security system to protect the irreplaceable artifacts and materials held by the GMHF. Proper security measures will be taken to insure that none of the material is taken from the facility during normal business hours and special events.

Insurance Coverage

With a full understanding that the artifacts and materials entrusted in DMC are irreplaceable, we will consult with the Georgia Musical Hall of Fame Authority and provide the recommended insurance coverage.

Miscellaneous Considerations

DMC will insure that hazardous materials are not placed in a location that could harm the artifacts and other materials. Pest control will be contracted with a nationally known firm and the contract will require at least monthly inspections. The emergency disaster plan will be consistent with the plan that is in effect at the Perimeter Mall during the time the GMHF is housed in that facility. When it is transferred to the Center for Performing Arts of Dunwoody location, a plan will be developed in conjunction with the Dunwoody Police Department, the DeKalb Fire Department, other local Emergency Preparedness Organizations, Homeland Security and FEMA.

Financial Risk

History reflects the greatest risk for the GMHF is financial. The Leadership Team will insure that the GMHF is properly capitalized and that the museum is promoted and financial projections are met. The Leadership Team will begin immediately to plan for the planning, financing and construction of the state of the art Center for Performing Arts of Dunwoody will be constructed in the planned time line. This risk is mitigated by locating the facility in the Perimeter Mall. The Leadership Team of the DMC has a history of operating in a financially responsible manner, both in public and private endeavors.



DMC will seek accreditation from the American Association of Museums.



3.7 Confidentiality

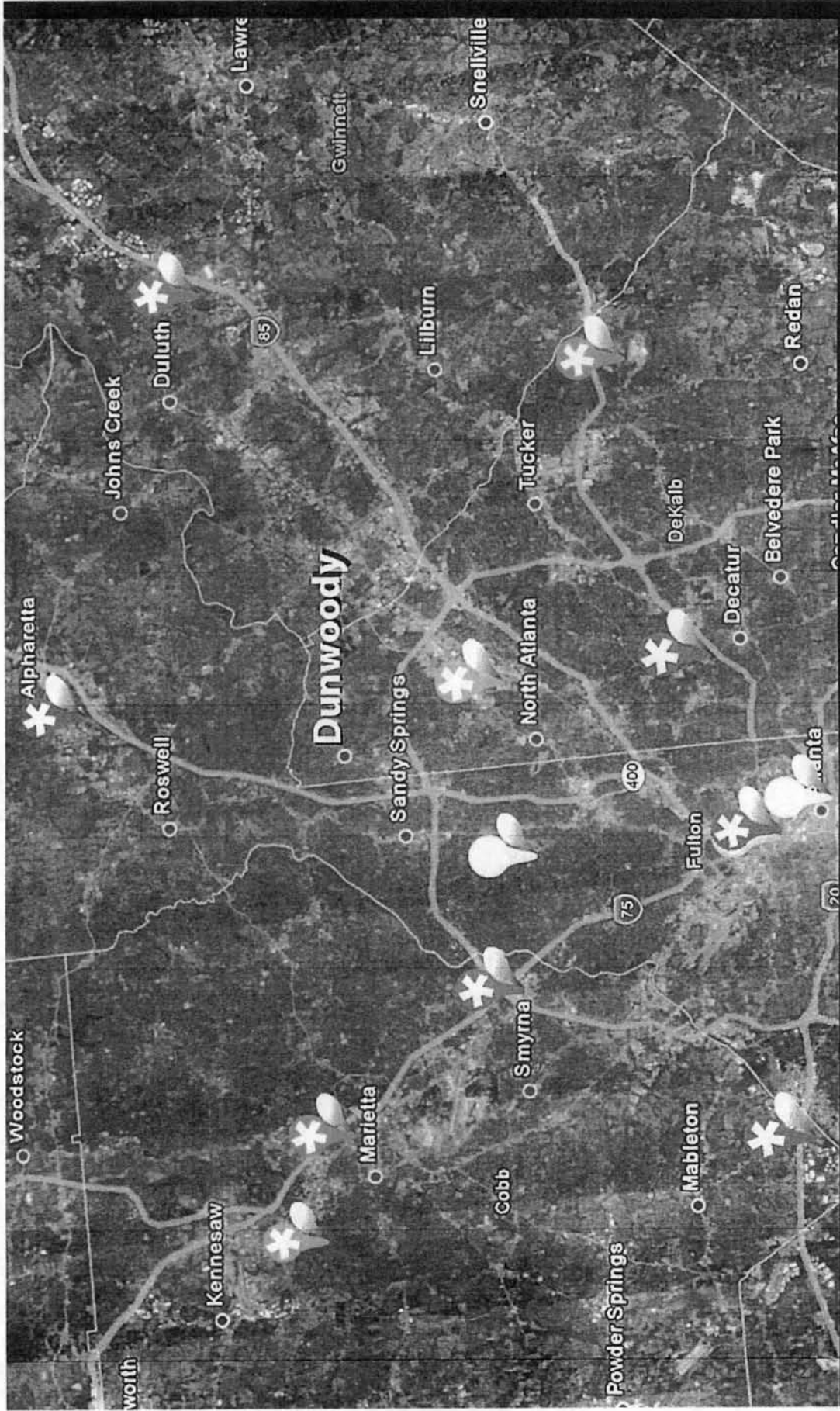
None of the material presented in the proposal is considered confidential.




Proposer agrees to keep the contents of this proposal confidential once it has been submitted. Proposer understands that once the proposal has been submitted to the Georgia Music Hall of Fame Authority any disclosure regarding the proposal to third parties or the media prior to the conclusion of the selection process will be immediate grounds for the Authority declaring the proposal non-responsive.



Addendum A

Strategically & Centrally Located



- 
Park and theater
- 
Cobb Energy Performing Arts Centre
- 
Six Flags White Water
- 
DeKalb Peachtree Airport
- 
Stone Mountain Park
- 
Turner Field
- 
Fernbank Museum of Natural History
- 
Georgia Aquarium
- 
Verizon Wireless Amphitheater
- 
World of Coca-Cola
- 
Gwinnett Center
- 
Kennesaw Mountain National Battlefield Park



Addendum B

Leadership Team Resumes



Danny Ross

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Dunwoody, GA 30338-3615
ddross@bellsouth.net
404.932.3281

Mr. Ross, age 70, is the founding chairman of the Dunwoody Music Conservancy, Inc.. He also is a founding member of the City of Dunwoody City Council where he currently serves as a Councilman-at-Large. Mr. Ross is the Managing Director of DDR Holdings, LLC, an intellectual property company. Mr. Ross holds three systems and methods patents relating to syndicating commerce on the internet. This syndication technology served as the backbone for Nexchange Corporation, which he cofounded and served as Chairman of the Board of Directors from October 1996 until December 2000.

Prior to launching Nexchange, Mr. Ross was a General Partner of Advanced Technology Development Fund (ATDF) from 1984 to 2001. ATDF was a family of venture capital funds, which invested in thirty-one enterprises in the telecommunication, information processing and healthcare industries. Mr. Ross was the President of White Ross Management Company that managed ATDF. He developed an extensive knowledge of computers, healthcare, finance and related industries during forty years in the venture capital, high technology, data processing and finance fields, first with IBM, then Intel, Memorex and Timex Corporations. Mr. Ross was the founder and lead investor in Syntellect Inc., a leading global provider of call center solutions, including voice response and computer telephony integration. Mr. Ross served as Chairman and Chief Executive Officer of Syntellect from October 1995 until March 1996, during the time the company was completing a strategic acquisition. In 1985, Mr. Ross founded Per-Se Technologies, Inc., the leading provider of practice management services for hospital based physicians and receivable management services for hospitals. Per Se Technologies was recently acquired by McKesson Corporation and is the principal component of the McKesson Provider Services. Mr. Ross was an early investor in and strategic advisor to Broadway and Seymour, a leading provider of system integration, project management, imaging technology, software services, call center technology and software products to the finance industry.

Under Mr. Ross' direction, ATDF was an early venture investor in Fleetcall, OneCall and Transient Communications (d.b.a. Dial Page), three private companies that acquired special mobile radio spectrum in three geographic sections of the country. The Federal Communication Commission ("FCC") permitted these firms to convert this spectrum to its highest and best use: cellular/paging and dispatching. All three of these companies successfully completed an initial public offering and were later consolidated into one company under the banner of Nextel Communication. In 2004 Nextel merged



with Sprint to form Sprint-Nextel.

Prior to becoming a managing partner of ATDF, Mr. Ross was Vice President and Chief Operating Officer of Timex Computer Corporation ("Timex") which he founded in 1982 as a subsidiary of Timex Corporation. Mr. Ross was responsible for the worldwide operations of Timex. Under his direction, Timex captured an industry leading 28% share of the home computer market and developed three computer systems and over 200 software titles. He was Executive Vice President and served on the Board of Directors of Memorex Finance Company, a wholly owned subsidiary of Memorex Corporation. Mr. Ross played an instrumental part in establishing the organization and financing programs for this captive finance company. At Itel, a financial service and data processing company, he rose to Vice President and General Manager for southeastern operations. During his nine years with Itel, Mr. Ross founded Itel Industry Systems Corporation ("Itel ISC"), an industry oriented online service company which provided data processing services to the distribution, retail, banking and transportation industries. Itel ISC expanded rapidly through an internal growth and industry consolidation strategy. Upon graduation from college, Mr. Ross was a System Engineer and Sales Representative in the Data Processing Division of IBM Corporation.

Mr. Ross was a member of the Board of Directors of Syntellect Inc. (1984-1997), Medaphis Corporation (Per-Se Technologies) (1985-1994), T-Bar Corporation (1983-1988), all publicly held companies. In addition, Mr. Ross served as a director of LanTel Corporation, Nexchange Corporation, Healthfield, Omni Eye Service, Medivision, Integratec, Memorex Finance Company, RealWorld Corporation, Veritas and several other ATDF companies.

Mr. Ross is actively involved in the community. Mr. Ross has served as a member of the Board of Directors of Dunwoody Country Club and the Pastoral Board of All Saints Catholic Church where he was a founding member and led a \$4 million fundraising campaign with the proceeds being used to build a school and a rectory for the Church. Mr. Ross, together with his wife Queenie, served as Co-Presidents of the Dunwoody Preservation Trust ("DPT") from 2003-2008. Under their leadership DPT has completely renovated the Dunwoody Town Hall ("Farmhouse") and has facilitated the purchase of the Donaldson-Chesnut Farm, saving this circa 1867 home. The Donaldson-Chesnut Farm was listed on the National Historic Register in 2009. DPT has successfully filed for The Dunwoody Farmhouse and the Ike Roberts House to be listed on this important registry. Lemonade Days, an annual celebration of community spirit, is a major fundraising event for DPT. Under their stewardship, this festival has grown each year from a small one day event to a four day festival which attracted over 40,000 citizens from the community to Brook Run Park in 2008. Mr. Ross served as Chairman of the Ethics Committee Task force where he crafted the Code of Ethics, Mission Statement, Vision Statement and Values Statement for the City of Dunwoody.



Mr. Ross and his wife of 45 years, Queenie, have six children and twelve grandchildren and have lived in Dunwoody for most of the past 35 years. Mr. Ross holds a degree from Louisiana Tech in Math and Computer Science.



Robert G. Kinsey
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Atlanta, Georgia 30305
770.394.3447
rkinsey@spruillarts.org

Executive Profile

Over twenty-five years of managerial and leadership success in printing, marketing and software services. Led a very successful corporate turnaround. Energetic, enthusiastic, collaborative. Have been associated with non-profit arts organizations for many years. My love for the arts brought me to my second career of leading a non-profit arts center.

Career History

Spruill Center for the Arts (February 2004 - Present)

The Spruill Center is one of the largest private, non-profit arts centers in the Southeast, with about 700 classes and 7,000 students per year. Instruction is primarily in visual arts (drawing, painting, ceramics, sculpture, etc.). The Spruill Center also owns a fine art gallery in a historic building, which mounts professional artist exhibitions throughout the year. The Center operates a Summer Camp for kids and outreach programs for seniors, youth, and audiences with special needs.

Chief Executive Officer (February 2004 – Present)

- I was hired to bring a CEO-level skill-set to a 29-year-old community arts center. The Spruill Center for the Arts aspires to attain regional and national prominence through the development of a large, world-class arts center facility on its property on Ashford Dunwoody Road, plus the creation of a master-class program, an enhanced gallery, and an appropriate endowment.
- I have full responsibility for running the Center, reporting to the board of directors which is comprised of outside executives and supporters of the arts.

Hiatus (January 2001 - February 2004)

After two decades of being a workaholic, and after a rewarding business career, I took three years off from working. I traveled, re-connected with friends, etc. For seven years I was very active on the board of Callanwolde Fine Arts Center, culminating in a term as president of their board of directors in 2003. That



association, along with my love for the arts, led me to my current career with the Spruill Center.

Cadmus Technology Solutions (Sept 1996 – Dec 2000)

Atlanta-based provider of software services (printing, software duplication, assembly, warehousing, fulfillment, database management); a subsidiary of Cadmus Communications Corporation, Richmond, Virginia.

President (Sept 1996 – Dec 2000)

- I was hired to reverse the decline of Cadmus Technology Solutions, a company that was formed from two merged competitors. I moved quickly to learn the new industry, meet with customers, reconfigure the Leadership Team, reduce unnecessary headcount, and re-energize our associates. The turnaround was very successful.
- I had full P&L responsibility for this autonomous subsidiary of a public company.
- We grew sales at a consistent rate of more than 20% per year, from just under \$10 million in fiscal 1997 to just under \$20 million in fiscal 2000.
- We increased profits at an even greater rate, from about \$725,000 in fiscal 1997 to more than \$1.5 million in fiscal 2000.
- I hired and mentored several key leaders who excelled in their careers, including a v.p. of sales and marketing, a plant manager, an IT director, and a finance director.
- I led the company to ISO-9002 certification. That certification was maintained through all subsequent surveillance audits.

Cadmus Marketing Services (Jan 1978 – Sept 1996)
(formerly American Graphics)

Atlanta-based \$33 million commercial printer and marketing company specializing in top-quality printing and fulfillment services, primarily through third-party marketing systems. Acquired by Cadmus Communications Corporation in 1986.

Chief Operating Officer (August 1995 – September 1996)
Senior Vice President, Operations (July 1991 – August 1995)
Senior Production Manager (July 1990 – July 1991)
Production Manager (January 1978 – July 1990)

IPD Printing and Distributing (Sept 1974 – Dec 1977)

Atlanta-based commercial printing and distribution company, owned at that time by Equifax.

I held various positions, including estimator, job planner, and assistant plant manager.



Education

Bachelor of Science Degree from Georgia Tech, 1974

Intensive Leadership Development Program through
Turknett Associates Leadership Group, 1995



William H. McCahan

2409 Deverton Drive
Dunwoody, GA 30338-5303
billmccahan@bellsouth.net
770.289.1633

IBM Corporation

1959-1991

Assistant General Manager Personal Computers Worldwide Market
Planning

General Manager for eight industries for the United States
U.S. Group Director for Mid-Range Systems
Division Vice President for U.S. Product Marketing (entire IBM product line both hardware and software). Also chaired the division's national United Way Campaign one year.
Various other sales and marketing management positions

Atlanta Centennial Olympic Games

1992-1996

Chief Marketing Officer for the Games - managed a joint venture between the Atlanta Games (ACOG) and the U.S. Olympic Committee called Atlanta Centennial Olympic Properties (ACOP) to develop the corporate sponsors for the Games so that the two entities would not be competing with each other for revenue. Also managed the merchandise licensing program for ACOG, the coin program with the U.S. Mint and other fund raising activities. ACOP raised approximately \$900,000,000.

National Data Corporation

1997-2000

Senior Vice President & Chief Marketing Officer for half the company (the health related portion). Established for the first time a centralized Marketing function focusing on brand development, advertising, communications, education, website development, etc. Also General Manager of the Pharmacy Business Unit and managed the sales operations for all four of the business units.

Note: National Data Corporation split into two publicly held corporations in early 2000. I continued the identified roles as part of NDC Health.

WHMC, INC.

2001- 2005

Founder and President of a one person consulting firm focused on sales, marketing, organization structures and revenue/profit management.

Other Activities

Kingswood United Methodist Church (Dunwoody)
Finance Chairman 1999 - 2004
Capital Campaign Chairman 2004
Trustee 2006 - 2008
Stewardship Chairman 2007 & 2008



Capital Campaign Chairman 2007

President Brook Run Conservancy 2006 - Present

Chairman Lemonade Days 2001 - 2005
Annual fund raiser for Dunwoody Preservation Trust

Member DeKalb County Parks Bond Citizen Advisory Committee 2003 -
Present

Trustee Mount Vernon Presbyterian School 2006 - Present

Dunwoody Preservation Trust Board Member 2001 - Present

Personal Information

University of Alabama (BS 1959)

Married to Louise (1961)

Children

Leigh

Greg (married to Becky)

Two Grandchildren

Dunwoody resident since 1972



Bryan C. W. Tate
5035 Old Branch Court
Dunwoody, GA 30338
bryan@tatepartners.com
404.664.3900

Mr. Tate is the Founder and Chairman of the Board of Digitel Corporation, a Georgia based Telecommunications Company, providing voice (VoIP) and data products and services to commercial customers, and wireless solutions to rural municipalities. Since founding the Company 27 years ago, Mr. Tate has acquired seven companies and recently sold an Internet subsidiary.

Prior to founding Digitel Corporation, Mr. Tate held various management positions at NCR Corporation, Questor Corporation and was interim Chairman and CEO of a publically traded NASDAQ company.

Mr. Tate has been active in the business community and has testified before the United States Senate Committee on Small Business regarding the regulatory issues confronting small business. Mr. Tate also served on the Georgia State Senate - Electronic Commerce Study Committee as a Member of the State of Georgia Digital Signatures Task Force.

Mr. Tate has and continues to serve his community as a past President and Director with the Spruill Center for the Arts, Past President and Chairman of the Atlanta Vietnam Veterans Business Association (AVVBA). He is the current Chairman of the AVVBA Foundation, Inc. and is a member of the Business Executives for National Security (BENS). He is also a current Director on the Board of the Dunwoody Chamber of Commerce, and Vice Chairman of the Board of the Convention and Visitor's Bureau of Dunwoody.

Mr. Tate is married and has one grown son and two grandchildren. Bryan and his wife, Johanna, reside in Dunwoody, Georgia and have a farm in Rutledge, Georgia where they raise miniature Hereford cows and miniature donkeys. They attend Buckhead Church in Atlanta and Pine Grove Presbyterian Church in Newton County.

Mr. Tate earned his Bachelor of Science degree in Industrial Technology in 1968 from Ohio University. Mr. Tate served in the United States Army from 1968 to 1974, and was a combat infantryman in the Republic of South Vietnam. He led a rifle platoon with the 1st Infantry Division, and later served with the 173rd Airborne Brigade.



Brad Sturgeon
780 Sheridan Ridge Ct
Alpharetta, GA 30022-3417
BradSturgeon@hilton.com
770.569.1934

Born in Louisville, Kentucky

Honors Program graduate of the University of Kentucky
Elected UK Student Government President
Member, UK Board of Trustees 1980-1981

Active in political and industry affairs for over 30 years

- Intern to County Judge, Mitch McConnell (now minority leader U.S. Senate)
- Appointed by mayor to Lexington KY Environmental Commission, 1982-1984
- Academic adviser to two community college hospitality programs, Reynolds in Richmond, Virginia and Onondaga in Syracuse, New York
- Current member Dekalb County CVB board of directors
- Appointed by mayor to the study group on the Alcohol Ordinance for the new City of Dunwoody, GA and to the study group on forming a Dunwoody CVB

Hotel veteran of more than 25 years

Joined Embassy Suites Hotels in Richmond VA in 1988 as Director of F&B
GM from 1992-1994

GM in Syracuse NY 1994-1996

GM of Atlanta Perimeter Center 1996-present

Lives in Alpharetta, GA

Married to M.J., an elementary school media specialist, for over 26 years
Son, Brad Jr., (22) is a senior at UK.
Daughter, Kathleen, (16) is an 11th grader at Alpharetta High School

Hobbies:

Running or daily workouts
Community leader and volunteer worker in Alpharetta
Active member of the UK Alumni Association



Del Moon

290 Oakmere Drive
Alpharetta, GA 30009
gamoon@bellsouth.net
678.549.4444

OBJECTIVE

To continue to carry out challenging and rewarding work drawing from a broad experience base of public relations, journalism, marketing and event management

DEMONSTRATED ABILITIES

- ◆ **President, Full Moon Productions, Inc. (2003 – Current)**
Providing professional marketing communications, project management and event marketing services for a variety of clients in nonprofit, food service and business-to-business categories:
 - American Association of People With Disabilities (AAPD), Washington DC – Newsletter Editor, collateral
 - La Musique de Louisianne Inc./La. Music Hall of Fame, Baton Rouge – Development consulting, media relations support, content for news releases and monthly newsletter
 - Produced and co-presented bid package for *2011 World Police & Fire Games* on behalf of Central Florida's local organizing committee
 - Sponsorship sales, *2004 US Figure Skating National Championships*, Atlanta
 - Daily venue setup management for 5-day *2004 Tour de Georgia* cycling competition
 - Business development projects for 2 event management companies – Ridgeway International and Logical Events and Promotions, Inc. (LEAP)
 - Catering Cajun – site management of catering operation at base camps for 800+ power company workers after Hurricane Katrina (Ocean Springs MS) and Hurricane Rita (Orange, TX)

- ◆ **Public Relations Manager, United Way of Metropolitan Atlanta (1998-2003)**
Contract employee in first two years, hired after hiatus (see below) as full time PR manager in fall 2000. Duties included:
 - Editor of monthly *Connections* internal newsletter
 - "Success Story" collection, writing and editing
 - Generation of press releases, advisories and marketing collateral pieces
 - Member of strategic planning and creative team
 - Management of co-marketing efforts with 200+ grantee organizations



- Photography assignments and production support for major UW events
- ◆ **Project Director, *Spirit of ADA Torch Relay (1999-2000)***
Co-produced a unique 24-city modified torch relay sponsored by Volkswagen that celebrated the 10th anniversary of the Americans with Disabilities Act. Hosted by AAPD and ad hoc local host committees. Key roles included:
 - Recruitment and training of host committees, local nonprofit partners and volunteers
 - Generation of development/operations manual to guide local host efforts
 - Shared day-to-day tour management duties with project partner
 - PR planning and advisory role with sponsor's PR activation
 - Sponsor and partner fulfillment
- ◆ **Marketing Director, *ABL Atlanta Glory women's professional basketball team, 1996-97***
Joined management team recruited to rebuild the Atlanta operation of league-owned team. Managed sponsorships, group ticket marketing, advertising and promotions.
- ◆ **ADA Accessible Motorpool Manager, *1996 Atlanta Centennial Olympic Games***
One of three supervisors tasked with organizing and managing ADA compliance program 24/7 for the Games. Was the only division of the Transportation Dept. to receive a commendation letter from the Atlanta Committee for the Olympic Games (ACOG)
- ◆ **Site Manager, *Archery/Cycling, 1996 Atlanta Paralympics Games***
Facilitated asset and management transition with outgoing Olympic staff at Stone Mountain venue; assigned complete venue oversight during the Paralympics. Implemented new protocols for access/credentialing for media, athletes, officials and vendors and ensured all assets were returned after completion of games.
- ◆ **Account Manager, *Pelican Management Corp, Baton Rouge, La. (1993-96)***
Account manager for association management and ad agency for three years. Specialized in event services and special projects, including:
 - ***1995 Baton Rouge Culinary Classic*** – Managed charity competition for local chapter of American Culinary Federation with 90+ participants and 1,000+ attendees. Generated all PR materials and created prestigious event program formatted as an elegant “menu.”
 - ***USA Track & Field Junior Olympic National Championships (1993 & 1995)*** - Sponsorship marketing and PR duties for summer



track games and winter cross country nationals included editing and producing event programs and placing feature articles in local print media.

- **Baton Rouge Convention & Visitors Bureau Visitors Guide** – Obtained 5-year turnkey publishing contract for the CVB's primary tourism marketing publication. Managed all aspects of format, design, content, advertising and printing. Senior editor for all features and listings, and wrote much of the content.
- **Better Business Bureau "BBB Book"** - Created "BBB Month" promotion that partnered local BBB with the top-rated TV station. Centerpiece was production of the BBB's first-ever membership directory and consumer guide (*The BBB Book*), which was distributed during BBB month and driven by TV promos. Managed and edited 48-page publication from start to finish.

- ◆ **Director of Development, US National Hot Air Balloon Championships (1989-92)**
Senior staff role with responsibility for sponsorship marketing, promotions and public relations for annual ten-day national championship event with \$1 million+ budget. PR relevant duties included:
 - production and editing of glossy *Official Event Guide* annually
 - oversight of all PR and advertising creative and content
 - Contributed to ad copywriting, news releases and other communications

- ◆ **Entertainment Editor, WBRZ TV (1980-86)**
On-air television news reporter for ABC affiliate in Baton Rouge. Wrote and presented a minimum of eight stories weekly, plus special assignments. Also engaged in extensive volunteer community service.

- ◆ **Other Journalism Experience**
 - Regular columnist, *The Advocate* Baton Rouge's daily newspaper (1978-80)
 - Regular contributor/columnist, *Gris Gris* regional magazine (1975-78)
 - Freelance contributor to various publications 1973-1987

EDUCATION

B.A. Broadcast Journalism, Louisiana State University, 1975
Recognized by *Who's Who in American Colleges and Universities*, active with LSU Marching Band, school newspaper and radio station, drama club and earned honors as chair of student program committees.

Have completed numerous professional training seminars in marketing and public relations.



PROFESSIONAL AFFILIATIONS

Vice President, LSU Alumni Association-Atlanta Chapter (board member since 2001)
Executive Advisory Board, Louisiana Music Hall of Fame (original founder, 1980)
Atlanta Sports Council member
Public Relations Society of America-Atlanta Chapter member
Sales and Marketing Executives International, member 1992-96
Board Member, Greater Baton Rouge Hotel-Motel Association, 1995-96
Founding Board Member, Louisiana Martin Luther King Foundation, Inc. 1992-95



Bill Grant

2050 Old Dominion Road
Sandy Springs, GA 30350
Bill@BillGrant.com
404.293.4208

Mr. Grant is a committed and dedicated Dunwoody corporate citizen. He is currently the Chairman of the Dunwoody Chamber of Commerce, active on two boards of the City Council and Treasurer of the Spruill Center for the Arts. Mr. Grant and his wife, Peggy, started "Light Up Dunwoody". Mr. Grant has been honored by Sandy Springs as the 2009 Builder of Value. He has been given recognition by the Rotary Club, been an honorary Marshall in the 4th of July parade, adopted the care of 5 islands in Dunwoody some for 20 years, and active in many Dunwoody committees as well as a major supporter in many local charities like Dunwoody Nature Center, Lemonade Days and the new Fall Music Festival. Bill has been a resident of Dunwoody since 1975.

Education: Masters in Marketing from Michigan State University

- 1981-present Owner and President of Bill Grant Custom Homes.
 - Built over 300 homes in the Dunwoody community. These include Stephen's Walk, Spalding Lakes, Brooke Farm, Bailey Estates, Bellewood, Ball Mill, Bradford Place, Alden Point, Fenimore, Boxwood and Old Cobblestone. Bill Grant Homes has also done small commercial construction as well as remodeling both commercial and residential.

- 1975-1981 Chemlawn Corporation – Columbus, Ohio
Senior Vice President and Chief Operating Officer for US and Canada
 - Responsible for their growth from \$12mm to \$280mm.

- 1965-1975 S. C. Johnson & Son, Racine, Wisconsin
Brand Manager for Edge, Raid garden, Jwax automotive.



Yvonne Williams

One Ravinia Drive, Suite 1125
Dunwoody, GA 30346
ywilliams@perimetercid.org
770.390.1781

Mrs. Williams is the President and CEO of the Perimeter Community Improvement District ("PCID"). She has an exceptional record of successes in building public/private partnerships to expand financial resources and implement projects that have produced positive changes for communities. A visionary with extensive knowledge about Georgia and economic development, she has a particular talent for grasping a project or issue and finding solutions.

During the past 25 years, as a chief executive, she has helped mold downtown revitalization, industrial development and comprehensive economic development strategy and advocacy in various capacities with the Cobb Chamber of Commerce, Athens Area Chamber of Commerce, the Madison-Morgan County Chamber of Commerce, the Americus-Sumter County Chamber of Commerce, the Bristol Tennessee/Virginia Economic Development Partnership and the Georgia Chamber of Commerce.

Most recently, Williams has been the catalyst in forming business/government partnerships to leverage \$500 million in the next five years in major transportation and infrastructure improvements in metro Atlanta's important Perimeter area - one of the largest Class A office markets in the Southeastern United States. Mrs. Williams was selected president of the newly formed DeKalb Perimeter Community Improvement District in 1999. She was appointed president of the joint DeKalb/Fulton PCIDs, which she helped organize, in 2001. Through Mrs. Williams' leadership, this precedent-setting collaborative of the largest urban communities in Georgia is spearheading projects such as the following: \$20 million in intersection and streetscape improvements to improve traffic flow, pedestrian accessibility and attractiveness; \$6.5 million in Livable Centers Initiative grants from the Atlanta Regional Commission to help create "smart growth" live, work and play centers; Advocated for the accelerated construction of a \$32 million Perimeter Center Parkway Flyover Bridge over I-285 to provide alternative access to commuters, residents and shoppers; Championed a unique multi-agency partnership that will result in accelerating the Hammond Half-Diamond Project estimated at nearly \$18 million at least 5 years ahead of schedule.

Recent Appointments:

- Governor's Commission on City of Dunwoody
- Governor Perdue's Congestion Mitigation Task Force
- Regional Atlanta Civic League
- Northside Hospital Foundation



- Board Member Georgia, Chamber of Commerce
- Board Member, Georgians for Better Transportation
- DeKalb Police Alliance – Founding Board Member
- Governor Perdue’s Sandy Spring Interim Government Commission
- Congressman Tom Price’s Advisory Council Task Force for Transportation and Local Issues
- Sandy Springs Comprehensive Planning Commission
- Governor’s Commission on City of Sandy Springs

Mrs. Williams has a bachelor’s degree in public relations from the University of Georgia. She is a six-year graduate of the Institute for Organization Management, a graduate of the Economic Development Institute of the University of Oklahoma and was among 120 non-profit executives from throughout the country selected to participate in the Harvard Business School’s Strategic Perspectives in Non-Profit Management Program during the summer of 2006.

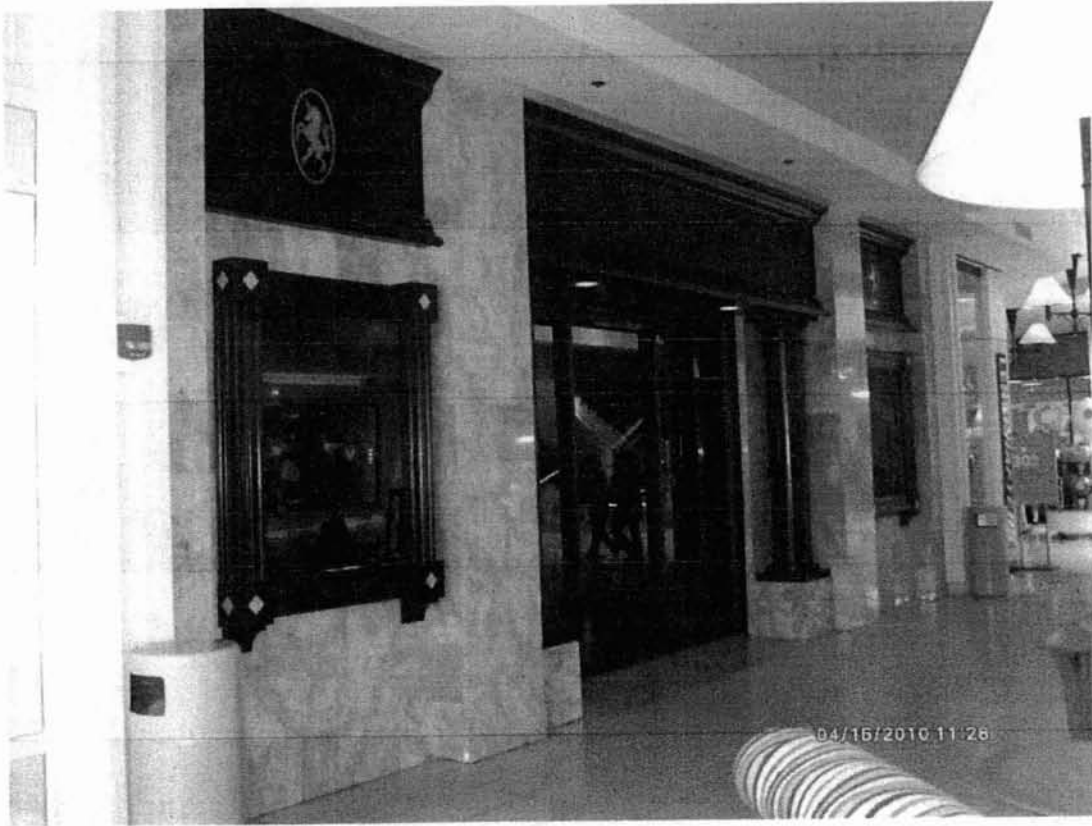
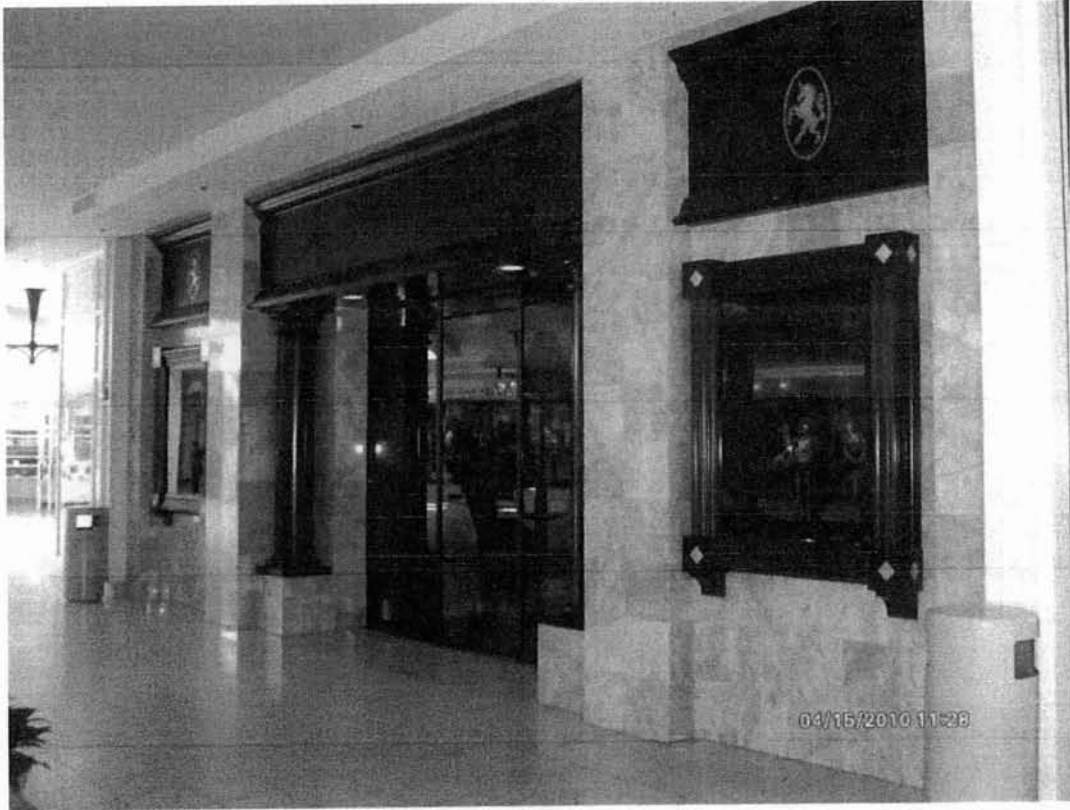
Awards:

- While Cobb Chamber President and CEO, received the “Georgia Chamber of Commerce Certified Executive Award” from Georgia Chamber of Commerce Executive Association
- A nominee for the *Atlanta Woman Magazine* Woman of the Year Award for 2006
- Woman of the Year in 2005 by the Women in Transportation Seminar Atlanta Chapter
- Who’s Who in American Business Executives and International Executives
- Selected for Harvard Business School’s Strategic Prospective – 2006



Addendum C

Perimeter Mall









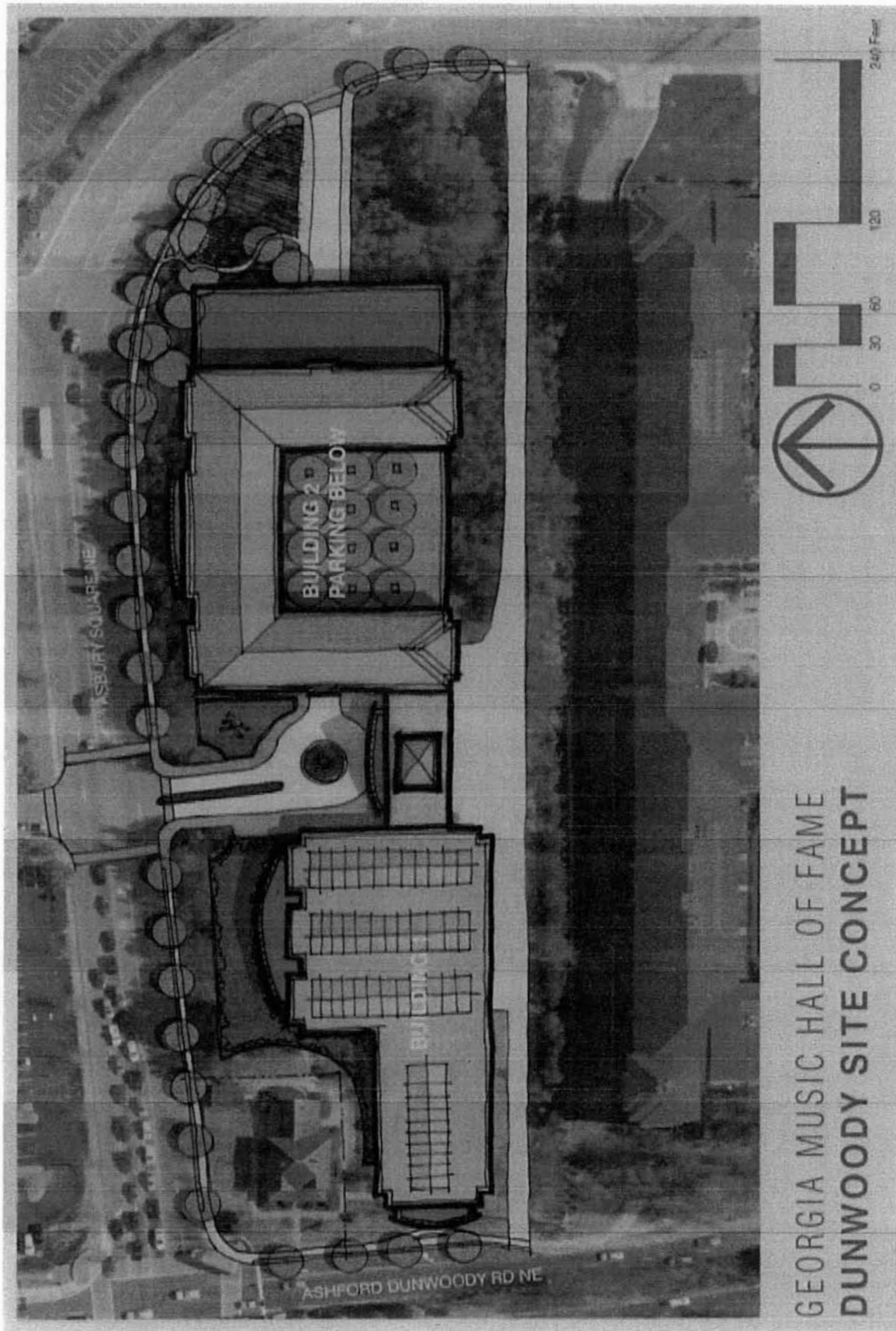
Addendum D

Center for Performing Arts of Dunwoody

Artist Rendering



- The concept illustrates one complex, but two separate buildings with a main connector that also serves as a drop-off/lobby
- Building 1 has a floor plate of approximately 25,800 square feet (per level). This is the site for the Georgia Music Hall of Fame and Exhibit space for the Spruill Center
- Building 2 has a floor plate of approximately 43,200 square feet for the first (potentially ballroom or gallery level) and the upper floors have a floor plate of approximately 28,800 square feet each. A Class A Hotel Could be constructed on this area
- The parking deck is under Building 2 (and peeks out the east side of the site) and can be accessed from the drop off (on the top level of the garage) and from Asbury Square on the lowest level. The deck is approximately 300 feet by 180 feet for +/- 160 spaces per level. The deck can be 4 or potentially 5 levels for a total of 640-800 parking spaces.
- The height of the buildings likely depends upon uses/parking



**GEORGIA MUSIC HALL OF FAME
DUNWOODY SITE CONCEPT**



Addendum E

Spruill Center Site Plan

For

The Performing Arts Center of Dunwoody



VICINITY MAP - NOT TO SCALE

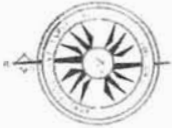
GENERAL NOTES

1. THIS PLAN IS THE PROPERTY OF SUNSHINE LAND SURVEYING, INC. AND IS NOT TO BE REPRODUCED OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, ELECTRONIC OR MECHANICAL, INCLUDING PHOTOCOPYING, RECORDING, OR BY ANY INFORMATION STORAGE AND RETRIEVAL SYSTEM, WITHOUT THE WRITTEN PERMISSION OF SUNSHINE LAND SURVEYING, INC.



CITYVILLE AT THE PERIMETER, L.P.

SUNSHINE LAND SURVEYING, INC.



GRAPHIC SCALE
1" = 100'

PROPERTY INFORMATION

NO.	DESCRIPTION	ACRES
1	LOT 1	0.15
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UNDERGROUND UTILITY NOTE

UTILITIES PROTECTION CENTER OF GEORGIA



Addendum F

Atlanta Business Chronicle

Book of List of Metro-Atlanta Attractions



ATLANTA'S TOP 25 ATTRACTIONS

Ranked by attendance figures

Rank	This year	Last year	Name of facility	2008 Attendance figures	Cost of admission for adult / child / senior*	Top exhibits or attractions	Owner(s)	Chief Atlanta office(s)	Type of facility	2008 Rank
1.	(1)	(1)	Underground Atlanta LLC 50 Upper Atlanta St. Atlanta, Ga. 30333 www.undergroundatlanta.com	more than 5,000,000	free	Fourth Drop, St. Patrick's Festival and Parade, Heritage Arts Festival, shopping, dining, history and entertainment	O'Leary Partners Inc., Adelphi Properties Inc., City of Atlanta	Dan O'Leary, William R. Cosgrove	for-profit corporation	171
2.	(2)	(2)	Stone Mountain Park U.S. 78 E., rd. Box 770 Stone Mountain, Ga. 30088 www.stonemountainpark.com	4,000,000	\$26 \$21 \$23	Sky Trek, Summit Skyride, Ride the Ducks, Railroad, Language Spectacular, various events	Stone Mountain Memorial Association/Herzfeld Family Entertainment	Geoffrey Rosenzweig	for-profit corporation	15
3.	(3)	(3)	Centennial Olympic Park 246 Park Avenue West N.W. Atlanta, Ga. 30313	more than 3,000,000	free	Wednesday WindDown, Screen on the Green, Music @ Noon, Fiesta Atlanta, Ice skating, 4th of July celebration	State of Georgia	Mark Barta	government operation	126
(tie)	(3)	(tie)	Piedmont Park 400 Park Drive Atlanta, Ga. 30306 www.piedmontpark.org	more than 3,000,000	free	running and jogging trails, Lake Lanier, Archer Oval/hall fields, Meadow and Cox Hill for picnics	City of Atlanta	Twyla Bowden	not-for-profit organization	149
5.	(5)	(5)	Atlanta Braves/Museum & Hall of Fame/Turner Field Tours 155 North Avenue Drive Atlanta, Ga. 30316 www.braves.com	2,512,834	varies	Braves baseball team, Braves Museum and Hall of Fame, special events	Liberty Media Corp.	Terry McQuinn	for-profit corporation	179
6.	(6)	(6)	Georgia Aquarium 225 Baker St. Atlanta, Ga. 30333 www.georgiaaquarium.org	2,300,000	\$36 \$19.50 \$21.50	the world's largest aquarium with whale sharks, manatees, blue whales, sea otters, sea turtles, 40 theaters	Georgia Aquarium	Anthony Godfrey	not-for-profit organization	200
7.	(7)	(7)	Phillips Arena 1 Phillips Drive Atlanta, Ga. 30103 www.phillipsarena.com	2,200,000	varies by event	Atlanta Hawks, Atlanta Thrashers, Billy Joel, Elton John, Beyoncé, M/DC, Colbie Corlay	Fulton County Recreation Authority	B. Williams	for-profit corporation	136
8.	(8)	(8)	The Georgia Dome 1 Georgia Dome Drive N.W. Atlanta, Ga. 30313 www.gadome.com	1,300,000	varies	Atlanta Falcons football, SEC football championship, Chick-fil-A Bowl, Monster Jam's SuperJam, NCAA basketball, ACC basketball	State of Georgia	Das Grainger, Kevin Doolin, Carl Adams, Will Lofgren	for-profit corporation	102
(tie)	(11)	(11)	Woodruff Arts Center 1280 Peachtree St. N.E. Atlanta, Ga. 30309 www.woodruffarts.org	1,300,000	\$18.50 \$11.50 \$15.50	Atlanta Theatre, Atlanta Symphony Orchestra, High Museum of Art, Young Audiences	Robert W. Woodruff Arts Center Inc.	Joselyn H. Riccauti	not-for-profit organization	194
10.	(10)	(10)	World of Coca-Cola 121 Rouse St. N.W. Atlanta, Ga. 30313 www.worldofcoca.com	1,200,000	\$10 \$10 \$13	bottling line, sampling of more than 60 beverages, largest permanent display of artifacts and memorabilia, 4-D theater	The Coca-Cola Co.	Russell Jacobs	for-profit corporation	130
11.	(11)	(11)	Georgia World Congress Center 285 Andrew Young International Blvd. N.W. Atlanta, Ga. 30313 www.gwcc.com	1,100,000	NA	NA	State of Georgia	Dan Greenleaf	government operation	181
12.	(12)	(12)	Gwinnett Center 6400 Sugarloaf Parkway Lawrenceville, Ga. 30047 www.gwinnettcenter.com	817,414	varies by show	Taylor Swift, George Strait, Keith Urban and Carrie Underwood, Van Halen, touring with Ozzy Osbourne	Gwinnett County	Judy Dennis	not-for-profit organization	215
13.	(13)	(13)	The Fox Theatre 128 Peachtree St. N.E. Atlanta, Ga. 30308 www.foxtheatre.org	627,000	varies by event	Bruce Weisman - Divo, Jennifer Hudson, in the Heights, "Young Frankenstein," "Mary Poppins," "The Wizard City Christmas Spectacular," "N. Sprocket"	Atlanta Landmarks Inc.	Alex Thomas, Wendy White, Alan C. Vena	not-for-profit organization	123
14.	(14)	(14)	Zoo Atlanta 800 Cherokee Ave. S.E. Atlanta, Ga. 30316 www.zooatlanta.org	594,000	\$18.99 \$13.99 \$14.99	African Plains, The First African Burial Ground, Asian Forest, Outdoor Stadium, World of Reptiles, KidZone	NA	Berwyn Kelly	not-for-profit organization	166
15.	(15)	(15)	Chateau Elan Winery & Resort 100 Blue Chertway Roswell, Ga. 30017 www.chateauelan.com	470,000	\$10 NA \$10	Winery tours & tastings, European Health Spa, 63 holes of golf, four star Inn & Conference Center	Doublet Group	Helen Evans	for-profit corporation	147
(tie)	(12)	(12)	Lake Lanier Islands Resort 7000 Holiday Road Buford, Ga. 30518 www.lakeislandsresort.com	750,000	varies by attraction	beach and waterpark, Magical Nights of Lights, harbor, campgrounds, events/MAR, Legacy Lodge	Islands Management Co. LLC	Gene Todd	for-profit corporation	111
17.	(17)	(17)	The Balchouff Jones Atlanta Civic Center 395 Peachtree Ave. N.E. Atlanta, Ga. 30308 www.atlantaciviccenter.com	700,000	\$65 \$25 \$35	"Iran Azam: The Golden King and The Great Pharaohs," "American Idol: The African American Impact," "Coke: Thunder" (R1) Hip Hop Music Awards	City of Atlanta	Jim Martin-Monahan	government operation	128
18.	(18)	(18)	Martin Luther King Jr. National Historic Site 450 Auburn Ave. N.E. Atlanta, Ga. 30312 www.nps.gov/mlkml	650,000	free	Martin Luther King Jr. Birth Home, Historic Ebenezer Church, King Center, Visitor Center Museum	National Park Service	Judy Forte	government operation	120
19.	(19)	(19)	Cobb Galleria Centre 7 Calypso Parkway Atlanta, Ga. 30339 www.cobb Galleria.com	450,000	varies	Atlanta World Snow, 100+ shops, Food Truck Station, 20+ restaurants, Shop N' Save	Cobb Galleria Center LLC & Exhibit Mall Authority	Melanie J. Swann	government operation/public/private partnership	124
20.	(20)	(20)	Fenwick Museum of Natural History 767 Cohen Road N.E. Atlanta, Ga. 30307 www.fenwickmuseum.org	402,412	\$15 \$13 \$14	Dinosaur Entrance Plaza, "Giants of the Mesozoic," Hands-on Children's Discovery Rooms, Naturalist Center, Walk Through Time in Georgia, IMAX Theater	Fenwick Inc.	Shawn E. Neugert	not-for-profit organization	187
21.	(21)	(21)	Atlanta Motor Speedway 1500 U.S. 19 and 41 S. Marietta, Ga. 30058 www.atlantamotorspeedway.com	315,000	\$39 and up \$19 and up NA	Nip Tuck, Auto 500 NASCAR Spring Cup Series, Adrenal 500 NASCAR Sprint Cup Series, NASCAR Nationwide Series, NASCAR Camping World Truck Series	Speedway Motorsports Inc.	Ed Clark	for-profit corporation	189
22.	(22)	(22)	Center for Puppetry Arts 1404 Spring St. N.W. Atlanta, Ga. 30309 www.puppets.org	300,000	\$16-\$24	family, teen and adult performances, films, educational workshops, "Puppets: Power of Wonder" global exhibit, "Jim Henson: Wonders From His Workshop" exhibit	NA	Rebecca Riley, Vincent Anthony	not-for-profit organization	141
(tie)	(21)	(21)	Inside CNN Studio Tour 1 CNN Center Atlanta, Ga. 30303 www.cnn.com/tour	300,000	\$13 \$10 \$11	Behind the scenes tour of Atlanta's CNN studios	NA	Bill McManey	for-profit corporation	163
24.	(24)	(24)	Atlanta History Center/Margaret Mitchell House 140 West Peachtree Ferry Road N.W. Atlanta, Ga. 30309 www.atlantahistorycenter.com	250,000	\$10 \$10 \$12	Turning Point: The American Civil War, Swan House, Julie Smith House, Margaret Mitchell House	Atlanta Historical Society	Sue Carter, David Lerner	not-for-profit organization	122
(tie)	(20)	(20)	Fenwick Science Center 156 Gordon Park Drive N.E. Atlanta, Ga. 30317 www.fenwick.edu	250,000	free, premarket \$4, \$3, \$3	Apollo 6 spacecraft, Cherokee Sound exhibit, the snake and frog exhibit, Birds of Georgia exhibit, Iceberg exhibit	Fenwick County School System	Douglas J. Hobbs	not-for-profit organization	133

* All prices are current as of original publication date and are subject to change.
 † Piedmont Park is managed by Piedmont Park Conservancy in partnership with the City of Atlanta.
 ‡ Data available will reflect all the end of 2009.
 NA: Not available or not applicable.
 NR: Not ranked or not relevant.

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To get the latest of this list to enhance the participants or to study that the listing of an attraction indicates its quality. Any information is made to ensure the accuracy and thoroughness of Atlanta Business Chronicle's listings. All information is based on responses from the Atlanta Business Chronicle survey. Please send comments, additions or changes to: Atlanta Business Chronicle, 3427 Peachtree Road, Suite 400, Atlanta, GA 30326. E-mail: atlantabiz@atlantabiz.com

The Top 25 List, Georgia and the Top 25 List with the highest quality for this list, but would not include attendance figures.

Original publication date: Oct. 16, 2009



Note: Review Carefully!

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: A signed acknowledgment of this addendum (this page) should be attached to your RFP proposal.

The Dunwoody Music Conservancy, Inc.

Proposer Name



Signature

Daniel D. Ross, Chairman

December 10, 2010

Typed Name and Title

Date

FILED
CLERK'S OFFICE

2010 DEC 16 PM 4:53
IN THE SUPERIOR COURT OF BIBB COUNTY
STATE OF GEORGIA
LARRY BRANNEN, CLERK
SUPERIOR COURT OF
BIBB COUNTY GEORGIA

HALLS OF FAME, INC.,

Plaintiff,

vs.

GEORGIA MUSIC HALL OF FAME
AUTHORITY,

Defendant.

CIVIL ACTION NO.

10CV 54563

APPLICATION FOR INTERLOCUTORY INJUNCTION

COMES NOW, Plaintiff Halls of Fame, Inc. and files this, its Application for Interlocutory Injunction as follows:

1.

Defendant Georgia Music Hall of Fame Authority is a body corporate and politic deemed to be an instrumentality of the State of Georgia and a public corporation.

2.

Defendant maintains its sole offices at 200 Martin Luther King Jr. Blvd., Macon, Georgia 31201, and it may be served through its Executive Director Lisa Love, who is the Chief Executive Officer of the public body, pursuant to O.C.G.A. § 9-11-4(d)(5).

3.

On September 29, 2010, Defendant published a Request for Proposals for the Operation, Management and Location of the Georgia Music Hall of Fame Museum, seeking to qualify a Proposer that would operate, manage, and provide a museum facility that will promote music events, educate,

ELL & MELTON, L.L.P.
Fourteenth Floor
577 Mulberry Street
P.O. Box 229
Macon, GA 31202-0229
478-746-8521
Fax 478-745-6426

and chronicle the history of music in Georgia and that would house the Georgia Music Hall of Fame to honor individuals that have made outstanding and lasting contributions to music in Georgia or elsewhere.

4.

The deadline for submission of all such proposals was set by Defendant as December 10, 2010.

5.

After the submission of such proposals, the Defendant will form an evaluation team to initially review and evaluate the submitted proposals based on several categories and interview each of the Proposers before ranking the proposals and making a recommendation to the Board of the Defendant. The Board will then be solely responsible for the final selection of the successful Proposer and then enter into negotiations to finalize an agreement governing the partnership between Defendant and the successful Proposer.

6.

Organizations in five (5) cities submitted proposals by the December 10, 2010, deadline, including organizations in Dunwoody, Athens, Woodstock, Dahlonega, and Plaintiff's proposal from Macon.

7.

Following the deadline for proposals, Defendant received numerous requests to produce the proposals under the Open Records Act.

8.

The earliest of these requests for production was filed on Tuesday, December 14, 2010.

9.

Executive Director Lisa Love subsequently e-mailed representatives of each of the five (5) organizations filing proposals with Defendant to inform the organizations that absent legal action to bar the production of the proposals under the Open Records Act, the proposals will be produced by Defendant to all organizations requesting production of the proposals on Friday, December 17, 2010.

10.

The Georgia Open Records Act, O.C.G.A. § 50-18-70, *et seq.*, provides the jurisdictional basis for a cause of action by individuals and other entities to enjoin the disclosure of legally protected information. *Bowers v. Shelton*, 265 Ga. 247, 453 S.E.3d 741 (1995).

11.

Pursuant to O.C.G.A. § 50-18-72(b)(1), trade secrets and other confidential business information obtained from a person or business entity which are of a privileged or confidential nature and required by law to be submitted to a government agency, and the conduct of or as a result of a study or research on commercial issues is exempted from the requirements of the Open Records Act where such data, records, and information has not been publicly released, published, copyrighted, or patented.

12.

Such proprietary data, records, and information may be treated as confidential by the state agency that collected said materials. O.C.G.A. § 50-18-72(b)(1); 1974 Op. Att'y Gen. No. U74-113.

13.

Plaintiff will suffer an immediate and irreparable injury, loss, and damage should Defendant not be enjoined immediately from releasing Plaintiff's proposal.

14.

Specifically, Plaintiff also plans to submit a proposal to the Georgia Sports Hall of Fame Authority by the deadline for similar proposals being collected by that public body, the deadline for receipt of such proposals being December 31, 2010.

15.

Both the proposal submitted to Defendant and the proposal that will be submitted to the Georgia Sports Hall of Fame Authority include proprietary information and secret information, never released to the public, and included in Plaintiff's proposal in the form of the Pro Forma Financial Plan, which spells out the specifics of the Plaintiff's plan to finance and operate each Hall of Fame.

16.

Further, Plaintiff's proposal to Defendant includes other proprietary and secret trade information on the ability of Plaintiff to operate, manage, and provide a museum facility both to the Georgia Music Hall of Fame Authority and to the Georgia Sports Hall of Fame Authority.

17.

The release of such information prior to the deadline for submission of proposals to the Georgia Sports Hall of Fame Authority will irreparably and immediately damage Plaintiff.

18.

In an e-mail from Executive Director Lisa Love, attached hereto as Exhibit "A," Ms. Love indicates that Shannon McGee, an Assistant Attorney General with the Department of Law, is representing Defendant in regards to its Open Records Act disclosure of documents, and he will be provided notice of both the date and time of the hearing on Plaintiff's Motion for Interlocutory

Injunction.

19.

In support of its Motion, Plaintiff contemporaneously is filing a Verified Complaint with the necessary factual allegations; counsel for Plaintiff will transmit a Rule Nisi to counsel for Defendant immediately following the filing of this action providing the requisit notice as set forth in O.C.G.A. § 9-10-2.

WHEREFORE, Plaintiff prays for the following relief:

- (a) That Defendant be restrained from proceeding with the release of Plaintiff's proposal to Defendant to operate and manage the Georgia Music Hall of Fame in Macon, Georgia; and
- (b) For such other relief as the Court shall deem just and appropriate.

Respectfully submitted, this 16th day of December, 2010.



BLAKE EDWIN LISENBY
Georgia Bar No. 453773
M. DEVLIN COOPER
Georgia Bar No. 142447
SUSANNA GWEN PATTERSON
Georgia Bar No. 940415

Sell & Melton, LLP
P. O. Box 229
Macon, Georgia 31202-0229
(478) 746-8521 telephone
(478) 745-6426 facsimile
www.sell-melton.com

CERTIFICATE OF SERVICE

This is to certify that I have this date served a copy of the above and foregoing APPLICATION FOR INTERLOCUTORY INJUNCTION by mailing a true and correct copy via United States First Class Mail, properly addressed and postage prepaid to the following:

Shannon Alfonso McGhee, Esq.
Georgia Department of Law
40 Capitol 40 Square, SW
Atlanta, GA 30334-1300
Also via e-mail: smcghee@law.ga.gov

This 16th day of December, 2010.



M. DEVLIN COOPER
Georgia Bar No. 142447

Sell & Melton, LLP
P. O. Box 229
Macon, Georgia 31202-0229
(478) 746-8521 telephone
(478) 745-6426 facsimile

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PAID
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FILED
CLERK'S OFFICE

IN THE SUPERIOR COURT OF BIBB COUNTY
STATE OF GEORGIA

2010 DEC 16 PM 4:53

DIANNE BRANNEN, CLERK
SUPERIOR COURT OF
BIBB COUNTY GEORGIA

HALLS OF FAME, INC.,

Plaintiff,

vs.

GEORGIA MUSIC HALL OF FAME
AUTHORITY,

Defendant.

CIVIL ACTION NO.

10CV 54563

VERIFIED COMPLAINT FOR EQUITABLE RELIEF

COMES NOW, Plaintiff Halls of Fame, Inc. and files this, its Verified Complaint for Equitable Relief against Defendant Georgia Music Hall of Fame Authority, respectfully showing the Court the following:

1.

Defendant Georgia Music Hall of Fame Authority is a body corporate and politic deemed to be an instrumentality of the State of Georgia and a public corporation.

2.

Defendant maintains its sole offices at 200 Martin Luther King Jr. Blvd., Macon, Georgia 31201, and it may be served through its Executive Director Lisa Love, who is the Chief Executive Officer of the public body, pursuant to O.C.G.A. § 9-11-4(d)(5).

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that would operate, manage, and provide a museum facility that will promote music events, educate, and chronicle the history of music in Georgia and that would house the Georgia Music Hall of Fame to honor individuals that have made outstanding and lasting contributions to music in Georgia or elsewhere.

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Executive Director Lisa Love subsequently e-mailed representatives of each of the five (5) organizations filing proposals with Defendant to inform the organizations that absent legal action to bar the production of the proposals under the Open Records Act, the proposals will be produced by Defendant to all organizations requesting production of the proposals on Friday, December 17, 2010.

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Plaintiff will suffer an immediate and irreparable injury, loss, and damage should Defendant not be enjoined immediately from releasing Plaintiff's proposal.

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The release of such information prior to the deadline for submission of proposals to the Georgia Sports Hall of Fame Authority will irreparably and immediately damage Plaintiff.

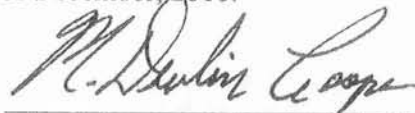
18.

In an e-mail from Executive Director Lisa Love, attached hereto as Exhibit "A," Ms. Love indicates that Shannon McGee, an Assistant Attorney General with the Department of Law, is representing Defendant in regards to its Open Records Act disclosure of documents, and he will be provided notice of both the date and time of the hearing on Plaintiff's Motion for Interlocutory Injunction.

WHEREFORE, Plaintiff prays for the following relief:

- (a) That Summons and process be issued and Defendant be served as provided by law;
- (b) That Defendant be restrained from releasing Plaintiff's proposal by the issuance of an Interlocutory Injunction;
- (c) That all costs be cast upon Defendant;
- (d) That judgment be entered in favor of Plaintiff and against Defendant; and
- (e) For such other relief as the Court shall deem just and appropriate.

Respectfully submitted, this 16th day of December, 2010.



BLAKE EDWIN LISENBY
Georgia Bar No. 453773
M. DEVLIN COOPER
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(478) 745-6426 facsimile
www.sell-melton.com

IN THE SUPERIOR COURT OF BIBB COUNTY
STATE OF GEORGIA

HALLS OF FAME, INC.,

Plaintiff,

vs.

GEORGIA MUSIC HALL OF FAME
AUTHORITY,

Defendant.

CIVIL ACTION NO.

10CV 54563

VERIFICATION

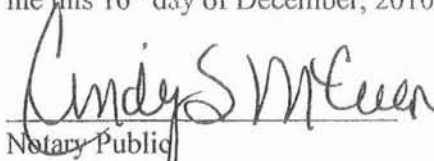
**STATE OF GEORGIA
COUNTY OF BIBB**

PERSONALLY APPEARED before the undersigned officer duly authorized to administer oaths, C. MICHAEL FORD, who, after being duly sworn, deposes and says that the foregoing verified Complaint for Equitable Relief is true and correct, and that he has personal knowledge of said facts and allegations therein.



C. MICHAEL FORD, Board Member
Halls of Fame, Inc.

Sworn to and subscribed before
me this 16th day of December, 2010.


Notary Public

My Commission Expires: _____

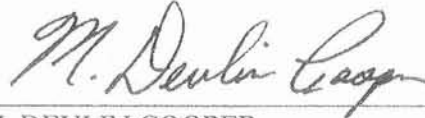


CERTIFICATE OF SERVICE

This is to certify that I have this date served a copy of the above and foregoing **VERIFIED COMPLAINT FOR EQUITABLE RELIEF** by mailing a true and correct copy via United States First Class Mail, properly addressed and postage prepaid to the following:

Shannon Alfonso McGhee, Esq.
Georgia Department of Law
40 Capitol 40 Square, SW
Atlanta, GA 30334-1300
Also via e-mail: smcghee@law.ga.gov

This 16th day of December, 2010.



M. DEVLIN COOPER
Georgia Bar No. 142447

Sell & Melton, LLP
P. O. Box 229
Macon, Georgia 31202-0229
(478) 746-8521 telephone
(478) 745-6426 facsimile

IN THE SUPERIOR/~~STATE~~ COURT OF BIBB COUNTY

STATE OF GEORGIA

CIVIL ACTION NUMBER 10CV 54563

HALLS OF FAME, INC.

PLAINTIFF

VS.

GEORGIA MUSIC HALL OF FAME AUTHORITY

DEFENDANT

SUMMONS

TO THE ABOVE NAMED DEFENDANT: **GEORGIA MUSIC HALL OF FAME AUTHORITY**

You are hereby summoned and required to file with the Clerk of said court and serve upon the Plaintiff's attorney, whose name and address is:

**BLAKE EDWIN LISENBY
M. DEVLIN COOPER
SUSANNA GWEN PATTERSON
SELL & MELTON, LLP
P. O. BOX 229
MACON, GA 31202-0229**

an answer to the complaint which is herewith served upon you, within 30 days after service of this summons upon you, exclusive of the day of service. If you fail to do so, judgment by default will be taken against you for the relief demanded in the complaint.

This 16th day of December, 2010.

Clerk of Superior/State Court

BY Regina J. Baker
Deputy Clerk

FILED
CLERK'S OFFICE

IN THE SUPERIOR COURT OF BIBB COUNTY
STATE OF GEORGIA

2010 DEC 16 PM 4:53

DIANNE BRANNEN, CLERK
SUPERIOR COURT OF
BIBB COUNTY GEORGIA

HALLS OF FAME, INC.,

Plaintiff,

vs.

GEORGIA MUSIC HALL OF FAME
AUTHORITY,

Defendant.

CIVIL ACTION NO.

10CV 54563

RULE NISI

The above and foregoing petition having been read and considered, let the Defendant show cause before the Court at the Bibb County Courthouse in Macon, Georgia, at 4:00 o'clock, P.M., on the 22nd day of December, 2010, as to why the prayers of the petition should not be granted.

This 16th day of December, 2010.


CLERK, SUPERIOR COURT OF BIBB COUNTY,
GEORGIA



**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

PROPOSAL BY THE CITY OF WOODSTOCK



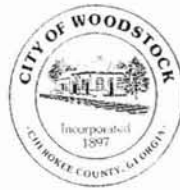


**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP Section 3.1

COVER LETTER





City of Woodstock
12453 Highway 92
Woodstock, GA 30188
Website: www.woodstockga.gov

December 10, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

Dear GMHOF Authority Members:

On behalf of the City of Woodstock, I am pleased to submit the attached proposal "For the Operation, Management, and Location of the Georgia Music Hall of Fame Museum". I believe that once you review our proposal, you will agree with me that we have created a compelling case for the relocation of the Georgia Music Hall of Fame Museum to...


Georgia's Woodstock.

We view the relocation of the museum to Downtown Woodstock as the central piece of our economic development strategy of building upon the arts for the future of the area. By moving the museum to a site adjacent to the City's amphitheatre that will be constructed in 2011, we believe that our proposal offers a unique opportunity for the museum to become self sustaining. Our amphitheatre was one of the projects recently approved by the voters of Woodstock and Cherokee County in our SPLOST renewal referendum.

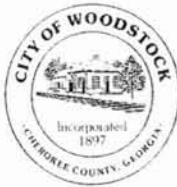
We would welcome the opportunity to give a formal presentation to the Relocation Committee or the Authority Board as a whole. If given the opportunity to make a presentation, we will be able to show you how the museum will benefit from the other arts related projects in Downtown Woodstock and explain in depth the business model that we have developed to make the museum self-sustaining.

Thank you for taking the time to review the enclosed proposal. We look forward to presenting our plan to you in person and working to make Georgia's Woodstock the new home for the Georgia Music Hall of Fame Museum. Please do not hesitate to let me know if you have any questions or need additional information.

Sincerely,



Donnie Henriques, Mayor



City of Woodstock
12453 Highway 92
Woodstock, GA 30188
Website: www.woodstockga.gov

December 10, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

Dear GMHOF Authority Members:

Thank you for taking the time to review the proposal from the City of Woodstock. We have given this project a lot of thought and spent a great deal of time trying to answer two basic questions:

- 1) Why is the Georgia Music Hall of Fame Museum not self-sustaining in the current location?
- 2) What could Woodstock do differently to make it self-sustaining?

We felt that if we could answer these two basic questions, we would be in a position to respond to the RFP from the Authority. As evidenced by this submission, we believe that we have been able to successfully answer these two questions.

As part of our process, we brought a group of elected officials, business people, community leaders and staff to tour the current museum. We all left the museum excited about the prospects of the Hall of Fame being located in Woodstock and brainstormed on the way back about ways to make the museum self-sustaining. We have had many sessions since our trip devoted to this topic. You will see many of those ideas included in the various sections of this proposal.

To answer our first question, we embarked on a demographic study of the six communities that are eligible to submit RFP's. We quickly discovered what we believe is a major part of the answer to our first question and that is that the current location does not have the population of residents and students necessary to make the museum self-sustaining. I have attached the charts to this letter for your review (all sources are cited on the actual charts).

Demographics

Looking at a 50 mile radius, which we believe is a reasonable limit to expect people or school field trips to travel to the museum on a daily basis, Macon has 933,576 people. For the same 50 mile radius, Woodstock has 5,773,056 people.

Macon has 303 public and private schools within a 50 mile radius. Woodstock has 1,538 schools. This translates into 150,199 students for Macon and 993,777 students for Woodstock.

Finally, we looked at the per capita personal income. For a 50 mile radius of Macon, the per capita personal income in 2008 was \$30,399. The per capita personal income for Woodstock for the same radius was \$38,542.

After looking at the demographics of the communities, we felt as though we better understood the sustainability problems for the museum. From population, number of schools, students and per capita personal income, we felt that Woodstock could offer the Authority a demographic base to make the museum self-sustaining.

Attendance Basis for the Woodstock Proposal

In trying to translate these demographic facts into our business model, we looked at the current museums attendance. Taking an average attendance for the museum of 25,000 compared to the Macon Metropolitan Statistical Area (MSA) population of 222,368 from the 2000 Census, approximately 11% of Macon's MSA attended the museum annually. The 2000 Census population for the Atlanta MSA was 5,475,213. If we were able to draw 11% of the Atlanta MSA, our attendance numbers would be 602,272 people. For the purposes of our proposal, we decided not to utilize the 11% basis, but to go with a much more conservative number of 0.8%, or 45,000 people. We felt it was very important to be as conservative as possible in all of our estimates to ensure success. Therefore, we elected to use 45,000 as the base attendance number for the pro-forma you will see later in the proposal. We had much rather underestimate the attendance than over estimate the attendance in order to build a successful, sustainable museum rather than devolve into failure.

For comparison purposes, we have over 20,000 people in attendance for the five concerts of our Woodstock Concert Series on an annual basis. In nearby Cartersville, the Tellus Science Museum drew over 100,000 people in their first year of operation.

The Site

We have selected a site to include in our proposal which is adjacent to our Downtown Woodstock City Park. Details of the existing building and the modifications we would make to the building are included in the proposal. The site we have selected is also adjacent to the site of our new amphitheatre. The firm of Clark Patterson Lee (bio included) has been selected as the design firm for our amphitheatre. Early estimates are that the amphitheatre will seat 6,000 to 7,000 people (comparable in size to Atlanta's Chastain Park Amphitheatre). The estimated \$2.4 million cost to construct the amphitheatre will come from the recently extended SPLOST, as well as private funds.

The site is also across the street from the performing arts theatre that seats 550 people. Towne Lake Arts Center (TLAC) begins operations in their new location in January 2011. TLAC brings professional quality live theatre to Woodstock and Cherokee County. They also offer children's theatre, drama classes, camps and art classes.

The site is approximately one-half mile from the Elm Street Cultural Arts Village. The Village will be a four-acre cultural arts complex in Downtown Woodstock featuring a visual arts center in a restored century-old farmhouse, a historic visitor's center and a park like setting to offer a sculpture park and community gardens.

The Plan

As you will see outlined in the proposal, the City's plan involves increasing attendance (utilizing our demographic advantage) and creating special events to bring people to the museum by utilizing the new amphitheatre adjacent to the site. The City of Woodstock has a thirteen year history of producing concerts in conjunction with RCS Productions adjacent to the proposed site of the museum. Through a series of concerts and other special events outlined in this proposal, we believe that we can utilize the amphitheatre to not only produce revenue, but also provide an added value to the sale of memberships and sponsorships.

In addition, the City proposes to make a number of technological improvements in the museum to both improve the visitor experience and take the museum on the road through virtual fieldtrips and other innovations designed to both fulfill the mission of education, as well as promote attendance at the museum. The museum will be designed in such a way that exhibits may be changed frequently, giving a reason to return frequently.

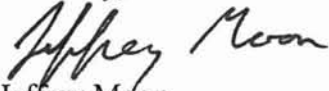
Finally the City proposes to utilize both the theatre and the pre-function/exhibit space that would be added to the existing building on the proposed site as a venue for rentals, special events and added value for the sponsors and members.

Closing

In conclusion, we would welcome the opportunity to make a presentation to the selection committee regarding our community, site, plan, and economic development strategy based upon the arts. We believe that if you review our proposal and the demographics of our community, we have presented you with a plan for a self-sustaining museum.

We look forward to discussing our proposal with you further. Please do not hesitate to contact me if you have any questions or need additional information.

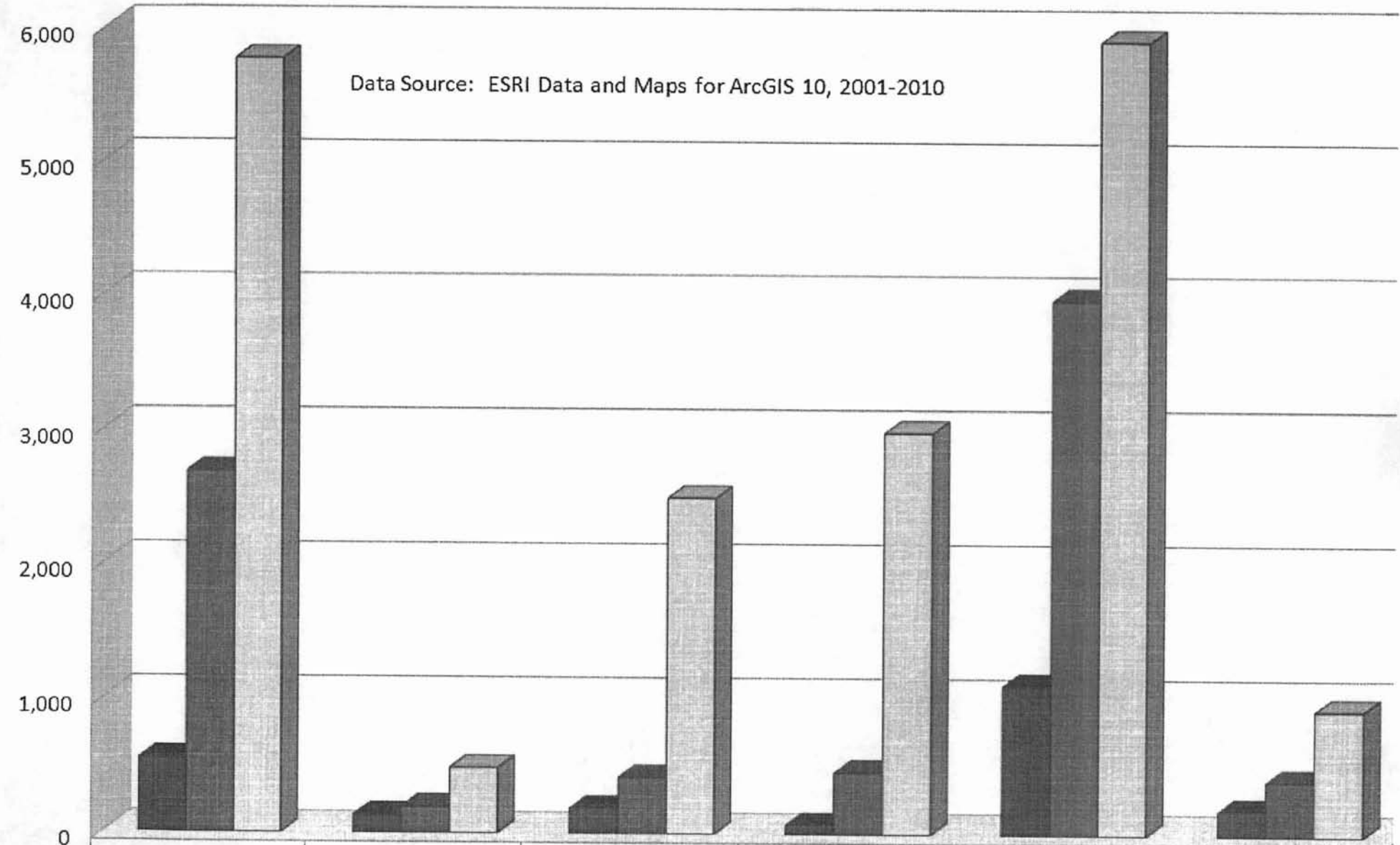
Sincerely,

A handwritten signature in cursive script that reads "Jeffrey Moon".

Jeffrey Moon
City Manager
City of Woodstock

Estimated Population, 2010

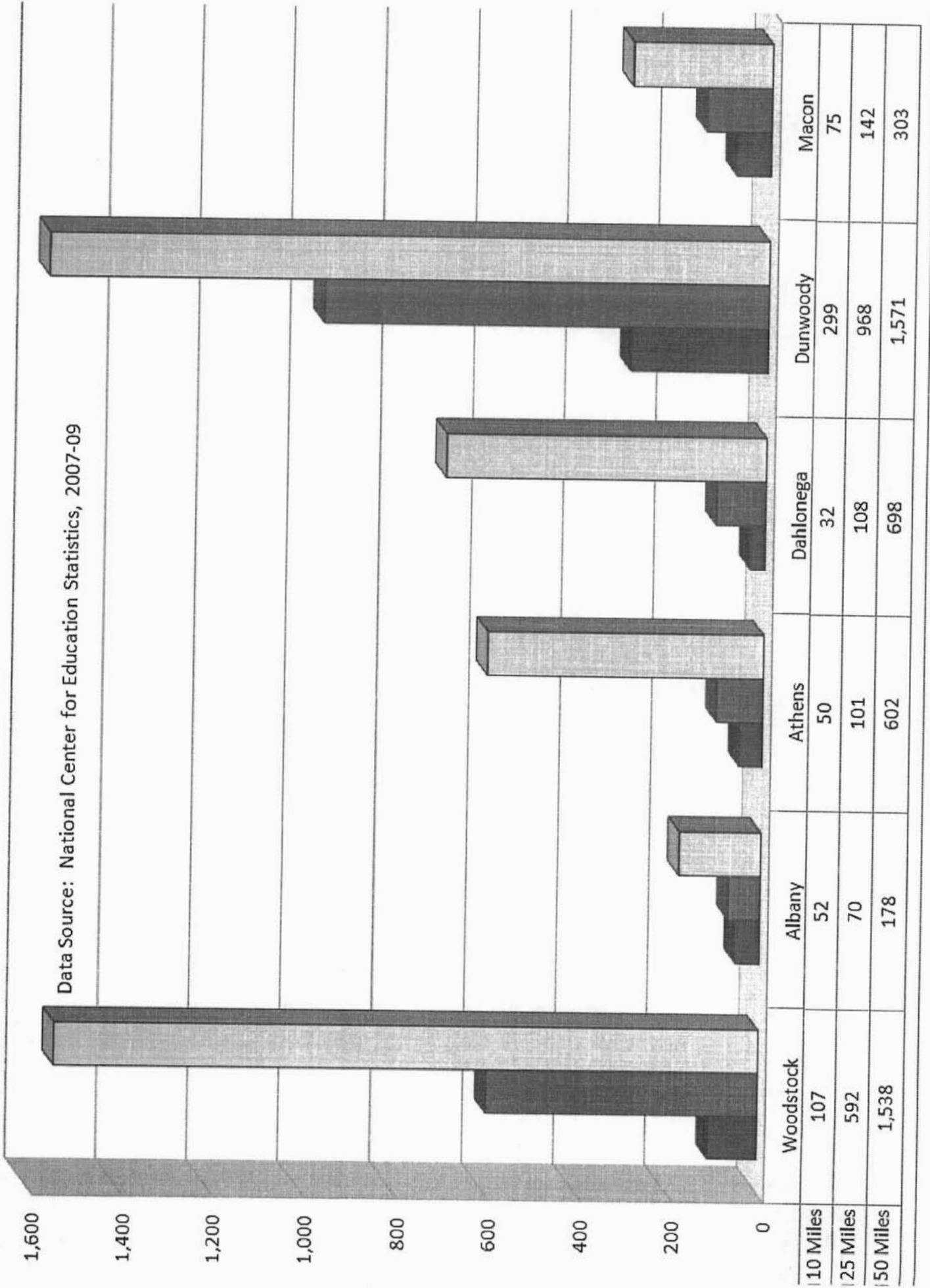
Data Source: ESRI Data and Maps for ArcGIS 10, 2001-2010



	Woodstock	Albany	Athens	Dahlonega	Dunwoody	Macon
10 Miles	552,261	135,013	188,565	71,145	1,110,347	188,146
25 Miles	2,688,734	196,626	421,214	461,647	3,977,235	408,810
50 Miles	5,773,056	487,397	2,500,391	2,989,275	5,921,071	933,576

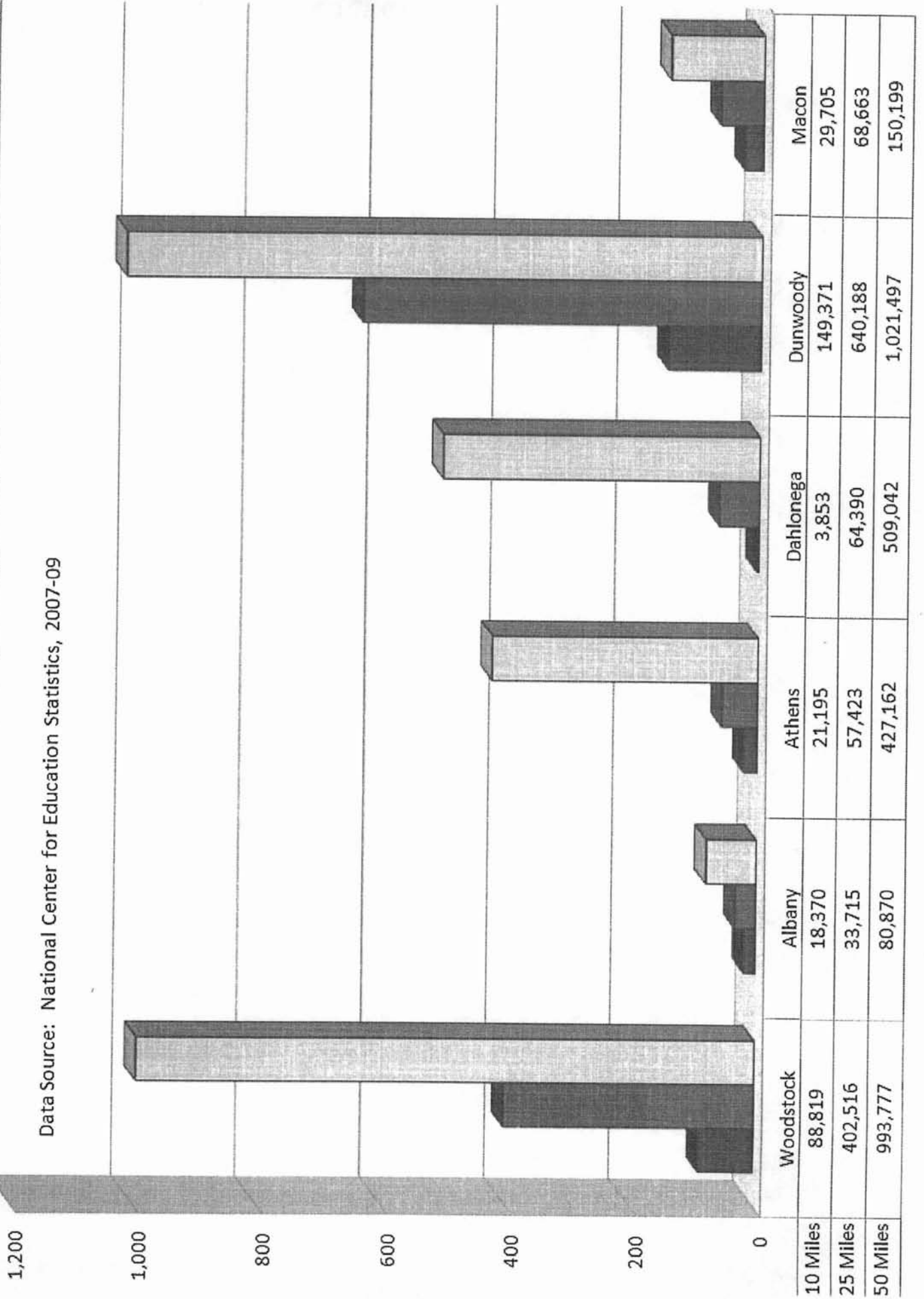
Number of Schools

Data Source: National Center for Education Statistics, 2007-09

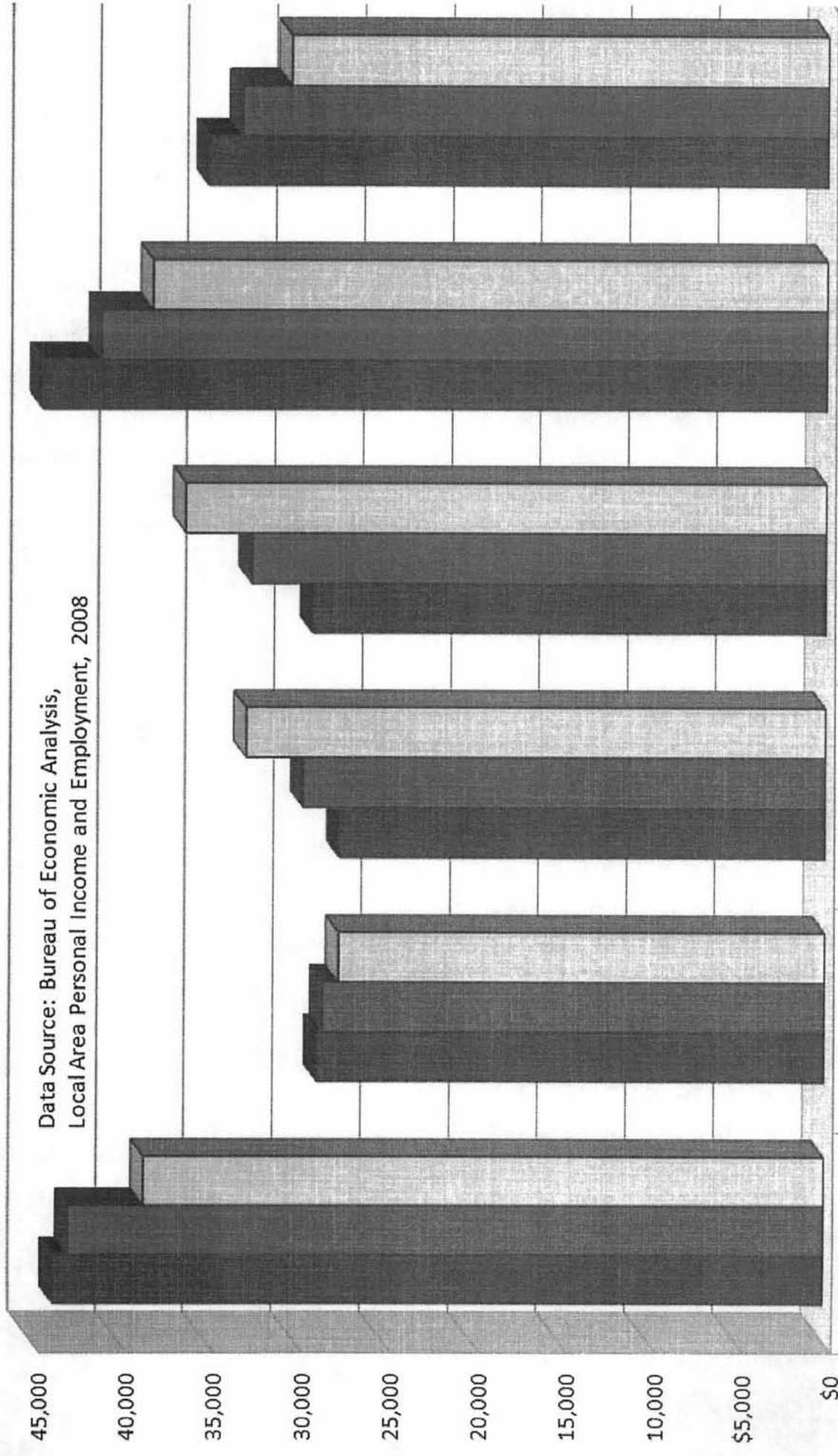


Number of Students

Data Source: National Center for Education Statistics, 2007-09



Per Capita Personal Income within 10, 25 & 50 Miles of City Centers



Data Source: Bureau of Economic Analysis,
Local Area Personal Income and Employment, 2008

	Woodstock	Albany	Athens	Dahlonega	Dunwoody	Macon
10 Miles	43,705	28,730	27,504	29,067	44,468	35,067
25 Miles	42,848	28,415	29,564	32,518	41,152	33,161
50 Miles	38,542	27,531	32,801	36,272	38,207	30,399



**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP Section 3.2

STATEMENT OF PROJECT UNDERSTANDING



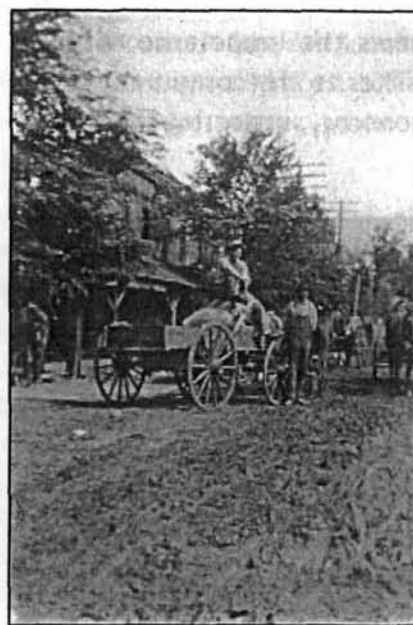
STATEMENT OF PROJECT UNDERSTANDING

Georgia's Woodstock: Welcome to Our City

Macon is known as the cradle of Georgia's Music Heritage. Athens is the birthplace of several breakthrough artists. In Woodstock, we have our name. Synonymous with the most famous outdoor concert series ever, Georgia's Woodstock represents the culture and charm of our state while focused on the need to preserve arts and recreation to create a sustainable future for our region. Woodstock's leadership has it poised to become a premiere arts and entertainment destination for the region, including performing and visual arts that are world-renowned. As part of this RFP process, many have asked, "Why Woodstock?" Through our proposal, we hope you find a City dedicated to integrating the Georgia Music Hall of Fame into our community while offering a proposal to take the mission of the HOF to heart and sharing this resource with the entire state and visitors passing through.

Our History

Although early postal records show a Woodstock postmaster in 1833, the town's boundaries were not set until December 8, 1897, when the Georgia legislature granted the charter. The Marietta and North Georgia Railroad had begun operations through Woodstock in 1879, adding greatly to the possibilities for economic growth and giving cotton farmers and local merchants a way to ship out cotton and receive merchandise. By the turn of the century homes and businesses were springing up, mainly within the area designated by the city charter, one-half of a mile east and west of the rail tracks and three-fourths of a mile north and south of the depot. Early industries included a rope mill, brick yard, lumber mill, grist mills, and cotton seed oil and a fertilizer company. Beginning in the 1830s, churches organized. A public school, preceded by Woodstock Academy, was built soon after 1900.



The population grew from 276 in 1900 to 545 in 1950. Many residents commuted to work in Marietta and Atlanta. The 1980 census showed 2,699, a portent of things to come. Interstate 575 opened with two exits to Woodstock in 1982, spurring development. Rapid growth and the expansion of the city limits raised the total population to an estimated 23,865 in July 2009. Woodstock is the fastest growing city in Cherokee County and in 2007 was rated by Forbes as the tenth fastest-growing suburb in its category in the United States. Additionally, the City of Woodstock has won numerous awards from state and national organizations related to projects of rehabilitation, urban planning, and recreation initiatives.

Local historic preservation groups working with civic organizations, various authorities, and property owners, have raised awareness of the city's rich past, thus assuring that Woodstock's heritage and history is intact for today's generation and is preserved for future generations. In Woodstock, the past and future are wrapped up neatly in the present, a gift we give to everyone that visits our hometown.



Our Downtown

Downtown Woodstock is the heart and soul of the Woodstock Community. Located just east of Interstate 575, the central business district is home to the City's many events, including the annual Woodstock Summer Concert Series, approaching its 14th season, as well as many other parades, festivals and community gatherings. In 2010, the Woodstock Summer Concert Series hosted over 20,000 guests during five events between May and September. These events were funded through the generosity of over \$50,000 in private sponsor funds and were free to the public. The City of Woodstock



knows the importance of music as part of an economic development strategy. These events draw visitors to the community to not only enjoy the performing arts, but to also spend money in the local economy, supporting the many restaurants, retail shops, hotels and convenience stores nearby.



In 2010, the City of Woodstock was designated as a Main Street City by the Georgia Department of Community Affairs. This designation highlights the community's efforts to revitalize the downtown area using a nationally recognized four-point approach highlighting design, organization, promotion and business development. Within a two year period, twenty new businesses have called downtown Woodstock home, creating over 250 jobs, resurrecting the construction market for downtown housing and providing a place for commercial investment in the metropolitan economy.

The City of Woodstock is dedicated to creating an atmosphere for arts and culture in downtown Woodstock. Since 2009, the City of Woodstock has invested public funds into making the downtown area more inviting for consumers, more accessible for pedestrians, more sustainable for businesses and more available for the arts. A local non-profit theatre group was given municipal space to locate a 400 seat theatre downtown. Four acres were purchased in a joint venture by the City and County to build a cultural arts center. The Downtown Development Authority assisted in the relocation of glassblowing company in the jewelry industry that includes 120 jobs coming downtown in 2011. Additionally, a sixty-seven mile multi-use trail project will link downtown Woodstock with surrounding communities, offering auto-free routes to the central business district. Downtown Woodstock is quickly becoming a destination for consumers in the metro area.



Woodstock’s Hall of Fame Concept

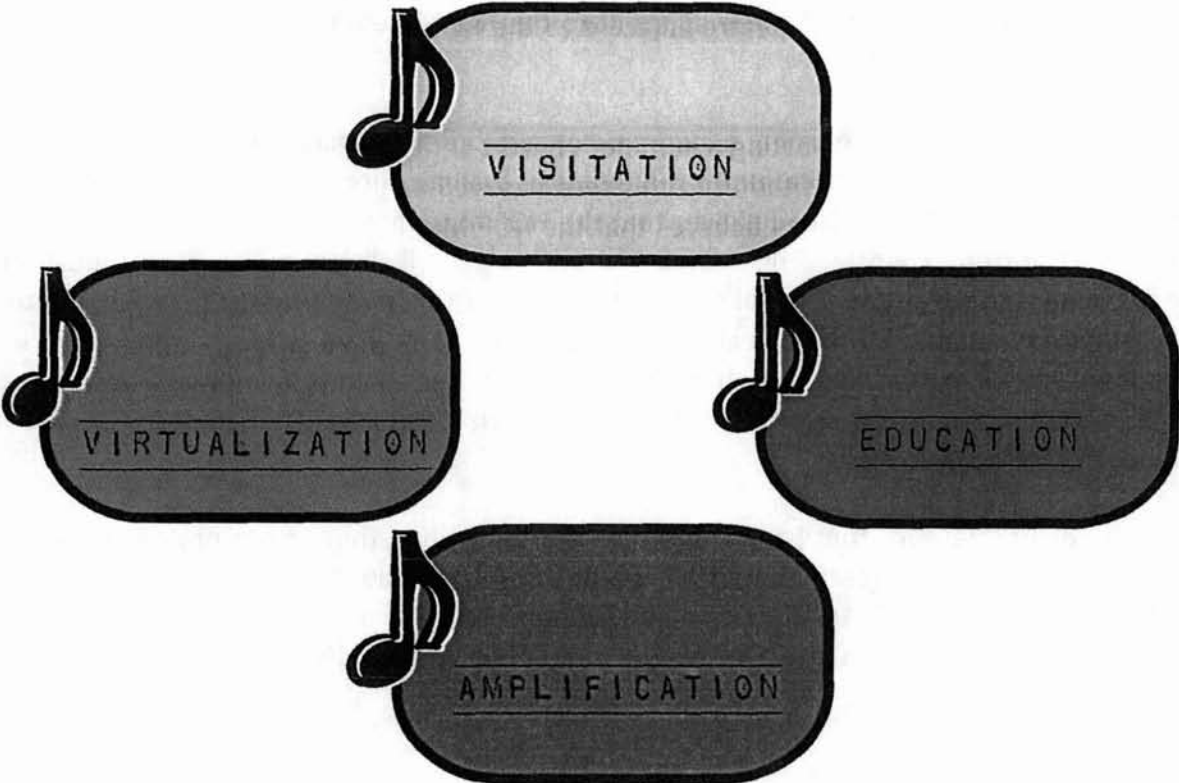
The City of Woodstock and its partners realize the very special and unique opportunity that is presented by housing the premiere collection of music archives related to Georgia’s rich music heritage. In such, the City also recognizes that the Georgia Music Hall of Fame Authority has a specific mission that is recorded in three parts:

- 1. Construct and maintain a facility to house the Georgia Music Hall of Fame;
- 2. Operate, advertise and promote the Georgia Music Hall of Fame; and
- 3. Promote music events at the facility and throughout the state.

The City of Woodstock also recognizes that the purpose of the Request for Proposal process that was created by the Authority at the instruction of Senate Bill 523 of the Georgia General Assembly is to submit a proposal that:

- 1. Outlines the operation, management and provision of a facility to promote music events, educate and chronicle the history of music in Georgia; and
- 2. Outlines the housing of the Georgia Music Hall of Fame to honor individuals that have made outstanding and lasting contributions to music in this state and elsewhere.

With these two missions in mind and at the forefront of this process, the City of Woodstock has assembled a proposal that will optimize the brand of the Georgia Music Hall of Fame while providing access to Georgia’s rich music heritage to all Georgians. The Woodstock Concept for the relocation of the Georgia Music Hall of Fame is based on four key components: Visitation, Education, Amplification, and Virtualization (outlined below).





The City of Woodstock understands that one of the prime factors in the success of a museum is attendance. Having a destination, such as the Georgia Music Hall of Fame, can be a generator of tourism travel. The City of Woodstock is located conveniently along Interstate 575 in Cherokee County, within an eight-mile connection to Interstate 75 in Kennesaw, north of Atlanta. This access to the interstate system has

been specifically beneficial to two additional local tourism destinations Dixie Speedway (Interstate 75 and Highway 92) and the Tellus Science Museum (Interstate 75 in Bartow County). The Speedway has an annual attendance at races and events of 150,000, while the Tellus Museum just completed its first year of operations with over 100,000 visitors. Currently, the Hall of Fame has visitation that fluctuates between 23,000 and 30,000 visitors. The Macon Metropolitan Statistical Area had a total population of 230,820 in 2008. For the same time period, the Atlanta MSA population was 5.4 million and Cherokee County's population reached 215,084 (2009 Census). The annual range of attendance for the HOF Museum in Macon was between 9.9 and 12.9 percent of the regional MSA population. The City of Woodstock's goal is based on 0.8 percent of the regional MSA population.

The proposed site for the Georgia Music Hall of Fame for Woodstock is adjacent to the Woodstock City Park and proposed downtown amphitheatre. Within a quarter-mile walk of the site are 948 public parking spaces, three outdoor stages, a performing arts theatre, Chattahoochee Technical College, a proposed cultural arts village, several art galleries, eight restaurants, several meeting spaces conducive to conferences, and over 400 residential units. The project will become part of the nationally recognized Woodstock Downtown revitalization efforts creating a true living, working, playing atmosphere with a dedication to arts and recreation. The City is proposing the purchase of an existing building that includes 12,000 square-feet of space and remodeling to include the addition of not less than 3,000 additional square-feet to create a facility that will house the HOF Museum, the Regional Visitors Information Center, staff offices and archives. Additionally, the City proposal includes the construction of a new 6,000 to 7,500 seat amphitheatre adjacent to the HOF Museum for use by the Hall as well as the general public and City events.

The City of Woodstock has been hosting a summer concert series for fourteen years, with attendance over 20,000 annually. Based on visitation to this series as well as other events in the downtown area, such as parades and festivals, the City believes that the HOF Museum would secure annual visitation of nearly double its current counts. This increase in visitation will bring a significant boost to the admissions revenues to offset the removal of state subsidies. The City of Woodstock would like to look at making the facility operate 6-7 days weekly, extending hours on the weekends, during special events and during concerts to mirror the consumer and tourism traffic of the downtown Woodstock area. Additionally, the City is proposing to increase admission fees to \$10 for general admissions to match the cost of competing local attractions.

The City of Woodstock believes that having the HOF Museum within thirty miles of downtown Atlanta will open up the program for great visitation by group trips, international visitors and domestic travel. Additionally, the City will seek to partner with Georgia Department of Transportation to add all necessary signage to Interstates 75 and 575, along Georgia Highways 92, 20 and 140.





The Georgia Music Hall of Fame is a fantastic collection of artifacts, stories, and people. Many Georgians would be surprised to learn about the rich history of the state with regards to music. While names like Ray Charles, James Brown, Otis Redding, the B-52s and R.E.M. have become synonymous with Georgia, it's the history of lesser known artists, writers, musicians, artists, professors, producers, and businessmen and women that have contributed to the state's standing as one of the top music production areas in the world. This rich heritage can be found throughout every era of Georgia history and should be displayed and presented in a manner that can be enlightening to tourists and Georgians, children and adults alike. The City of Woodstock believes that the HOF Museum should be an ever-changing and ever-growing organism that is easily transformed to include popular culture of the day as well as artifacts of yesteryear in an environment that adds to the collection and the overall experience of the guest.

Included in the City of Woodstock's proposal are six exhibit spaces of 800 square-feet, a seventh space of 480 square-feet, a 1,750 square-foot theater, a 3,000 square foot exhibition and pre-event lobby and a 6,000 to 7,500 seat amphitheatre. These spaces will allow for multiple uses and the ability of the museum to showcase permanent, rotating, loaned, and special exhibits. The ability to have an evolving museum will encourage repeat traffic.

The City of Woodstock is committed through this proposal to encourage the attendance of school traffic to the Museum. The base pro forma for the budget is 5,000 students in year one, or roughly two school trips per week during the school year. The City believes that this can be easily achieved utilizing districts contiguous to Cherokee County. Including Bibb County and contiguous county districts, there are 66,337 students and 150,199 students within a fifty-mile radius of the current Museum. Including Cherokee County and contiguous county and city districts, there are 356,759 students and 993,777 students within a fifty-mile radius of the proposed Woodstock site.

The City of Woodstock believes that for the Museum to educate the public about Georgia's music heritage, it needs to be located in an area with a mass of student population, such as the Atlanta Metropolitan Statistical Area and also provide opportunities to reach districts that cannot make field trips logistically to Woodstock. In such, the City proposes the creation of Georgia Music Curriculum that be submitted to the Georgia Department of Education and all Georgia School Districts for a Georgia Music Heritage Week. The programming will include virtual tour kits for districts that are further than a fifty-mile radius. The City of Woodstock will also partner with a sponsor to offer Georgia Music Heritage Scholarships to school districts around the state to subsidize field trip costs, making visits to the Museum more affordable to smaller, more remote student populations.

Within the museum itself, a greater use of technology will be used to enhance the experience for all visitors. Specifically, the use of video in addition to upgraded audio will become an integral part of the attractions. A visitor could view a display of an inductee while at the same time listen to the music or commentary from the artist and watch a video of the artist. Technology can make memorabilia come to life by integrating the audio of the artist with a video presentation of the artist with the artifact.



The current library of both audio and video resources would be digitized to create a searchable database for display within the museum as well as developing a virtual field trip DVD that could be used to promote and educate people about Georgia's musical heritage outside of the four walls of the museum. The DVD could be supplied to teachers throughout the state to use in their lesson plans, especially for those students that may be too far way to attend a school field trip to the museum. However, the DVD may peak their interest in visiting the Hall of Fame on a family trip to the Metropolitan Atlanta area.

In addition to exhibits that focus on Inductees to the Georgia Music Hall of Fame and the current archives, the City would like to have exhibits related to Georgia radio history, Georgia recording labels, slave music, Native American music, moments in Georgia music not related to Hall of Fame members (such as the Beatles visit to Atlanta Fulton County Stadium), and marching band history in Georgia.

Woodstock's outreach program does not end at the high school level. In fact, an integral part of our education plan lies in the partnerships with higher education. Kennesaw State University, Georgia's third largest school is less than ten miles away and is home to more than 20,000 students. KSU recently began a certificate program in music business within the Coles College of Business. This program presents opportunities for the Hall of Fame to partner with a major university that has the knowledge and personnel to assist and participate in cataloguing, preserving, and displaying the archives of the collection. We would propose to establish an internship program for students that are participating in the certificate or music programs.

The preservation of Georgia's rich musical heritage is a principal charge of the Hall of Fame and Woodstock is committed to that ideal. We propose to establish the Living Legacy program whereby inductees are recorded on video speaking of their musical connections to Georgia. Whether the artist was born in the state, was inspired here, started or ended their career here, it is important to capture that legacy for posterity and to hopefully inspire the next generation of Georgia musicians.

The City of Woodstock also anticipates beginning the Georgia Music Hall of Fame Future Stars Scholarship fund with from private contributions to assist students pursuing music degrees.



The Georgia Music Hall of Fame Museum is just one component to successfully recognizing the heritage of Georgia's music history and talent. Special events related to Georgia Music can be a draw for the state's economy as well as for the Museum. As part of the City's proposal, the construction of a 6,000 to 7,500 seat amphitheatre will serve as a venue to support the Hall of Fame as an adjacent resource.

The amphitheatre, which is being designed by Clark Patterson Lee (the designer of the City's HOF Museum plans), will serve as home to the City's annual free concert series and a new Legends of Georgia Music Concert Series. The goal is to "amplify" the brand of Georgia Music, while highlighting the HOF. The Legends Series will be phased in over a five year period to include concerts related to key genres of music recognized in the Museum: Country, Rock, Bluegrass, Gospel/Christian Contemporary, Rhythm and Blues, and Classical. Additionally, the Legends concert will feature both existing Hall of Fame inductees as well as up and coming artists. The amphitheatre venue will serve as an excellent backdrop



of video productions, location for filming videos, and if needed, an outdoor venue for induction events. These events could generate significant funds to subsidize the Museum costs and the construction project has been funded by the City of Woodstock through SPLOST revenues.

Within the Museum facility, a 1,750 square-foot theatre will be designed to host more intimate events for artists and lovers of music. Ideas include singer-songwriter nights, members-only concerts with artists, CD and book release events by Georgia artists, open-mic nights, space for local bands to perform, and recording equipment for production use with smaller crowds. The City of Woodstock would also like to work with artists to host panels for interested musicians, students, and the public to learn more about Georgia music through small workshops. Additionally, the space can also be used for film presentations, lectures, and professional level recording opportunities

With our focus on bringing people back to the Hall of Fame for repeat visits, we will establish a "Practice with the Pros" series of workshops that will allow aspiring musicians of all ages to work directly with an inductee or other member of the profession. Imagine the drummer from NewSong or the guitar player from the Atlanta Rhythm Section, both hall of Fame inductees and Woodstock residents, leading a half-day workshop with young musicians to develop their skills or discuss music as a livelihood.

In addition to "amplifying" the Museum through events, the City of Woodstock proposes that the HOF be taken on the road. The creation of a mobile museum that can be displayed around the state, at conferences, at high tourist locations, at state visitors centers and at remote schools would showcase Georgia Music and direct interested parties to visit the Museum. This mobile museum would include replicas of archival materials to protect the collection.

The City of Woodstock would also like to showcase the life of Georgia's artists through a living legends project. Partnering with Georgia Public Broadcasting, the City would work with living artists to create hour-long programs that showcase the early lives of these musicians, including information on how they got started, the importance of music education to their lives, and what role Georgia played in their success. These programs would be available for viewing on Georgia Public Broadcasting, via the Museum website and at the Museum.

Other ideas for projecting the importance of Georgia Music include the creation of a Georgia Music Events website for artists, venues, and the general public to search for upcoming events in Georgia and providing a mobile application for phone retrieval of such information.



The City of Woodstock believes that the HOF Museum would benefit from a greater use of technology to reach a larger audience and make Georgia Music more real to a virtual constituency. While the proposal submitted is focused more on the bricks and mortar of the project, the City understands that the collection may not be available in a medium that is best seen by a larger audience. Specifically with regards to research, the City would like to create more avenues for the Museum to become a resource to Georgians. By partnering with a marketing firm, the City of Woodstock has identified several



opportunities to bring the HOF into modern technology without making the technology the focal point of the physical museum.

The City of Woodstock would partner with Georgia musicians to create a Georgia Music Internet Radio Station. The station would be available to a world-wide audience with a focus on the importance of Georgia's music heritage. Complete with music by HOF inductees, the station would provide instant branding for the HOF Museum to internet users at minimal costs. This music could then be marketed for use in Georgia Visitor Centers, government buildings, transportation facilities, schools, and in the offices of Georgia's largest corporations. The station would also provide opportunity to integrate event happenings at the Museum and across the state in relation to Georgia music.

As mentioned in the education section, the City believes that the creation of a more interactive website that would include virtual tours of the museum will both showcase the HOF message and proactively encourage patron attendance. The collection is a treasure owned by the citizens of the state of Georgia and through a virtual tour, all Georgians could get a glimpse of this resource.

The City of Woodstock would also like to partner with local higher education partners, such as Kennesaw State University, Chattahoochee Technical College and Reinhardt University to catalog and digitize the entire HOF collection, including recordings (both video and audio), photos, books, and more to make sure that the collection can be stored perpetually in the virtual world.





**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP Section 3.3

DESCRIPTION AND CAPABILITIES OF THE PROPOSER



DESCRIPTION AND CAPABILITIES OF THE PROPOSER

A. General Background and Experience

Jeffrey S. Moon, City Manager
City of Woodstock

Jeff Moon has served as the City of Woodstock's Manager since April 2008. In his position, Moon directs the programmatic services of the City, including public safety, public works, administration, parks and recreation, community and economic development. The City of Woodstock has a population of over 23,000 residents and over 2,500 businesses. Moon earned an Associate of Arts Degree at Enterprise-Ozark Community College, a Bachelor of Science Degree in Social Science Education at Troy University and a Master of Science Degree in Economic Development from the University of Southern Mississippi. His career in serving local governments and economic development agencies spans 19 years. Moon served as the City Administrator for Orange Beach Alabama during the Hurricane Katrina disaster in 2005. Among his economic development projects of interest, Moon was a founding member of the Alabama Gulf Coast Sports Commission. The AGCSC was established to create, attract and market sporting events in Orange Beach and Gulf Shores, Alabama. Moon successfully lobbied the Southeastern Conference (SEC) to relocate the Women's Soccer Championship from member campuses to a permanent home at the City of Orange Beach Sportsplex, bringing a nationally televised event to the community. For this project, Moon serves as the official project coordinator for the City of Woodstock and the contact person for the City's proposal.

Professional references include:

Herb Malone
Executive Director
Alabama Gulf Coast CVB
P.O. Drawer 457
Gulf Shores, AL 36547
(251) 974-1510

Craig Mattox
Assistant Commissioner
Southeastern Conference (SEC)
2201 Richard Arrington Blvd. North
Birmingham, AL 35203-1103
(205) 458-3000

Richard McLeod, Director of Community Development
City of Woodstock

Richard McLeod has served as the City of Woodstock's Director of Community Development since 2008 when the department was created, with prior service as the Director of Planning and Economic Development for the City. McLeod's department oversees the planning, zoning, building and licensing of commercial and residential structures for the City, as well as mapping and code enforcement services. McLeod earned a Bachelor of Science Degree in Geographic Information Sciences (GIS) from Kennesaw State University and is currently completing his Master of Public Administration Degree at KSU. His department has overseen many major projects for the City, including a masterplan that spurred over one hundred million dollars in private investment in Downtown Woodstock. The plan received the Create Community Award in 2005 and the resulting project received the 2006 Development of Excellence Award from the Atlanta Regional Commission. McLeod also spearheaded the development of a comprehensive trail and green space plan, Greenprints, which won awards from the Georgia Urban Forest Council and the Georgia Planning Association. Prior to municipal service, McLeod was a lead



dancer for the Atlanta Ballet and San Francisco Ballet, performing for some of the world's leading choreographers Mark Morris and Twyla Tharp. During this time, he learned from and worked closely with management and production departments to further promote the arts. For this project, McLeod serves as the site coordinator for the City with regards to construction and remodeling and demographic modeling for the proposal.

Professional references include:

John McFall
Artistic Director
Atlanta Ballet
1695 Marietta Boulevard, NW
Atlanta, GA 30318
(404) 873-5811

Billy Peppers, Director of Economic Development Services
City of Woodstock

Billy Peppers has served as the City of Woodstock's Director of Economic Development since the department was created in 2008. Peppers also serves as the Executive Director of the Woodstock Downtown Development Authority, the Woodstock Area Convention and Visitors Bureau Authority and President/CEO of Main Street Woodstock of Georgia, Incorporated, a 501(c)(6) business association. Peppers oversees the relocation, expansion, retention and development of business ventures in the City of Woodstock. His office also oversees tourism efforts, manages the hotel tax, and operates the Woodstock Visitors Center, a Level 4 Regional Visitor Information Center for the State of Georgia. His office also manages partnership with East Cobb Youth Baseball Association, Dixie Speedway, and conferences at First Baptist Church of Woodstock. Peppers holds a Bachelor of Arts Degree in Political Science from the School of Public and International Affairs at the University of Georgia as well as Bronze and Silver Certifications as a Senior Georgia Downtown Development Professional from the Fanning Institute. He serves as a consultant for the Georgia Downtown Association to member communities in the subject areas of board development, hotel taxes, tax allocation districts, and creative financing. Prior to his municipal service, Peppers served as the Appropriations Analyst for the Senate Appropriations Chairman of the Georgia State Senate, drafting the budgets for Economic Development, Human Resources and Fiscal Management sub-committees of Appropriations in the 2004 and 2005 Legislative Sessions. For this project, Peppers serves as the coordinator of financial information, property acquisition, and marketing.

Professional references include:

Senator Jeff Mullis
Georgia State Senate
421-A State Capitol
Atlanta, GA 30334
(404) 656-0057

Mia Green
Marketing Director
Dixie Speedway
150 Dixie Drive
Woodstock, GA 30189
(770) 926-5315



Preston Pooser, Director of Parks and Recreation
City of Woodstock

Preston Pooser has served as the Director of Parks and Recreation for the City of Woodstock since the department was created in 2008. His department oversees the City's special events, including the annual Woodstock Summer Concert Series, parades and festivals. In addition, his staff operates and maintains 100 acres of municipal recreation facilities including six parks as well as a full service community center and a senior center. Pooser has held positions similarly in Lake Wales, Florida, Laurel, Mississippi, and Orange Beach, Alabama. He holds a Bachelor of Science Degree in Recreation Administration and Management from Oklahoma State University and is both a Certified Park and Recreation Professional and Aquatic Facility Operator through the National Recreation and Park Association. Pooser was a founding member of the Alabama Gulf Coast Sports Commission. The AGCSC was established to create, attract and market sporting events in Orange Beach and Gulf Shores, Alabama. Pooser successfully lobbied the Southeastern Conference (SEC) to relocate the Women's Soccer Championship from member campuses to a permanent home at the City of Orange Beach Sportsplex, bringing a nationally televised event to the community. For this project, Pooser serves as the coordinator the City Park (adjacent to the Museum site) and the property coordinator for the planned amphitheatre.

Kyle Bennett, Assistant Director of Tourism and Visitor Center Operations
Woodstock Downtown Development Authority

Kyle Bennett has served as the Director of Tourism and Visitor Center Manager for the Woodstock Downtown Development Authority since 2007. He oversees the management of Dean's Store, a local history museum, as well as daily management of the Visitor Center program and local tourism efforts. In addition, he coordinates social media programming for Main Street Woodstock and facilitates marketing and history programs related to tourism for the City. Bennett earned a Associate of Arts Degree from Young Harris College and a Bachelor of Arts Degree in Government from Berry College. Prior to serving the Woodstock community, Bennett participated in the Governor's Intern Program working for the Georgia Commission on the Holocaust, where he assisted in the management of the Anne Frank in the World Exhibit. For this project, Bennett serves as the coordinator of visitor data and tourism research.

Juanita Hughes, Tourism Information Coordinator
Woodstock Visitors Center

Juanita Hughes started the Woodstock Visitors Center for the City of Woodstock in 2001 and has continued to serve on staff since the program was taken over by the Woodstock Downtown Development Authority in 2006. Hughes was officially designated as the City Historian in 2009 and is retired from the Sequoyah Regional Library System where she spent twenty years at the Woodstock Public Library. Hughes manages research projects for the City of Woodstock and has authored three books, including the complete history of First Baptist Church Woodstock. For this project, Hughes serves as a research assistant and contact for cataloging and managing archival materials.



K. Scott Gordon, AIA, NCARN, LEED AP, Project Designer
Clark Patterson Lee

Scott Gordon has over twenty years of experience in the field of architecture and design. He has experience leading teams in the design of facilities for educational and institutional organizations, government agencies, private sector commercial/industrial/ and corporate projects throughout the United States with international experience in Puerto Rico, Italy and China. Gordon holds a Bachelor of Arts Degree and Bachelor of Architecture Degree from the University of North Carolina Charlotte and is a registered architect in Georgia and New York. Gordon's experience with parks, historic sites and visitor centers include museum expansions for Etowah Indian Mounds, Fort King George, Jarrell Plantation Historic Site as well as visitor centers in Gordon County, Eufaula, Alabama and Cabo Rojo, Puerto Rico. Gordon has completed projects for West Georgia Technical College, Lanier Technical College, Chattahoochee Technical College as well as Cherokee County and Savannah-Chatham Public School Districts. Gordon has developed city hall and county office projects for Woodstock, Suwannee, Garden City, Newton County, Dekalb County, and Cherokee County. For this project, Gordon will serve as the technical project designer for the Hall of Fame Museum facility and is leading the design of the amphitheatre.

Steven Moore, General Manager and Senior Producer
RCS Productions, Inc.

Steven Moore has served as the City of Woodstock's Summer Concert Series producer since 1998. As the General Manager and Senior Producer for RCS Productions, Moore leads the company in producing 125 concerts annually while managing entertainment budgets and programming logistics for numerous publicly-run events and venues. RCS handles annual concert series for the Biltmore Estates (Asheville, North Carolina), Atlanta Botanical Gardens, Foothills Fall Festival (Maryville, Tennessee), Stone Mountain Park and the City of Woodstock. Additionally, RCS has provided technical support for the development of facilities including Town Center Park in Suwannee, Duluth Festival Center complex and Villages Amphitheater in Fayetteville. RCS has been awarded the Georgia Festivals and Events Association (GFEA) Vendor of The Year three times and is active with the International Festival and Event Association, Country Music Association, International Entertainment Buyers Association and International Association of Fairs and Exposition. For this project, Moore and RCS will be technical support for the design of facilities and assist in the budget development and marketing plans for special events.



PROJECTS OF INTEREST MANAGED BY THE TEAM

Dean's Store, Woodstock Visitors Center

First opened in 1906, Dean's Store served as the Woodstock community drug store, bus station, post office, utility billing and property tax station, gas station and the first location to sell Coca Cola in Cherokee County. The Store has always been a local gathering place for the male residents of Woodstock, whether it be to discuss politics or news, play checkers, enjoy a glass-bottle Coke, or tell tall tales. Following the death of Linton Dean in the early 1980s, the family owners distributed keys to all of the men that regularly gathered in the morning so that the space could continue to serve as a community gathering spot. Restored, the facility opened in 2001 as the official Woodstock Visitors Center. The center would open two to three days weekly, distributing information on community happenings, historical information about Woodstock and as a public restroom for downtown. In 2006, the Woodstock Downtown Development Authority took control of the Center and extended the service to six days weekly (excluding Sundays) from 10 a.m. to 4 p.m. With over 6,700 annual visitors, the Woodstock Visitors Center at Historic Dean's Store is a Level 4 Regional Visitor Information Center as recognized by the Georgia Department of Economic Development. The Center includes state and local travel information, local history archives, and serves as a museum to the history of the local retail landscape and the Dean family.

Dixie Speedway Marketing Partnership

First opened in 1969, Dixie Speedway is a 3/8 mile dirt track racing venue located on Georgia Highway 92 adjacent to the City of Woodstock. Dixie Speedway receives over 150,000 patrons each racing season, which spans from April to September. Known as the site for filming of the movie *Six Pack* with Kenny Rogers, Dixie Speedway was home to Bill Elliot's first professional win and has hosted racing names such as Dale Earnhardt and Richard Petty. The Woodstock Downtown Development Authority has an annual partnership agreement with the Speedway for the purpose of marketing and assisting in external affairs. This agreement began in 2007 and has included the assistance by the City in developing marketing materials, raising community awareness of the Speedway, supporting the 40th Anniversary Celebration of 2009, and developing a long-range site and programming plan for the property.

Alabama Gulf Coast Sports Commission

The Alabama Gulf Coast Sports Commission was established to create, attract and market sporting events in Orange Beach and Gulf Shores, Alabama. Serving as City Administrator and Parks and Recreation Director of the City of Orange Beach, Moon and Pooser also successfully lobbied the Southeastern Conference (SEC) to relocate the Women's Soccer Championship from member institutions to a permanent home at the City of Orange Beach Sportsplex. The SEC Women's Soccer Tournament is a nationally televised event.

Woodstock Concert Series

RCS is embarking on the 14th year in Woodstock producing the free and very successful Woodstock Summer Concert Series. The Series includes five to six performances and typically draws a capacity



crowd each show. RCS's goal is to secure nationally recognized artists from different genres of music that the city and its residents find interesting and enjoyable. The company has booked a wide variety of acts, ranging from Atlanta Rhythm Section to Little River Band to The Gin Blossoms.

The Woodstock Summer Concert Series has included the following artists in each season:

1998

June 5, 1998 – Swinging Medallions

August 7, 1998 – The Roaches

September 4, 1998 – The Drifters and the Swinging Medallions

1999

June 4, 1999 – Chairman of the Board

July 3, 1999 -Victory Jazz Orchestra

July 9, 1999 -The Tams

August 6, 1999 – The Swinging Medallions

September 3, 1999 – A1A – The Jimmy Buffet Tribute Band

October 8, 1999 – Swing Band

2000

June 2, 2000 – Juice Newton

July 7, 2000 – Turtles

August 4, 2000 – Mickey Dolenz

September 1, 2000 – Peter Noone

October 6, 2000 – Classic Rock All Stars

2001

June 1, 2001 – Starship

July 6, 2001 – Swinging Medallions

August 3, 2001 – Exile

September 7, 2001 – Atlanta Rhythm Section

2002

June 7, 2002 – Lovin' Spoonful

August 2, 2002 – Shenandoah

September 6, 2002 – Swinging Medallions

October 5, 2002 – John Cafferty and the Beaver Brown Band

2003

April 26, 2003 – Confederate Railroad

June 6, 2003 – John Cafferty & the Beaver Brown Band

August 1, 2003 – The Drifters & Marvelettes

September 5, 2003 – Little River Band

2004



April 30, 2004 – Chairman of the Board/Pieces of 8
June 12, 2004 – Felix Cavaliere and the Rascals
August 6, 2004 – Coasters/Platters
September 3, 2004 – Marcia Ball

2005

April 15, 2005 – Gin Blossoms
May 6, 2005 – Dirty Dozen Brass Band
June 3, 2005 – Julie Roberts
July 16, 2005 – Mickey Dolenz
August 5, 2005 – Blessid Union of Souls

2006

May 5, 2006 – The Spinners
June 2, 2006 - Jamie O'Neal
August 19, 2006 – Little Feat

2007

April 14, 2007 – King Wilkie
May 12, 2007 – Abbey Road
June 9, 2007 – Gwen Hughes and the Retro Jazz Kats
July 14, 2007 – Dread Clampitt
August 11, 2007 – Jeffrey Steele

2008

May 3, 2008 – Fairfield Four
June 7, 2008 – The Screaming Orphans
July 12, 2008 – The Lovell Sisters
August 2, 2008 – Assembly of Dust
September 6, 2008 – Chuck Leavell

2009

May 9, 2009 - Shawn Mullins
June 13, 2009 - Swingin' Medallions
July 11, 2009 - Shenandoah
August 8, 2009 - Randall Bramblett Band
September 12, 2009 - Great American Rock and Roll Revival

2010

May 8, 2010 - Sister Hazel
June 12, 2010 - Great American Rock and Roll Revival
July 10, 2010 - Atlanta Rhythm Section
August 21, 2010 - Chuck Wicks
September 11, 2010 - Swingin' Medallions



Orange Beach Indian & Sea Museum

The building that houses the Indian & Sea Museum was originally built in 1910 as a schoolhouse. It has served as a museum since 1995 and was moved to its present location in 1999. The museum houses local artifacts and memorabilia relating to our Native American and fishing heritage. Families of early fisherman have donated supplies and collectibles that make us mindful of the challenges and achievements in the early days of our fishing industry.

Greenprints

The Mayor and City Council of the City of Woodstock initiated a park and trail master plan in 2007. A steering committee made up of residents, business owners and other interested parties met over the course of 10 months and developed the Greenprints Project master plan. Adopted as part of the Comprehensive Town Plan 2030 by the Mayor and City Council in June 2008, the plan calls for a 60+ mile trail and open space network throughout the City and surrounding areas. The Greenprints Project has been awarded the 2008 'Outstanding Greenspace Plan' by the Georgia Urban Forest Council and the 2008 'Best Planning Process – Small Community' by the Georgia Planning Association.

Towne Lake Arts Center

The Towne Lake Arts Center brings professional quality live theatre to Cherokee County residents and surrounding communities. TLAC shares dedication to artistic integrity and family values assures you will have an enjoyable experience. Through open auditions, classes and camps and a full season of productions, TLAC provide many opportunities to participate on stage or attend something new every month of the year. The Towne Lake Arts Center (TLAC) was founded in 2002 by Executive and Artistic Director G.L. Grooms. Since its inception, it has grown to be a vibrant outlet for theater and arts education for residents of Cherokee County and surrounding communities. TLAC offers productions in Children's Theater and Evening Theater as well as Drama Classes and Camps, Teen Arts Nights and a variety of other arts-oriented programs.

Elm Street Arts Village

The Elm Street Cultural Art Village is an exciting plan for a four acre cultural arts complex in downtown Woodstock. The site will include a performance theater, a visual arts center in a restored century-old farmhouse, and an historic visitors center to tell the story of Woodstock's past. Elm Street's park-like setting will include a sculpture garden, restored native wildflower area, community gardens, and historic re-creations of flower and produce gardens around the old house

B. Financial Capabilities

The City of Woodstock operates on a fiscal year beginning July 1 and ending June 30 of the following calendar year. Georgia law requires an annual audit of the municipality due within 180 days of the close of each fiscal year. The most current audit (July 1, 2009 to June 30, 2010) will be completed at the end of December 2010 after this RFP submission date. Attached to this section is the most recently



completed audit of the City of Woodstock, which includes the Woodstock Downtown Development Authority as an attached unit. That audit is for the year July 1, 2008 to June 30, 2009. Should the Hall of Fame Authority wish to receive a copy of the most recent audit when it is completed, please feel free to request such beginning in January 2011.

Also attached to this section is a memorandum dated December 9, 2010 that details the City of Woodstock's cash reserves budget for the conclusion of the current fiscal year ending June 30, 2011.

None of the principals involved in this project have filed for bankruptcy in the past five years.

For additional financial information with relation to the City of Woodstock and Woodstock Downtown Development Authority, please contact the following references:

Bryan D. Huskey
Vice President
Merchant Capital LLC
One Buckhead Plaza
3060 Peachtree Road, NW Suite 1700
Atlanta, GA 30305

(404) 504-2768
bhuskey@merchantcapital.com

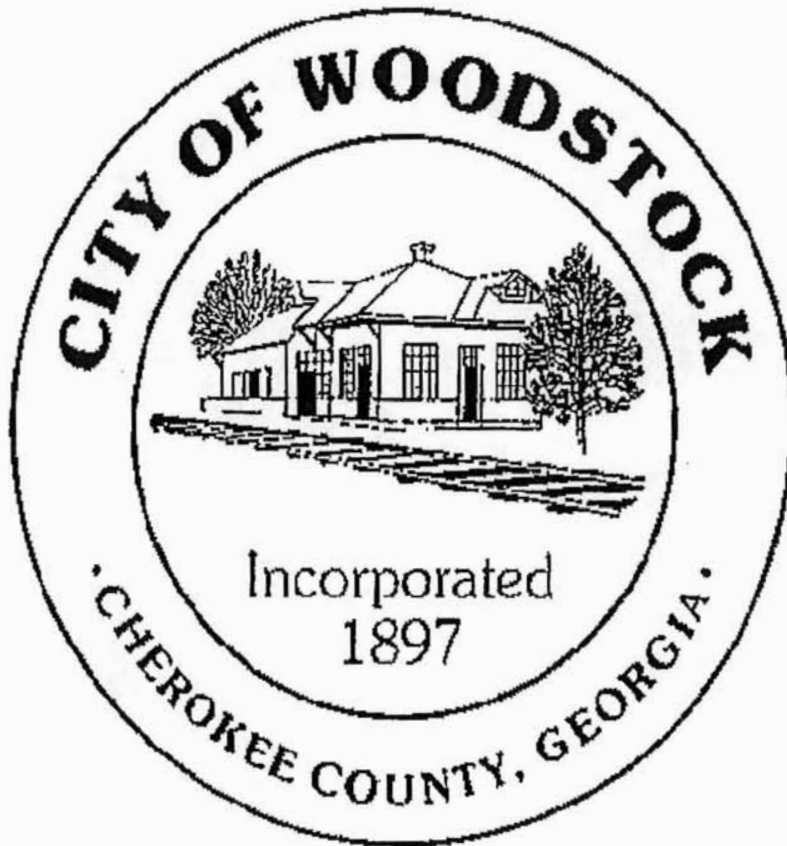
Debra Williams
Vice President, Business Banking
Ameris Bank
8770 Main Street
Woodstock, GA 30188

(770) 592-6292
debra.williams@amerisbank.com



City of Woodstock, Georgia

Comprehensive Annual Financial Report



FOR THE YEAR ENDED
JUNE 30, 2009

City's annual
financials not
scanned -
about 84 pages -
look online.

☺



**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP Section 3.4

CONCEPTUAL PLAN



CONCEPTUAL PLAN

Proposed Site

The site for the Georgia Music Hall of Fame in Woodstock is located at the intersection of Main Street (Hwy 5) and Arnold Mill Road, the crossroads of our downtown. The site is approximately 5 acres and would include the Hall of Fame museum, archives, and offices, a 6,000-7,500 person capacity amphitheatre, and the Woodstock City Park, which can accommodate an additional 3,000-4,000 people. Entry to the site is provided along both Main Street as well as Arnold Mill Road. Pedestrians can access the museum from both streets as well as the amphitheatre and the park. All entry points are handicapped accessible.

Accessibility to the Site, Uses of Space

From Main Street, a visitor would first encounter the gift shop which could be open as a retail establishment even when the museum is closed. Fronting the entire length of the museum would be a Walk of Fame that features a replica of a piano keyboard. The black keys would be marble slabs with the year and names of that year's inductees engraved into it. The white keys would be small white pavers that could be engraved with the names of donors who may wish to have a brick near their favorite artist.

In the center of the museum façade would be an entry point that would allow general access or restricted access to the theater just inside for events during non-museum hours. The main ticket/box office location is at the end of the building (shaped like a baby grand piano) and would offer an entry point for those approaching from the amphitheatre side. The box office is situated adjacent to a large brick plaza that features the 45 spindle logo of the Georgia Music Foundation created out of brick pavers. The plaza also holds the separate archives building and offices of the museum staff as well as public restrooms and concessions.

The main Hall of Fame museum building is currently 10,000 square feet and we would propose adding an additional 4000 square feet along the entire front of the building to serve as a grand gallery and meeting space that could host receptions, parties or other events, including the induction ceremony. Each of the individual exhibit spaces would be accessible but securable from the grand gallery and would be provided with archive, storage and utility space directly behind each room. From the City Park entry point there would be direct access to a small theatre that could host meetings, seminars, lectures, conferences, and intimate concert performances.

Just off of the plaza is the hospitality patio which has direct views over the amphitheatre stage that offers an outdoor space to eat and relax along with the ability to host Hall of Fame membership events and possible premier or VIP seating for ticketed events. This area could also be enclosed to serve



alcoholic beverages during special events like a beer garden. From the spindle logo, one could descend the grand staircase to the event lawn following the outline of the guitar. In this case, it is drawn as the Gretsch Chet Atkins guitar. To each side of the grand staircase are tiers which take advantage of the natural topography of the site. Each tier is several feet above the other to maximize visibility and is twenty feet wide which would allow the easy setup of tables and chairs for a magical dining experience under the stars while watching one of your favorite artists perform. The amphitheatre stage structure also holds additional public restrooms and concession area along with a green room for the artists. During non-events the lawn would serve as a large open space for residents and visitors to relax and play.

We feel that this location with all of the other amenities it has to offer will provide a vibrant and dynamic energy both inside and outside of the Hall of Fame.

Conservation Programming for the Collection

The City of Woodstock will work with the Authority and staff to develop a conservation plan in order to ensure that collection is housed, preserved in accordance with the American Museum Association standards, once a full assessment and inventory of the collection can be catalogued by the City.

Space would be provided immediately behind each exhibit area, as demonstrated on the building plans. In addition, a centralized 2000 square foot archive is adjacent to the museum building.

The City further anticipates partnering with Kennesaw State University on the archives program. We also will digitize the museum audio and video tape collections to ensure that they are preserved for future generations and to make them available to the membership and the general public.

Educational Programming

The link between the Georgia Music Hall of Fame and education is a critical component to the sustainability and legacy of this precious state resource. Georgia's music history is an important aspect of our state's cultural heritage and only through a dynamic educational relationship can this legacy be effectively extended to future generations. Woodstock proposes to build and expand upon the current education programming through the following:

Within the museum itself, a greater use of technology will be used to enhance the experience for all visitors. Specifically, the use of video in addition to upgraded audio will become an integral part of the attractions. A visitor could view a display of an inductee while at the same time listen to the music or commentary from the artist and watch a video of the artist. Technology can make memorabilia come to life by integrating the audio of the artist with a video presentation of the artist with the artifact.



The current library of both audio and video resources would be digitized to create a searchable database for display within the museum as well as developing a virtual field trip DVD that could be used to promote and educate people about Georgia's musical heritage outside of the four walls of the museum. The DVD could be supplied to teachers throughout the state to use in their lesson plans, especially for those students that may be too far way to attend a school field trip to the museum. However, the DVD may peak their interest in visiting the Hall of Fame on a family trip to the Metropolitan Atlanta area.

In order to reach a broader audience beyond our state, Woodstock proposes to develop an internet radio station featuring the music of the inductees as well as interviews and other audio recordings to educate and market the Hall of Fame to the world. This relatively low cost outreach program could attract visitors from around the country and from all corners of the globe.

With Woodstock's large draw from both public and private schools in the region as well as home schooled students, we anticipate that field trips to the Hall of Fame will be a significant share of the annual attendance figures. Conservatively, we project initial annual attendance from school field trips to be 5000 students but with nearly 1000 schools and nearly one million students (Appendix IV) within a one hour drive of Woodstock; those numbers could increase significantly.

With our focus on bringing people back to the Hall of Fame for repeat visits, we will establish a "Practice with the Pros" series of workshops that will allow aspiring musicians of all ages to work directly with an inductee or other member of the profession. Imagine the drummer from NewSong or the guitar player from the Atlanta Rhythm Section, both hall of Fame inductees and Woodstock residents, leading a half-day workshop with young musicians to develop their skills or discuss music as a livelihood.

The small theatre within the Hall of Fame provides an intimate space for personal performances by local and regional acts. The space can also be used for film presentations, lectures, and professional level recording opportunities.

Woodstock's outreach program does not end at the high school level. In fact, an integral part of our education plan lies in the partnerships with higher education. Kennesaw State University, Georgia's third largest school is less than ten miles away and is home to more than 20,000 students. KSU recently began a certificate program in music business within the Coles College of Business. This program presents opportunities for the Hall of Fame to partner with a major university that has the knowledge and personnel to assist and participate in cataloguing, preserving, and displaying the archives of the collection. We would propose to establish an internship program for students that are participating in the certificate or music programs.



The preservation of Georgia's rich musical heritage is a principal charge of the Hall of Fame and Woodstock is committed to that ideal. We propose to establish the Living Legacy program whereby inductees are recorded on video speaking of their musical connections to Georgia. Whether the artist was born in the state, was inspired here, started or ended their career here, it is important to capture that legacy for posterity and to hopefully inspire the next generation of Georgia musicians.

Use of Existing Structures

The City of Woodstock's proposal includes the purchase of an existing 12,000 square foot commercial building and the addition of a 4,000 square foot reception gallery.

Security System

In addition to full-time personnel's presence when guests are visiting the facility, the hall will include a security system which will consist of an intercom, intrusion control, access control (key FOB or Proximity Card and readers) and CCTV system (security cameras, multiplexer and monitors). Public access to the exhibit hall will be controlled by the will call window and primary entrance located on East side of the hall facing the proposed City amphitheater. Secondary entrances will be monitored electronically and visually by the will call window and gift store personnel.

Fixed interior cameras and exterior pan/tilt/zoom cameras will be installed. All video recording shall be through a digital video recorder or network controller. System viewing software will be installed on certain computers that require viewing capability of the system. Exact locations within the building and on the building site will be determined during the design phases with input from the collections stakeholders, City staff, and City law enforcement security specialists.

Mechanical Systems

The Parkside building is currently a commercial retail center which was designed to allow the incorporation of a wide variety of mechanical and electrical systems in order to accommodate nearly any potential retail and/or restaurant tenants that wish to lease space. As a result, the building has outstanding flexibility and the capacity to offer custom tailored mechanical, plumbing, and electrical systems to meet the needs of the Hall and its collections. Placement of additional mechanical units, plumbing fixtures, and/or electrical service panels can be achieved without significant modification or conflicts with the existing building systems. New systems for the gallery addition and public restrooms will be dedicated to the gallery space with no impact to the existing building's systems. The building proposed for the achieve storage has dedicated systems which will allow full controllability of the climate and indoor air quality for the collections in the archives.

General System Specification

The current strategy for mechanical system for the building involves the installation variable air volume, VAV, cooling only rooftop units (RTUs) with direct expansion cooling, economizer with power exhaust and modulating hot-gas re-heat for enhanced humidity and capacity control. The RTUs will be high efficiency and use non ozone depleting refrigerant. The rooftop units will provide air to terminal



VAV boxes located in the ceiling space equipped with hot water heating coils. Heating potential for the hot water coils will be provided by high efficiency modular condensing boilers. The hot water system will be setup in a primary-secondary pumping arrangement and the secondary distribution will be variable speed. Variable speed secondary pumping will enable the system to pump only the volume of water necessary to meet the needs of the individual zones at any given time. Each VAV box will have its own temperature sensor and will be capable of providing heating or cooling independently of the other zones in the building. All motor specified for all equipment will be premium efficiency.

Codes and Standards

All engineering design and construction work will comply with the following:

- A. International Building Code (2006) with Georgia Amendments
- B. International Mechanical Code (2006) with Georgia Amendments
- C. International Energy Conservation Construction Code (2006) with Georgia Amendments
- D. The Georgia Energy Efficiency and Sustainable Construction Standards for State Buildings (The Georgia Peach Rating System)
- E. Applicable ASHRAE Standards
ASHRAE 90.1-2007
ASHRAE 62-2007
- F. All applicable chapters of NFPA, including, but not limited to:
NFPA 101 – Life Safety Code
NFPA 90A – Ductwork Systems

Parking Requirements

The City of Woodstock's current Land Development Ordinance requires a minimum of 1 parking space per 1,000 square feet of gross floor area. Under the current site plan for the Museum, park and amphitheatre, this project exceeds the minimum standards. A complete parking plan is attached in the following illustrations.

Height, Density and Massing of the Facility

Please see the attached illustrations.

Green Building Principles

Although the project falls under the 10,000sf building area requirement, it is the intent of the design team to utilize the Georgia Energy Efficiency and Sustainable Construction Standards for State Buildings (EESCS) also known as The Georgia Peach Rating System)) to design the project. Our A/E Principal in Charge - K. Scott Gordon, AIA, NCARB, LEEDap is a LEED Accredited Professional with numerous LEED certified projects in Georgia for State, Municipal, Educational and Commercial entities including Suwanee City Hall, the first LEED certified City Hall in Georgia, the Georgia Department of Natural Resources Wildlife Headquarters in Social Circle, GA, a LEED Gold certified project, and Chattahoochee Technical College's new academic building at the Canton, GA campus, a LEED Silver



(proposed) project. Design professionals from our Georgia-based offices, including Mr. Gordon, recently attended a State-endorsed EESCS seminar at the offices of Energy Ace, the consulting firm who assisted the State in the development of the program. Clark Patterson Lee, the City's design and engineering consultant for the Hall, is currently working with Energy Ace on numerous LEED projects and is the associate architect and design leader for the new Altamaha Technical College Campus in Brunswick, Georgia that will seek both EESCS and LEED certifications.

Public Accessibility

Please see the attached illustrations for complete public accessibility layouts.

Timeline

Upon a successful award on or by April 15th, 2011 we estimate that a complete set of building construction plans will be ready by October 15th, 2011 for a December 15th, 2011 bid opening. We anticipate an award for construction in January 2012 followed by six months of construction and relocation and set up of the museum collection and archives. The new museum would hold its grand opening on or about September 1st, 2012. If the Authority requires a shorter time frame then we are prepared to accommodate that as well.

Attached Illustrations

Please see the attached illustrations for further information about the design and layout of the proposed project.

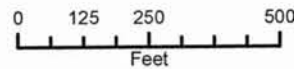




Total: 1,036

Available Parking Spaces

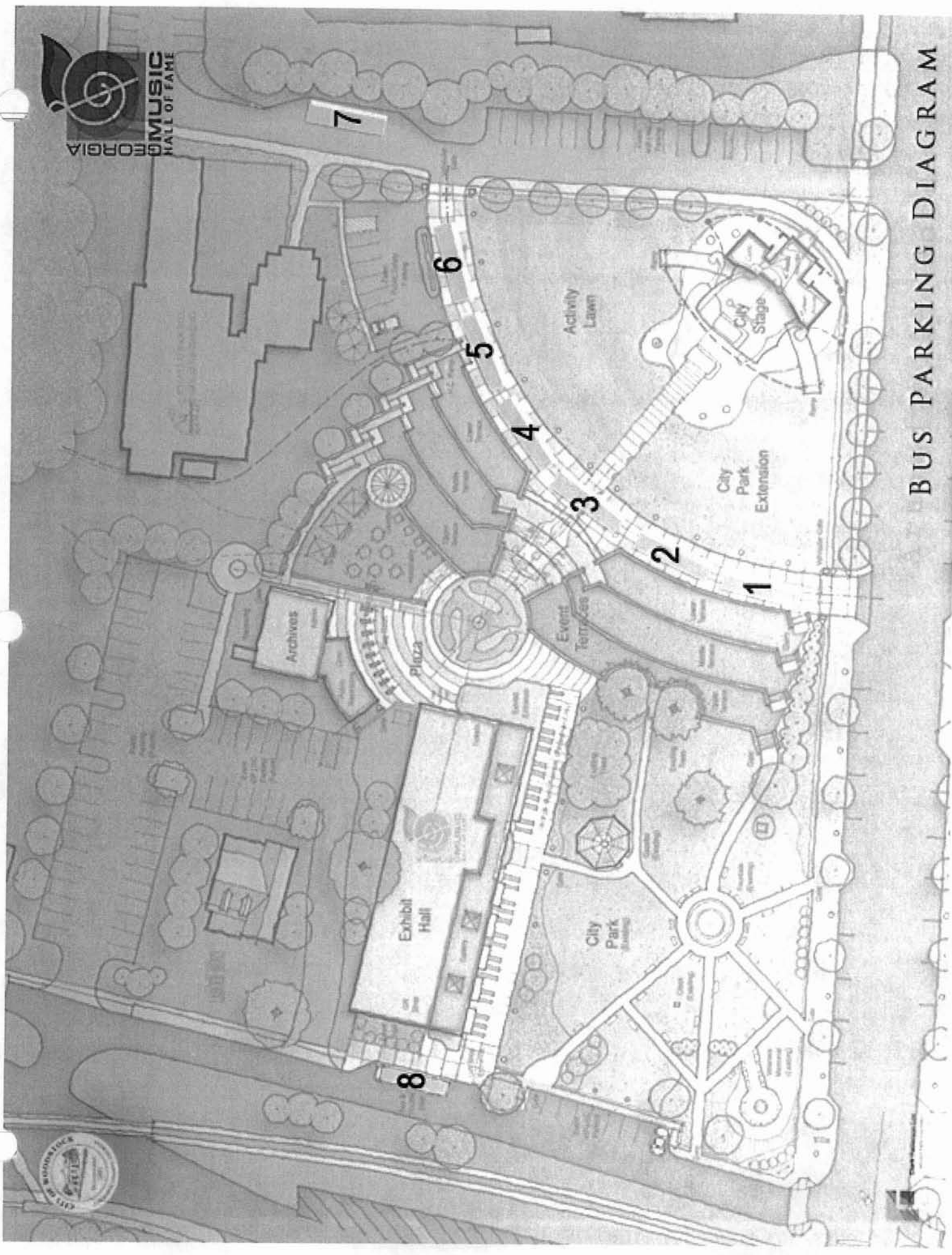
Author: Woodstock GIS
 Date: December 8, 2010
 Projected Coordinate System: NAD 83 State Plane
 GA West FIPS 1002



Legend

- Georgia Music Hall of Fame Proposed Site
- Existing Parking (939)
- Planned Parking (97)
- ▨ Possible Parking (53)
- 500 Ft. Radius
- 0.25 Mile Radius

This map was compiled from various sources. No warranties or representations are expressed or implied in fact or in law, warranties without limitation the implied warranties of merchantability and fitness for a particular purpose.



BUS PARKING DIAGRAM





**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP Section 3.5

FINANCING PLAN/ECONOMIC IMPACTS



FINANCIAL PLAN

The City of Woodstock believes that it can make the Georgia Music Hall of Fame a financially sustainable project based on lowering the overhead costs of facilities, increasing attendance, and generating revenues through special events and sponsorships. The following pages outline a five-year pro forma, capital funds to be used for the project and capital expenses.

The City of Woodstock has developed a capital plan that is based on the acquisition of an existing commercial structure, making an addition to that structure and developing attractive pedestrian improvements around the site. In addition, the City of Woodstock is moving forward with the construction of a 6,000 to 7,500 seat amphitheatre being funded by a recently approved Special Purpose Local Option Sales Tax (SPLOST) referendum. The total cost of the museum site (commercial property acquisition, remodeling, expansion and pedestrian improvements) is estimated to be \$2,435,000. The cost of the amphitheatre is estimated to be \$2.5 million. As shown on the following documents, funds are available for \$3,342,000 of the total project costs of both projects of an estimated \$4,935,000. The remaining \$1,593,000 will be designated following the successful negotiation with the Authority after the project should be awarded to the City of Woodstock based on a relocation package and assistance from Cherokee County.

The operational revenues budget is based upon the following factors:

1. Annual Attendance estimated at 45,000 in year one with a three-percent grossing factor in subsequent years
2. Memberships based on the following levels: \$35 for individuals, \$50 for families and \$500 for corporations. Year one includes 350 individual memberships, 350 family memberships and 200 corporate memberships. Each year shows a growth rate of 50 new memberships per category.
3. Special event revenues for concerts is based on 1,200 attendees at \$23 ticket costs in year one. Practice with the pros is based on \$75 workshops with 100 attendees monthly. The Music at Midnight event is based on 250 guests at \$100 tickets apiece.
4. Sponsorships are based on local estimates from existing concerts (roughly \$10,000 per special event) and developing new sponsorship agreements for the Museum.
5. The gift shop, facility rental, and miscellaneous and interest income revenues are directly related to existing revenues as provided in the Authority's response to questions from the current Macon budget.

The operational expenses are based upon the following factors:

1. Personnel expenses are based on the current expenditures of the Macon facility and relocating existing personnel. This would be negotiated following a successful award to the City of Woodstock. Additionally the visitors center personnel expenses are based on the current Woodstock Visitor Center costs.
2. Non-personnel expense categories have been replicated in the Woodstock budget from the existing Macon budget with the following changes: more funds for public programs related to adding special events, more funds for marketing and technology, and archival space funds should additional space need to be rented or should a partnership for interns be developed with Kennesaw State University, Reinhardt University or other institute of higher learning.



3. CAPITAL FUNDS BUDGET FOR WOODSTOCK PROPOSAL

CAPITAL FUNDS	Year 1	Year 2	Year 3	Year 4	Year 5	Total
SOURCES AVAILABLE						
Cherokee County	TBD	TBD	TBD	TBD	TBD	TBD
Total	TBD	TBD	TBD	TBD	TBD	TBD
<i>Cherokee County waiting to see costs following relocation package</i>						
City of Woodstock						
SPLOST	2,500,000	0	0	0	0	2,500,000
Tax Allocation District	100,000	100,000	100,000	100,000	100,000	500,000
Rental Car Excise Tax	50,000	50,000	50,000	50,000	50,000	50,000
Total	2,650,000	150,000	150,000	150,000	150,000	3,050,000
Woodstock DDA/CVB						
Hotel Tax (CVB Funds)	50,000	50,000	50,000	50,000	50,000	250,000
DDA Office Lease	8,400	8,400	8,400	8,400	8,400	42,000
Total	58,400	58,400	58,400	58,400	58,400	292,000
State of Georgia						
Relocation Package	TBD	TBD	TBD	TBD	TBD	TBD
Total	TBD	TBD	TBD	TBD	TBD	TBD

CAPITAL EXPENSES

Amphitheatre

Land	0	<i>Land Owned by City of Woodstock</i>
Construction	2,500,000	
Total Amphitheatre	2,500,000	

HOF Museum

Acquisition	1,300,000	<i>Price Negotiated through Option</i>
Expansion	985,000	
Soft Costs	150,000	
Total HOF Museum	2,435,000	

Relocation Expenses	TBD	<i>To be Negotiated Upon Selection</i>
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TOTAL EXPENSES	4,935,000	<i>Plus Relocation Package</i>
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Project costs are based from the conceptual site plans attached to this proposal. Costs are based on current day labor and materials as submitted in December 2010. Costs are subject to change. The SPLOST funds earmarked by the City of Woodstock for the amphitheatre will be used for such project only and not specifically for the Hall of Fame relocation. Figures are based upon 2009 and 2010 receipts for special funds such as excise taxes. All financing is contingent upon the negotiation of a relocation package and those funds being used first with relation to the project.



OPERATIONAL REVENUES

REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5	Total
OPERATIONAL REVENUE						
Admissions						
General Attendance	350,000	385,000	423,500	465,850	512,430	2,136,780
Field Trips	25,000	27,500	30,000	32,500	35,000	150,000
Discount Admissions	37,500	41,250	45,000	48,750	52,500	225,000
Total	412,500	453,750	498,500	547,100	599,930	2,511,780
Memberships						
Individual	12,250	14,000	15,750	17,500	17,500	77,000
Family	17,500	20,000	22,500	25,000	25,000	110,000
Corporate	100,000	125,000	150,000	175,000	175,000	725,000
Total	129,750	159,000	188,250	217,500	217,500	912,000
Special Events						
Country Concert	27,600	29,900	32,500	37,500	42,500	170,000
Rock Concert	27,600	29,900	32,500	37,500	42,500	170,000
Bluegrass Concert	0	29,900	32,500	37,500	42,500	142,400
Gospel/Cont. Chr. Concert	0	0	32,500	37,500	42,500	112,500
Orchestra/Symphony Concert	0	0	0	37,500	42,500	80,000
HOF Legends Concert	27,600	29,900	32,500	37,500	42,500	170,000
New Artist Weekend	0	0	0	0	42,500	42,500
Woodstock Music Festival	27,600	29,900	32,500	37,500	42,500	170,000
Practice with Pros	90,000	90,000	90,000	90,000	90,000	450,000
Music at Midnight (New Year's)	25,000	25,000	25,000	25,000	25,000	125,000
Total	225,400	264,500	310,000	377,500	455,000	1,632,400
Sponsorships	150,000	160,000	170,000	180,000	190,000	850,000
Gift Shop	150,000	160,000	170,000	180,000	190,000	850,000
Facility Rental	40,000	40,000	40,000	40,000	40,000	200,000
Miscellaneous & Interest Income	20,000	20,000	20,000	20,000	20,000	100,000
TOTAL OPERATIONAL REVENUES	1,127,650	1,257,250	1,396,750	1,562,100	1,712,430	7,056,180



OPERATIONAL EXPENSES

EXPENSES	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personnel						
General Administration	130,000	133,900	137,800	141,700	145,600	689,000
Music Hall of Fame	145,800	150,174	154,548	158,922	163,296	772,740
Visitors Center	50,000	51,500	53,000	54,500	56,000	265,000
Total	325,800	335,574	345,348	355,122	364,896	1,726,740
Operations (Non-Personnel)						
Postage	3,500	3,605	3,710	3,815	3,920	18,550
Motor Vehicle Expense	3,000	3,605	3,710	3,815	3,920	18,050
Printing & Publications	40,000	41,200	42,400	43,600	44,800	212,000
Building Supplies & Materials	20,000	20,600	21,200	21,800	22,400	106,000
Building Repair & Maintenance	35,000	36,050	37,100	38,150	39,200	185,500
Water & Sewage	7,500	7,725	7,950	8,175	8,400	39,750
Energy	56,000	63,500	65,000	66,500	68,000	319,000
Telecommunications	6,500	6,695	6,890	7,085	7,280	34,450
Insurance & Workers Comp	15,000	15,450	15,900	16,350	16,800	79,500
Dues, Subscriptions, & Licensing	5,000	5,150	5,300	5,450	5,600	26,500
Advertising & Marketing	125,000	128,750	132,500	136,250	140,000	662,500
Travel	10,000	10,300	10,600	10,900	11,200	53,000
Technology	2,000	2,060	2,120	2,180	2,240	10,600
Credit Card Fees & Bank Charges	4,000	5,150	5,300	5,450	5,600	25,500
Archival Materials	2,250	2,575	2,650	2,725	2,800	13,000
Exhibition Supplies & Design	25,000	25,750	26,500	27,250	28,000	132,500
Education Supplies & Materials	25,000	25,750	26,500	27,250	28,000	132,500
Public Programs: Talent	224,600	264,500	310,000	377,500	392,000	1,568,600
Public Programs: Production	100,000	103,000	106,000	109,000	112,000	530,000
Legal & Corporate Fees	2,500	2,575	2,650	2,725	2,800	13,250
Gift Shop Merchandise	80,000	82,400	84,800	87,200	89,600	424,000
Archival Space	10,000	10,300	10,600	10,900	11,200	53,000
Total	801,850	866,690	929,380	1,014,070	1,045,760	4,657,750
TOTAL EXPENSES	1,127,650	1,202,264	1,274,728	1,369,192	1,410,656	6,384,490



CASH FLOW FORECAST

CASH FLOW	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Cash In						
January	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
February	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
March	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
April	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
May	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
June	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
July	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
August	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
September	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
October	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
November	\$93,970.83	\$104,770.83	\$116,395.83	\$130,175.00	\$142,702.50	\$588,014.99
December	\$93,970.87	\$104,770.87	\$116,395.87	\$130,175.00	\$142,702.50	\$588,015.11
	\$1,127,650.00	\$1,257,250.00	\$1,396,750.00	\$1,562,100.00	\$1,712,430.00	\$7,056,180.00
Cash Out						
January	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
February	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
March	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
April	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
May	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
June	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
July	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
August	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
September	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
October	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
November	\$93,970.83	\$100,188.66	\$106,227.33	\$114,099.33	\$117,554.66	\$532,040.81
December	\$93,970.87	\$100,188.74	\$106,227.37	\$114,099.37	\$117,554.74	\$532,041.09
	\$1,127,650.00	\$1,202,264.00	\$1,274,728.00	\$1,369,192.00	\$1,410,656.00	\$6,384,490.00



MARKETING PLAN

The City of Woodstock would utilize, but not be limited to the following infrastructure for marketing the Museum:

1. Continue to place brochures and rackcards in the Georgia State Visitor Information Centers as well as at Regional Visitor Information Centers.
2. Provide monitor displays for all State Visitor Information Centers to include videos related to the Georgia Music Hall of Fame, Living Legends project, and music videos of Georgia musicians.
3. Develop a billboard sign program for the state of Georgia.
4. Partner with Georgia Department of Transportation to secure highway directional signage for the facility.
5. Launch a Georgia Music Hall of Fame internet radio station.
6. Utilize social media, such as Facebook and Twitter to generate awareness of the GMHOF.
7. Develop a geocaching program for sites of significance in the state of Georgia related to the music industry.
8. Promote the GMHOF through the development of the Hall of Fame Concert Series.
9. Partner with major media outlets in the metropolitan-Atlanta area to market events at the GMHOF.
10. Explore the option of a GMHOF license plate.
11. Expand web applications to include an iPhone application, digital library of music and video, and members-only section.
12. Develop a mobile museum display for tours around the state of Georgia.
13. Develop a virtual GMHOF tour for remote school districts.





**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP Section 3.6

RISK MANAGEMENT PLAN



RISK MANAGEMENT PLAN

The City of Woodstock understands that the museum facility is to honor, preserve and display significant collections in trust for the public. The City will make every effort to ensure the safety of the staff, visitors, and neighbors.

ACCESSIBILITY

The museum facility and grounds will be designed, constructed and maintained in compliance with all applicable local, state and federal laws, to include the following: Americans with Disabilities Act (ADA), NFPA 909 (Code for the Protection of Cultural Resource Properties – Museums, Libraries and Places of Worship, 2010 Edition), and the International Building Code.

SECURITY SYSTEM

In addition to full-time personnel's presence when guests are visiting the facility, the museum will include a security system which will consist of an intercom, intrusion control, access control (key FOB or Proximity Card and readers) and CCTV system (security cameras, multiplexer and monitors). Public access to the museum will be controlled by the will call window and primary entrance located on East side of the museum facing the proposed City amphitheater. Secondary entrances will be monitored electronically and visually by the will call window and gift store personnel. The City of Woodstock Police Department would also be involved in providing security for the building.

Fixed interior cameras and exterior pan/tilt/zoom cameras will be installed. All video recording shall be through a digital video recorder or network controller. System viewing software will be installed on certain computers that require viewing capability of the system. Exact locations within the building and on the building site will be determined during the design phases with input from the collections stakeholders, City staff, and City law enforcement security specialists.

FIRE SYSTEM

The fire alarm system shall be an intelligent multiplex microprocessor based, addressable, stand alone system with addressable devices. The system shall consist of a fire alarm control panel, remote enunciators, manual pull stations, smoke detectors, heat detectors, duct detectors, audio-visual devices (strobe and horn), visual only devices (strobe), magnetic door holders, and monitoring of tamper/flow switches. The fire alarm system will provide evacuation notification of the building occupants. It will monitor and control mechanical equipment smoke control functions. The existing building is fully sprinkled and the gallery expansion area will include expansion of the sprinkler system for protection of the proposed new construction.



EMERGENCY PREPAREDNESS

The City of Woodstock has a locally adopted Emergency Management Plan in effect that is National Incident Management Plan (NIMS) compliant. The City's plan would be modified to add a section for the museum if the City of Woodstock is selected as the relocation site. The City would follow the American Association of Museums (AAM) "Standards Regarding Facilities and Risk Management" as approved by the AAM Board of Directors in July, 2007. In addition, the City intends to follow the "Museum Archives Guidelines" as established by the Society of American Archivists. A copy of the City's current Emergency Management Plan is attached as an appendix to this document.

MUSEUM ACCREDITATION

The City of Woodstock intends to seek accreditation from the American Association of Museums. Currently, the Woodstock Police Department is involved with the accreditation process with the Commission on Accreditation of Law Enforcement Agencies (CALEA). In addition, the Woodstock Parks and Recreation Department has started the accreditation process with the National Recreation and Parks Association (NRPA). Team members Pooser and Moon were successful in leading the Orange Beach Parks and Recreation Department to national accreditation with NRPA in 2008, the first department to be accredited in the State of Alabama.

INSURANCE

The City of Woodstock has the following insurance policies in effect:

- General Liability \$1,000,000
- Worker's Compensation \$1,000,000
- The City carries an Excess Liability Policy in the amount of \$5 million.
- Property and Casualty (Based on the value of the structure).
- The City will work with the Georgia Music Hall of Fame Authority to determine a contents value of the collection for contents insurance coverage. A Fine Arts Floater is available with our insurance carrier for scheduled items of the collection.

HAZARDOUS MATERIALS

The City of Woodstock does not anticipate storing any hazardous materials on site. The City's Rubes Creek Water Reclamation facility is located approximately 1.5 miles from the proposed site. Any hazardous materials would be stored at the above referenced facility in an OSHA compliant manner.



PEST CONTROL

The City has an annual contract in place for pest control services. Orkin Pest Control currently provides monthly service to all City facilities. The museum facility would be added to the existing contract. In addition, the City has a termite bond on wood framed facilities owned by the City.

INSPECTIONS

All buildings within the city limits of Woodstock receive an annual inspection from the Woodstock Fire Department. The City's insurance broker provides for an annual inspection of city facilities by a risk management specialist with Public Risk Underwriters.





**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP

APPENDICES





**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP

***Appendix "A"
Resolutions/Letters of Support***



City of Woodstock, Georgia Resolution

WHEREAS: The General Assembly of the State of Georgia enacted Senate Bill 523 during the 2010 Legislative Session allowing the Georgia Music Hall of Fame Authority to establish a process to accept proposals for the operation and/or relocation of the Georgia Music Hall of Fame Museum; and

WHEREAS: The Georgia Music Hall of Fame Authority issued a "Request for Proposals for the Operation, Management, and Location of the Georgia Music Hall of Fame Museum" on September 30th, 2010; and

WHEREAS: The Georgia Music Hall of Fame Authority held a mandatory "Proposers Conference" on October 15, 2010 at which the City of Woodstock was represented; and

WHEREAS: Proposal responses are due to the Georgia Music Hall of Fame Authority on **December 10, 2010.**

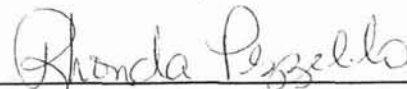
NOW THEREFORE BE IT RESOLVED, that the Mayor and Council of the City of Woodstock, Georgia do hereby support the relocation of the Georgia Music Hall of Fame Museum to the City of Woodstock, Georgia; and furthermore authorize the City Manager to submit an RFP response to the Georgia Music Hall of Fame Authority on behalf of the City of Woodstock, Georgia.

As adopted, approved and sealed on this 6th day of December, 2010.



Donnie Henriques, Mayor

ATTEST: _____



Rhonda Pezzello, City Clerk

Cherokee County, Georgia

WHEREAS: The General Assembly of the State of Georgia enacted Senate Bill 523 during the 2010 Legislative Session allowing the Georgia Music Hall of Fame Authority to establish a process to accept proposals for the operation and/or relocation of the Georgia Music Hall of Fame Museum; and

WHEREAS: The Georgia Music Hall of Fame Authority issued a "Request for Proposals for the Operation, Management, and Location of the Georgia Music Hall of Fame Museum" on September 30th, 2010; and

WHEREAS: The Georgia Music Hall of Fame Authority held a mandatory "Proposers Conference" on October 15, 2010 at which the City of Woodstock was represented; and

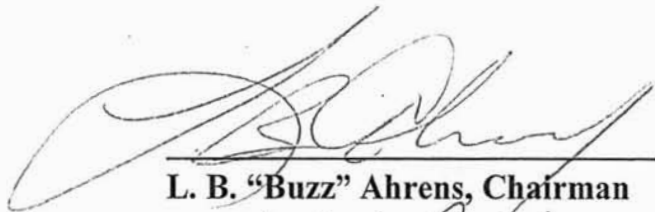
WHEREAS: Proposal responses are due to the Georgia Music Hall of Fame Authority on December 10, 2010; and

WHEREAS: The Cherokee County Board of Commissioners recognizes that the addition of the Georgia Music Hall of Fame Museum will assist the County's economic development efforts by adding an additional cultural and fine arts venue to Woodstock and Cherokee County.


NOW THEREFORE BE IT RESOLVED, that the Board of Commissioners of Cherokee County, Georgia do hereby support the relocation of the Georgia Music Hall of Fame Museum to Woodstock, Georgia; and furthermore pledge to assist the City of Woodstock and negotiate in good faith as part of these efforts if the City is selected as the new site of the Georgia Music Hall of Fame Museum, to include considering participating in the capital portion of the project.

As adopted, approved and sealed on this 7th day of December, 2010.




L. B. "Buzz" Ahrens, Chairman

ATTEST:


Sheila Corbin, City Clerk

**Downtown Development Authority,
City of Woodstock, Georgia
Resolution**

WHEREAS: The General Assembly of the State of Georgia enacted Senate Bill 523 during the 2010 Legislative Session allowing the Georgia Music Hall of Fame Authority to establish a process to accept proposals for the operation and/or relocation of the Georgia Music Hall of Fame Museum; and

WHEREAS: The Georgia Music Hall of Fame Authority issued a "Request for Proposals for the Operation, Management, and Location of the Georgia Music Hall of Fame Museum" on September 30th, 2010; and

WHEREAS: The Georgia Music Hall of Fame Authority held a mandatory "Proposers Conference" on October 15, 2010 at which the City of Woodstock and Downtown Development Authority of Woodstock was represented by Billy Peppers, Director of Economic Development Services and Downtown Development Authority; and

WHEREAS: The City of Woodstock is a growing community located just thirty miles northwest of Atlanta and is represented as part of the Metropolitan Statistical Area; and

WHEREAS: The City of Woodstock is in the process of devoting millions of dollars in infrastructure improvement, constructing an amphitheatre, attracting performing arts, and developing a cultural arts village; and

WHEREAS: Downtown Woodstock is home to many businesses that benefit from and support the arts community including art galleries, dance and music schools, theatre companies, photographers, and a relocating glass blowing/jewelry company; and

WHEREAS: The Downtown Development Authority of the City of Woodstock was created to support the expansion of commerce, industry and employment through the support of the private sector and the public sector; and

WHEREAS: The Downtown Development Authority of the City of Woodstock is the parent agency for the Woodstock Area Convention and Visitors Bureau Authority, which was created by local Act of the General Assembly of this State to develop and support the attraction of tourism and the tourism industry; and

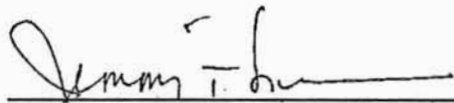
WHEREAS: The Downtown Development Authority of the City of Woodstock and the Woodstock Area Convention and Visitors Bureau Authority believe that this project will expand commerce, create expansion in the tourism industry of the local economy, and benefit the region; and

WHEREAS: The Downtown Development Authority of the City of Woodstock and the Woodstock Area Convention and Visitors Bureau Authority Board of Directors understand that the project may require debt financing as part of the proposal; and

WHEREAS: Proposal responses are due to the Georgia Music Hall of Fame Authority on **December 10, 2010.**

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of the Downtown Development Authority of the City of Woodstock, Georgia and the Woodstock Area Convention and Visitors Bureau Authority does hereby support the relocation of the Georgia Music Hall of Fame Museum to the City of Woodstock, Georgia; and that as part of such proposal the Board of Directors agree to negotiate in good faith the necessary financing for such project including the issuance of revenue bonds; and furthermore authorize staff to assist in and support the submission of an RFP response to the Georgia Music Hall of Fame Authority on behalf of the City of Woodstock, Georgia.

As adopted, approved and sealed on this 6th day of December, 2010.



Jimmy T. Long, Chairman



ATTEST

William A. Peppers, Executive Director

Cherokee Office of Economic Development
3605 Marietta Highway
PO Box 4998
Canton, GA 30114



CHEROKEE | ECONOMIC
OFFICE OF | DEVELOPMENT

December 10, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

The Cherokee Office of Economic Development (CoED) joins with its' community partner, the City of Woodstock in its' efforts to secure the Georgia Music Hall of Fame. The City of Woodstock is well equipped for current and future success of the Georgia Music Hall of Fame. The demographics and positive growth patterns alone provide for tremendous potential for a successful project. The transportation routes, including State and Interstate Highways, provide convenient public access to Woodstock by the motoring public from across the State of Georgia and the Nation.

CoED recognizes the important role that the arts and music play in our community, the historical significance of each, and the enrichment of quality of life. The CoED fully supports this endeavor and urges the awarding of the Georgia Music Hall of Fame to the City of Woodstock.

Sincerely,

A handwritten signature in cursive script that reads "Misti Martin".

Misti Martin, CEcD
President
Cherokee Office of Economic Development

Elm Street Cultural Arts Village, City of Woodstock, Georgia Resolution

WHEREAS: The General Assembly of the State of Georgia enacted Senate Bill 523 during the 2010 Legislative Session allowing the Georgia Music Hall of Fame Authority to establish a process to accept proposals for the operation and/or relocation of the Georgia Music Hall of Fame Museum; and

WHEREAS: The Georgia Music Hall of Fame Authority issued a "Request for Proposals for the Operation, Management, and Location of the Georgia Music Hall of Fame Museum" on September 30th, 2010; and

WHEREAS: The Georgia Music Hall of Fame Authority held a mandatory "Proposers Conference" on October 15, 2010 at which the City of Woodstock was represented; and

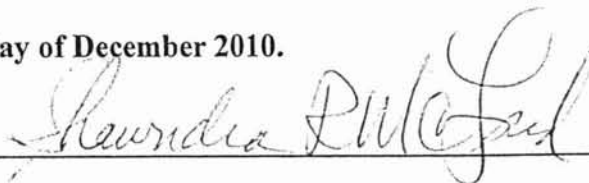
WHEREAS: The City of Woodstock is in the process of devoting millions of dollars in infrastructure improvement, constructing an amphitheatre, attracting performing arts, and assisting to develop the Elm Street Cultural Arts Village; and

WHEREAS: Downtown Woodstock is home to many businesses that benefit from and support the arts community including art galleries, dance and music schools, theatre companies, photographers, and other individual artisans; and

WHEREAS: Proposal responses are due to the Georgia Music Hall of Fame Authority on **December 10, 2010.**

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of Elm Street Cultural Arts Village believe that the Georgia Music Hall of Fame will further enhance the synergy of the arts as a destination in our City and do hereby support the relocation of the Georgia Music Hall of Fame Museum to the City of Woodstock, Georgia.

As adopted, approved and sealed on this 8th day of December 2010.



Shawndra R. McLeod, President

ATTEST:



G. Lora Grooms, Artistic Director



MAYOR
Arthur Letchas

COUNCIL
D.C. Aiken
Douglas J. DeRito
Mike Kennedy
Cheryl Oakes
Chris Owens
Jim Paine

CITY ADMINISTRATOR
Robert J. Regus

CITY HALL
Two South Main Street
Alpharetta, Georgia 30009

Tel: 678.297.6000
Fax: 678.297.6001

24-HOUR INFORMATION
www.alpharetta.ga.us
678.297.6015



December 06, 2010

Mayor Donnie Henriques
City of Woodstock
12453 Highway 92
Woodstock, GA 30188

Dear Mayor Henriques:

I am writing to express the support of the City of Alpharetta for your community's bid to become home to the Georgia Music Hall of Fame.

Woodstock's location along I-575 in the high growth North Metro Atlanta Area will offer the Georgia Music Hall of Fame a large resident population from which to draw a base of visitors; many of whom are highly affluent and could be courted as ongoing financial supporters of the venue. At the same time, the venue will be conveniently located so as to draw from the multitude of pleasure and business travelers who visit our region on a regular basis. This combination of resident and non-resident audiences has not been available to the Georgia Music Hall of Fame in past years and will do much to ensure the success of this important Georgia attraction.

The City of Alpharetta firmly believes that locating the Georgia Music Hall of Fame to Woodstock will be of great economic benefit to the communities in our area and that such location will enable the venue to realize its true potential as a leading attraction in our state.

Sincerely,

Arthur G. Letchas,
Mayor

Mayor
A. R. Roberts, III

Council Members
John Byrd
Ashley Holcomb
Frank Homiller
Lee Prettyman
Andrenia Stoner



CITY OF BALL GROUND
www.cityofballground.com

City Manger
Eric Wilmarth

City Attorney
Darrell Caudill

City Clerk
Karen Jordan

December 6, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

Dear Sir or Madam:

On behalf of the City of Ball Ground, I am writing to you in support of the City of Woodstock's bid to become the new home for the Georgia Music Hall of Fame Museum. As a nearby city also in Cherokee County, I know that local residents will support the Hall of Fame if it relocates to Woodstock.

In my additional capacity as an executive officer of a local bank with an office in Woodstock, I know and understand that the demographics of Woodstock and all of Cherokee County will help the Hall of Fame be successful in Woodstock. I encourage you to look closely at these attractive market demographics and I feel that you will reach the same conclusion.

Thank you for your consideration. Please contact me at 770 479 3626 or at rickroberts@cityofballground.com with any questions that you may have.

Sincerely,

A. R. (Rick) Roberts, III
Mayor

Gene Hobgood, *Mayor*
E. Scott Wood, *City Manager*
Coty Ervin, *City Clerk*



City of Canton

151 Elizabeth Street
Canton GA 30114
Phone 770-704-1500
Fax 770-704-1538
www.canton-georgia.com

Pat Tanner Ward I, *City Council*
Bob Rush Ward I, *City Council*
Jack Goodwin Ward II, *City Council*
Bill Bryan Ward II, *City Council*
John Beresford Ward III, *City Council*
Amelia Rose Ward III, *City Council*

December 9, 2010

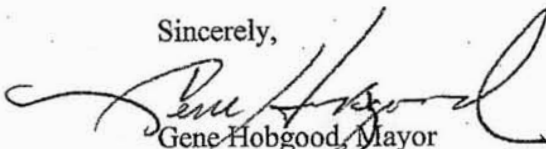
Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

The City of Canton joins with its' community partner, the City of Woodstock in its' efforts to secure the Georgia Music Hall of Fame. The City of Woodstock is well positioned for current and future success of the Georgia Music Hall of Fame. The demographics and positive growth patterns provide for tremendous potential for a successful project. The transportation routes, including State and Interstate Highways, provide convenient public access to Woodstock by the motoring public from across the State of Georgia and the Nation.

Like the City of Woodstock, the City of Canton recognizes the important role that the arts and music play in our community as well as the historical significance of each. The City of Canton fully supports this endeavor and urges the awarding of the Georgia Music Hall of Fame to the City of Woodstock.

Sincerely,


Gene Hobgood, *Mayor*
City of Canton

Mayor
Timothy Downing

Council Members
Karen Barnett
Jacqueline Patrick
Dee Phillips
Tommy Sanders
Jeremy Smith



City of Holly Springs

Post Office Box 990
Holly Springs, GA 30142
www.hollyspringsga.us
Office: 770-345-5536 - Fax: 770-345-0209

City Manager
Robert T. Rokovitz

City Attorney
Robert M. Dyer

City Clerk
Karen Norred

December 9, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

On behalf of the City of Holly Springs, it is my pleasure to write this letter in support of the City of Woodstock's bid to become the new home for the Georgia Music Hall of Fame Museum. As the neighboring city to Woodstock, I believe that the Music Hall of Fame will thrive in Cherokee County.

Woodstock already hosts a very successful concert series. Having the Music Hall of Fame adjacent to their concert venue will certainly offer a world of possibilities for each venue to complement the other. I know that Holly Springs residents will certainly enjoy having the Hall of Fame in close proximity and will support it in Woodstock.

Thank you for your consideration. Please do not hesitate to let me know if you have any questions.

Sincerely,

Tim Downing, Mayor
City of Holly Springs

CITY OF MOUNTAIN PARK

JIM STILL, Jr., Mayor

KAREN SEGARS, City Clerk



Georgia Municipal Association
Certified City of Ethics

Fulton County Georgia, USA
Incorporated 1927



Designated Wildlife Refuge 1979

DON CARLSON, City Council
ROBERT R. DOUDS, City Council
JOHN G. MCLAUGHLIN, City Council
SCOTT HEGG, City Council
MARVIN PENICK, City Council

December 6, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

On behalf of the City of Mountain Park, it is my pleasure to write this letter to you in support of the City of Woodstock's bid to become the new home for the Georgia Music Hall of Fame Museum. As a neighboring city to Woodstock, I believe that the Music Hall of Fame will thrive in this area.

I know that the Woodstock/Cherokee County area has the population necessary to support the museum and I am personally excited about the prospects of it relocating to our part of the state. It will make a nice addition to Downtown Woodstock.

Thank you for your consideration. Please do not hesitate to let me know if you have any questions.

Sincerely,

Mayor Jim Still
City of Mountain Park, GA

CITY OF WALESKA

COUNCIL

William L. (Bill) Cline
Ladna S. Cook
Floyd A. Puckett
Mary Helen Lamb
Hill Cochran
Paul Ice



Doris Ann Jones, Mayor
Aimee Abernathy, City Clerk/Manager
Dana M. Thompson, City Attorney

8891 Fincher Road Waleska, GA 30183

Georgia Music Hall of
Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

The City of Waleska would like to inform your organization of our support for the relocation of the Georgia Music Hall of Fame to the City of Woodstock in Cherokee County. We recognize that Georgia has a rich heritage of talent that is showcased in various genres of music from nearly every era of our history. We also recognize that the mission of the Authority is to showcase that musical heritage and educate others about the importance of music and musicians in our history and as part of our economy. In such mission, we believe that the City of Woodstock can provide an excellent location for the Georgia Music Hall of Fame that will afford many Georgians and tourists to learn more about music and our state.

Reinhardt University is located in the City of Waleska which brings as great deal of musical opportunities to our community. The possibility of Georgia Music Hall of Fame being so close to our student population creates a great deal of excitement for the potential opportunities it may bring to the students at Reinhardt University.

We appreciate this great opportunity that exists to find a permanent, self-sustaining home for the Georgia Music Hall of Fame and believe that the City of Woodstock would be an excellent choice.

Sincerely yours,

Doris Ann Jones
Mayor

Certified City of Ethics

Telephone: (770) 479-2912 Fax: (770) 720-4615 website: cityofwaleska.com



COBB COUNTY
BOARD OF COMMISSIONERS

100 Cherokee Street, Suite 300
Marietta, Georgia 30090-7000
(770) 528-3305 • fax: (770) 528-2606
Email: TLee@cobbcounty.org

Tim Lee
Chairman

December 9, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

In my capacity as Chairman of the Cobb County Board of Commissioners, it is my pleasure to write this letter in support of the City of Woodstock's bid to relocate the Georgia Music Hall of Fame Museum to Woodstock. Given Georgia's rich musical heritage, I am proud that two of our own from Cobb County are inductees into the Hall of Fame: Dr. Bobbie Bailey and Travis Tritt. Also, as you aware, the Cobb County Energy Performing Arts Center hosts the annual induction ceremony for the Georgia Musical Hall of Fame.

Having the Hall of Fame located in the Metro Atlanta area will help provide the population necessary to sustain the museum long term. I know that Cobb County residents will support the Hall of Fame in nearby Woodstock.

Thank you for your consideration. Please do not hesitate to let me know if you have any questions.

Sincerely,

Tim Lee
Chairman

Joseph Knox Elementary School

151 River Bend Way - Canton, GA 30114 770.345.4307

December 7, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P. O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

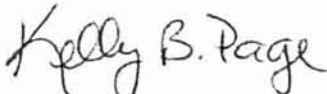
Having the Georgia Music Hall of Fame relocated in Woodstock, would be a positive endeavor for all stakeholders. I understand that you are responsible for making this important decision of the relocation. Therefore, I am writing to you to share the reasons why Woodstock would be beneficial for all children and adults in Cherokee County, metro Atlanta, northeast Georgia and even three states: Alabama, North Carolina and Tennessee.

As an educator and musician, I support the relocation of the Music Hall of Fame to Woodstock because of the following reasons:

- Educational Fieldtrips
- Music Seminars and Camps
- Musical Performances
- Increase awareness of the Fine Arts
- Fosters an appreciation for music
- Educators volunteering time to assist with summer camps
- Cherokee County has an exceptional number of students involved in the fine arts
- The continued renovations of downtown Woodstock provides a charm and progressive atmosphere

I am sure that you will agree that Woodstock would be the best city to relocate this prestigious Music Hall of Fame. With the southern charm of our city and county, Woodstock will be the most successful venue for this facility.

Sincerely,



Kelly B. Page



Dr. Kelly B. Page, Principal

• Kathleen Chandler, Assistant Principal



Woodstock Elementary School

230 Rope Mill Road

Woodstock, GA 30188

Phone: 770-926-6969 Fax: 770-924-6332

Christy Bowling

Principal

Andrea Puffy

Lorraine Ward

Assistant Principals

December 9, 2010

Mr. Billy Peppers
Director, Economic Development Services
City of Woodstock
8632 Main Street
Suite 160
Woodstock, Georgia 30188

Mr. Peppers:

I wish to lend my support to you and the city of Woodstock as you pursue the relocation of the Georgia Music Hall of Fame from Macon to our community. As the music teacher at Woodstock Elementary School I would find this relocation to be a goldmine of resources for my music program and I am certain other teachers in our county would be overwhelmed with delight as well. My music teacher colleague at Sixes Elementary is an avid supporter of the Georgia Music Hall of Fame as she proudly and with their permission, of course, displays the Georgia Music Hall of Fame logo each year on her students' chorus uniform shirts!

Our primary goal is to heighten learning for all students. At the same time, as educators, we continually strive to elevate our teaching as well. Having the Georgia Music Hall of Fame in our community would enhance our music curriculum and our students' lives. Field trips to the Hall of Fame would expose our students to our state's great music heritage. Our students can read about this heritage in their textbooks...they can even hear music specific to our state in music class. How much more special, though, would their music education be if they experienced it through all of their senses? Having the Georgia Music Hall of Fame in our community would allow our students to see, hear, feel, taste, and smell what Ray Charles was singing about!

I feel certain should our community get this opportunity to be the home of the Hall of Fame, it would be well supported by all our schools. You know the best advertisement would be word of mouth recommendations from our own students, teachers, and families who would visit. Word would spread fast and given the easily accessible location of Woodstock, other schools in the metro area could have the same opportunities as our students and families. My own school takes yearly field trips to Fernbank and the Tellus Museum. With rising costs of field trips, the location would be a great selling point for the Hall of Fame. Even schools within a hundred mile radius of our community would be able to enjoy the benefits of such a move.

Please know that I strongly support your efforts to pursue this relocation and I am at your disposal to help you in any way that I can.

Donna Rotruck
Music Teacher
Woodstock Elementary School

Setting the Stage for the Future





ALLEN TEMPLE CHURCH

232 Arnold Mill Road
Woodstock, GA 30188
Church Office (770) 926-6348 • Fax (770) 926-1103
www.allentempleame.org
CARLA A. MOORE, SR.
Senior Pastor

December 6, 2010

Georgia Music Hall of Fame Authority
Relocation Committee
P.O. Box 870
Macon, Georgia 31202

To Whom It May Concern:

As Senior Pastor of Allen Temple A.M.E. Church in Woodstock, I am writing this letter to you in support of the City of Woodstock's proposal for the Georgia Music Hall of Fame Museum to be relocated to Downtown Woodstock.

Our Church is located within a mile of the proposed site of the museum. I know that the museum will benefit from the many improvements that the City has made and is making to the Downtown area. Likewise, I believe the City will benefit from having the museum in our community.

I am personally excited about the prospects of having the museum nearby and look forward to working with the City to find ways that our church and the museum can support each other for the benefit of our organizations and the community.

Thank you for taking the time to read this letter. Please do not hesitate to let me know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Carl A. Moore, Sr.", written over a horizontal line.

Carl A. Moore, Sr.
Senior Pastor



Ladies and Gentlemen of the Selection Committee:

It is with great enthusiasm that the Music & Worship Ministry of First Baptist Church Woodstock offers this letter of support for the City of Woodstock's pursuit of the Georgia Music Hall of Fame. For many years, spanning numerous iterations of both Mayors and Councils, the City of Woodstock has consistently been a supporter of the arts, especially the performing arts. The City's highly successful summer concert series has hosted numerous Georgia artists as well as played host to artists based within our music ministry at First Woodstock, including Newsong, a Georgia Music Hall of Fame member.

We believe that locating the Hall in the City of Woodstock would be an outstanding opportunity to support and advance the arts culture growing in the City while also advancing Georgia music education. The Hall in Woodstock would also be a compliment to First Woodstock's nationally recognized music & worship ministry, which year after year promotes and supports dozens of Georgia based solo artists as well as literally hundreds of additional artists as represented by our children and adult choir and orchestra programs. In addition, this past fall, First Woodstock founded Selah, a new school of music. The educational resources that the Hall would offer this program, not to mention the traditional grade schools, colleges and universities in the surrounding communities, we believe would be well-received and well-supported by the community. We are also excited about the value that First Woodstock's national ties in the Christian music community could offer with regard to the Hall's growth and diversification of the gospel and Christian music collections.

As you consider the right location for the Hall, we encourage you to consider Georgia's Woodstock and hope that you will bring the music home in April when the committee makes its selection. Should you have any questions or need any additional information about First Woodstock's music & worship ministry, our experience collaborating with the City of Woodstock, or interest in collaborative opportunities to promote music education, please do not hesitate to call. We pray God's blessing on you as you serve our State in making this important decision to insure the preservation continued education of Georgia's music heritage.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott", written over a decorative flourish.

*Rev. Scott C. White
Sr. Minister of Music & Worship
FBC Woodstock, GA*

11905 HIGHWAY 92
WOODSTOCK, GA 30188
TEL: 770.926.4428
FAX: 770.591.2508

WWW.FBCW.ORG



**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP

***Appendix "B"
Clark Patterson Lee Qualifications
Scope of Work***



General Firm Information

HISTORY AND PHILOSOPHY

The professionals at Clark Patterson Lee have been serving public and private clients since 1975, providing design services of exceptional quality and value. We have a staff of approximately 200 dedicated professionals, and we maintain offices in New York, Georgia, North Carolina and South Carolina and offer expertise in architecture, engineering, planning and construction.



From your first encounter with members of our staff, you will realize that we do things differently at Clark Patterson Lee. Our staff is dedicated to a "client-centered" philosophy of service that is based on:



Our belief in full service.

In developing our business, we made a conscious decision to develop a multi-disciplined staff, capable of managing every aspect of your project.

Our belief in personal attention.

Being a larger firm does not automatically mean the loss of personal attention. We emphasize the need to be available and accessible to our clients and we stress the importance of on-going relationships. Our scheduling and staffing of projects reflects this attitude.

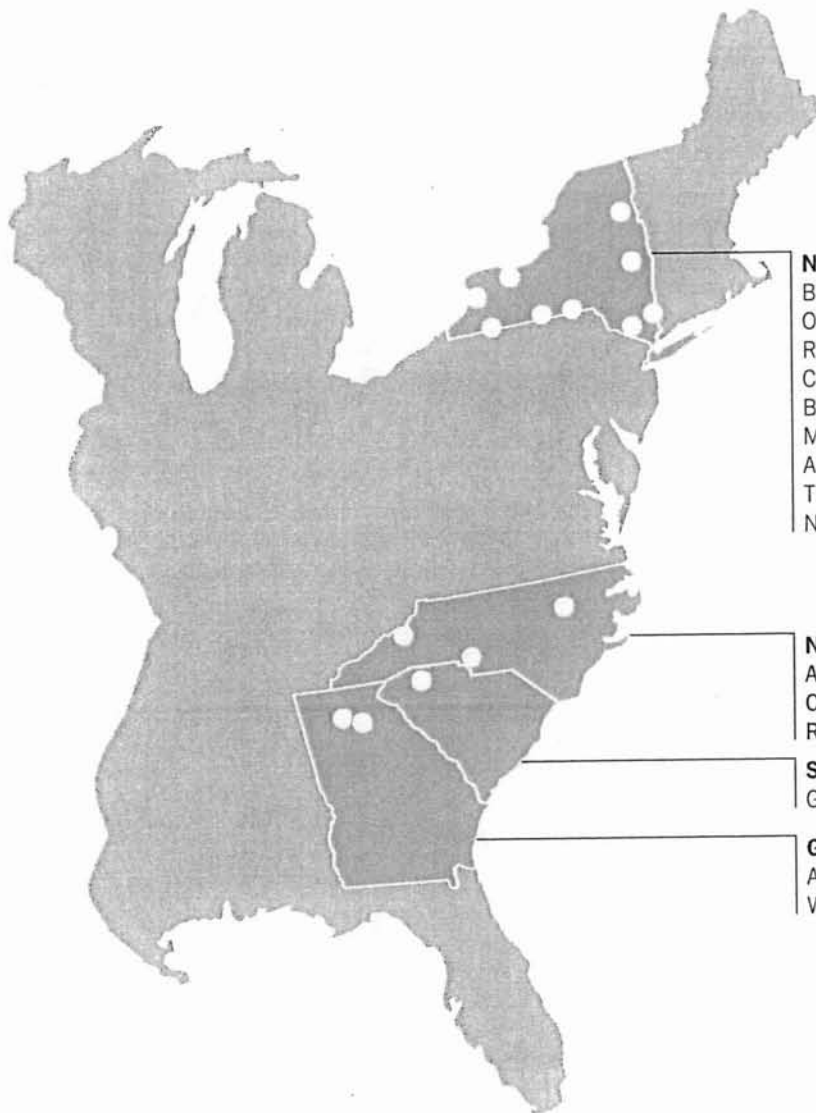


Our belief in principal participation.

Principals of the firm are very much "hands on." We bring this experience to every project, supporting our goal to provide professional services of exceptional quality and value while promoting both corporate and individual growth.



General Firm Information



New York

Buffalo
Olean
Rochester
Corning
Binghamton
Middletown
Albany
Ticonderoga
Newburgh

North Carolina

Asheville
Charlotte
Raleigh

South Carolina

Greenville

Georgia

Atlanta
Woodstock

Board of Directors

Phillip J. Clark, P.E.
Chairman and CEO
Todd M. Liebert, AIA, NCARB
President
Daniel D. Duprey, Jr., P.E.
Senior Vice President
Richard B. Henry III, P.E.
Senior Vice President
Kevin J. McOmber, P.E.
Senior Vice President

Principals

Ronald W. Centola, P.E.
K. Scott Gordon, AIA, NCARB, LEED AP
Adolfo Guzman, P.E.
J. Joseph Hanss, AIA
David R. Hart, P.E., C.E.A.
C. Daniel Hartenstine, AIA, LEED AP
John J. Martin, P.E.
Thomas H. McElhery, P.E.
David M. Pender, C.P.A.
H.S. "Chip" Randall, P.E.
Robert H. Raeman
Jeffrey R. Sherer, AIA
Aubrey M. Springer, AIA, LEED AP
Brian M. Trott, AIA
Howard W. Waltz, AIA, NCARB
Thomas J. Wolanski, P.E.

Principal Consultants

John L. Patterson, AIA, NCARB
Donald R. Lee, FAIA



PRINCIPAL

K. Scott Gordon, AIA, NCARB, LEED® AP**QUALIFICATIONS AND EXPERIENCE**

K. Scott Gordon, AIA, NCARB, is a LEED® Accredited Professional with more than 20 years of experience in the practice of architecture. Throughout his career, Mr. Gordon has been both a leader and key participant on design teams for a wide variety of project types including educational and institutional organizations, government agencies, private sector commercial, industrial, and corporate projects throughout the United States with international experience in Puerto Rico, Italy and China.

Mr. Gordon has an outstanding aptitude and proficiency in computer technology as it relates to design. Utilizing state-of-the-art computer design tools such as Revit, Adobe PhotoShop and 3DS Max Design, Mr. Gordon has developed communication techniques which utilize the creation of three-dimensional models from programming data and master plan concepts that can easily presented and understood by the public.

EDUCATION

- Bachelor of Architecture, University of North Carolina Charlotte, 1991
- Bachelor of Arts, Cum Laude, University of North Carolina Charlotte, 1989

PROFESSIONAL REGISTRATION

- Registered Architect: GA, NY
- NCARB
- LEED Accredited Professional

PROFESSIONAL ASSOCIATIONS

- American Institute of Architects
- Construction Management Association of America - South Atlantic Chapter
- Greenprints Alliance of Woodstock, GA, Board Member
- Planning & Zoning Board, Woodstock, GA
- Southern Off-Road Bicycle Association (SORBA) - Former President

GEORGIA STATE PARKS, HISTORIC SITES & VISITOR CENTERS**Resaca Battlefield**

- Visitor's Center

Gordon County, GA

Etowah Mounds Park

- Museum Expansion

Cartersville, GA

Fort King George

- Museum Expansion

Darien, GA

Jarrell Plantation Historic Site

- Museum Expansion

Juliette, GA

U.S. Fish and Wildlife Service

- Visitor Contact Center & Field Offices
- Cabo Rojo, PR
- Visitor Contact Center & Field Office
- Eufaula, AL

EDUCATION PROJECTS**West Georgia Technical College**

- Douglasville Campus

Lanier Technical College

- Forsyth Campus

Chattahoochee Technical College

- Canton Campus

Savannah-Chatham Public School System (SCPPSS)**Cherokee County Public Schools****HEALTHCARE/COMMERCIAL OFFICE****Olympic Steel**

- HQ, Winder, GA (LEED Silver)

Medical Care America

- Outpatient Surgery Center Prototype, National Roll-out

InfoMart Atlanta

- HQ and Data Center

Tripler Army Medical Center, Honolulu, HI

- Oncology Suite

MUNICIPAL PROJECTS**City of Woodstock, GA**

- Downtown Park Expansion & Amphitheater
- City Hall Annex
- City Park, Police Headquarters, Parking Deck (Concept)
- City Assembly Hall

City of Suwanee, GA

- City Hall (LEED® 2.2 Certified)

City of Augusta, GA

- Sheriff's Administration Building

City of Garden City, GA

- Town Hall, City Park, Municipal Court and Police Headquarters

Newton County, GA

- Administrative Office Building

Dept. of Natural Resources

- Wildlife Resources Division Data Center & Offices (LEED® Gold)

DeKalb County, GA

- Exchange Park Recreation Center

USDA

- Agricultural Center Offices & UGa Extension Service, Walton County

Georgia Dept of Corrections

- Fire Station Prototype

U.S. Army Corps of Engineers

- Russell Dam & Powerhouse Addition, Savannah District
- Blankets Creek Mountain Bike Trails

United States Postal Service

- Carrier Annex, Gainesville, GA

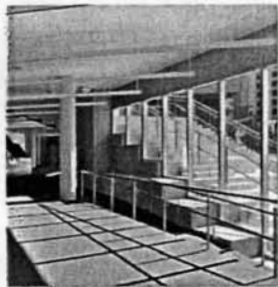
Cherokee County, GA

- Blankets Creek Mountain Bike Trail System
- Administrative Offices & Conference Center (Concepts)



MINT MUSEUM

Uptown Charlotte Museum



Continuing a ten year history with the Mint Museum, Clark Patterson Lee was selected as the Architect-of-Record for a new 150,000 s.f. facility in uptown Charlotte. Designed by Machado and Silvetti Associates with George Sexton Associates providing museum planning and lighting design services, the project provides expansion for the exhibition and storage of American Art, Contemporary Art, and Contemporary Craft collections. In addition to galleries and collections storage, the new facility provides educational, administrative, special events, and food service spaces including a Café overlooking the large plaza. As one component of a large mixed-use development that includes a corporate office tower, condominium tower, a performing arts theater, a museum housing a private collection, retail space, and an eight level below-grade parking deck, the project required a strong civic and architectural statement for the museum as well as extensive coordination with numerous design teams and project stakeholders.

Location: Charlotte, NC

Scope: 150,000 sf

Total Budget: \$54 Million

Completion Date: 2010

Line of Service: Programming through Construction
Administration as Architect-of-Record

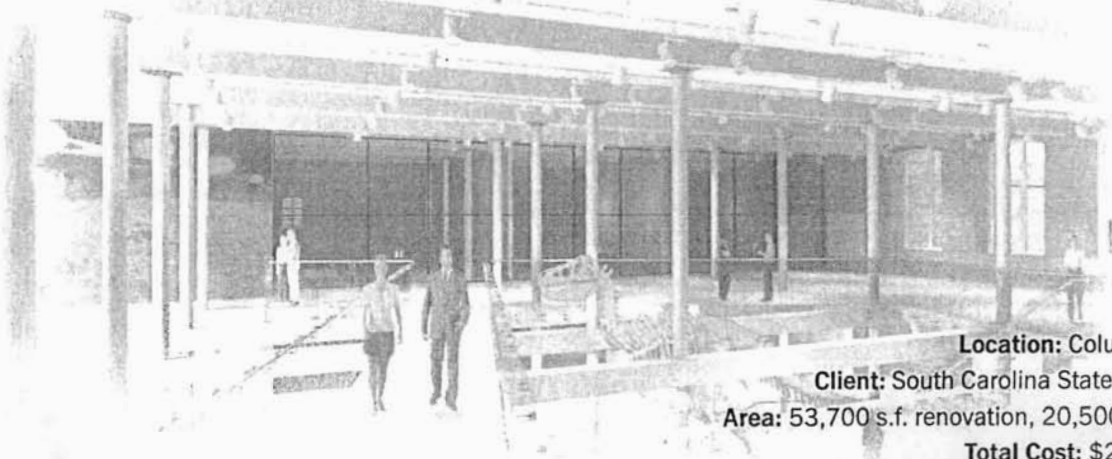


SOUTH CAROLINA STATE MUSEUM

Windows to New Worlds Expansion



Founded in 1973, the South Carolina State Museum is a dynamic institution reflecting the essence and diversity of South Carolina. The museum's collections explore natural history, art and science, and technology through the lens of South Carolina's history. The South Carolina State Museum is committed to the educational improvement of all of South Carolina's school children and visitors of all ages. The New Windows to The World Project will position the South Carolina State Museum on the cutting edge of science education. Its innovative combination of facilities and services will create a complex unique to South Carolina. The project will include additions of a 125-seat planetarium and observatory that will house a historic 1926 Alvin Clark refracting telescope, which the museum acquired from Columbia University. Renovations to the existing building will include upgrading the current auditorium for 4D large format film theater presentations, and renovated gallery, exhibit, gift shop and ticketing areas.



Location: Columbia, SC

Client: South Carolina State Museum

Area: 53,700 s.f. renovation, 20,500 s.f. new

Total Cost: \$22 million

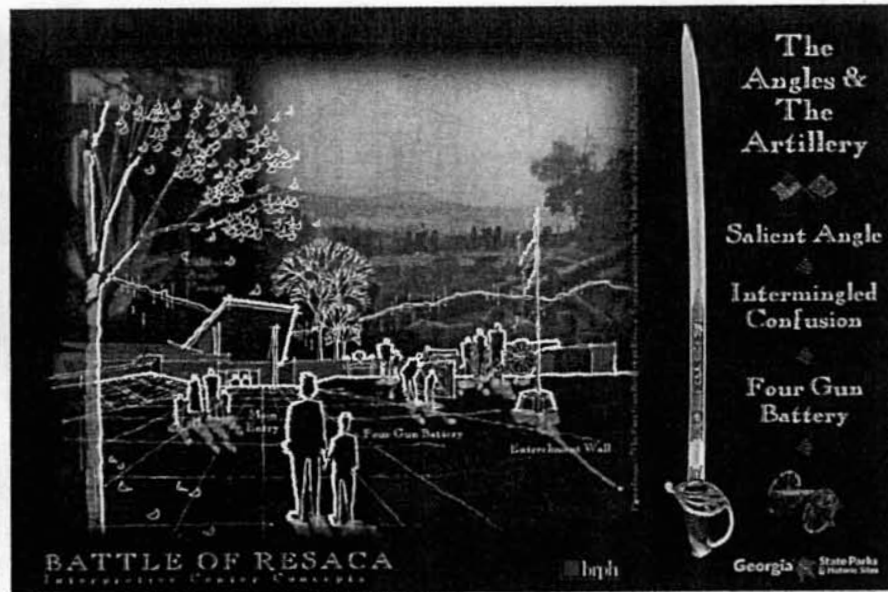
Completion Date: Projected 2012

Associate Architect: Watson Tate Savory



GEORGIA DEPARTMENT OF NATURAL RESOURCES

Resaca Battlefield Visitor's Center



The Battle of Resaca was one of the pivotal battles of the Union Army's campaign to march through Georgia to the sea. The team lead by Mr. Gordon was one of six short-listed design firms, won the commission by looking to the Battle's well documented history and surviving imagery for inspiration. The forms of the site and building are echoes of the battle lines drawn between the Union and Confederate Armies. As visitors move through the center, they retrace the battle lines as they discover exhibits, trails, and battlefield vistas.



The presentation boards (pictured to the left) were designed to resemble battle maps. Sliding panels on each side were revealed to illustrate the details of the site and building design features.



This project is the personal experience of W. Scott Gordon, AIA, NCARB, LEED AP, working with another firm.

Client: Georgia Department of Natural Resources
Location: Resaca, GA
Project Scope: 8,500 SF Visitor Contact Center
Project Budget: \$3 million
Line of Service: Architecture - Engineering

GEORGIA DEPARTMENT OF NATURAL RESOURCES Ft. King George Visitor Center & Museum

before



after



Located 4 miles from Interstate 95 near Darien, Georgia which includes a cypress blockhouse, barracks and palisaded earthen fort constructed in 1721, the visitor center and museum received a face lift which included: the relocation of the main building entry, a new entry walk, a new public lobby with view to the blockhouse, a new reception desk, a new bookstore and retail space for souvenirs, an addition to the theatre which included audio visual improvements. The use of tabby, a material present on the existing building and commonly used in the period when the settlement was originally constructed, was also used for the addition. With a budget of \$316,000, this 1,700 sf addition was completed in 2004.

Client: Georgia Dept. of Natural Resources State
Parks & Historic Sites

Location: Darien, GA

Scope: 1,700 sf Addition

Construction Budget: \$316,000

Completion Date: 2004

Line of Service: Architecture, Engineering, Interior
Design, Visualization



*This project is the personal experience of
K. Scott Gordon, AIA, NCARB, LEED AP,
with his partner(s).*

UNITED STATES FISH & WILDLIFE SERVICES Visitor Centers



As part of an Indefinite Quantity/Indefinite Delivery contract, Mr. Gordon provided continuing services to a number of government agencies including the United States Fish and Wildlife Service. Through his participation in the program, he lead the design for numerous project types including visitor contact centers, parks and recreation facilities, lodges, trail amenities.



*This project is the personal experience of
K. Scott Gordon: AIA, NCAPE, LEED AP,
and with graduate from.*

Client: U.S. Fish & Wildlife Services
Location: Southeastern U.S. & Carribean
Project Scope: Varies
Project Budget: \$1 - \$10 million
Line of Service: Architecture - Engineering

GEORGIA DEPARTMENT OF NATURAL RESOURCES
Jarrell Plantation Visitors Center & Museum



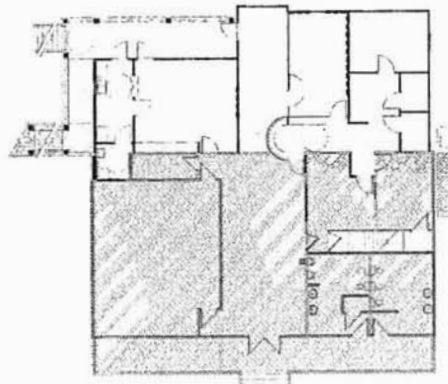
before



after



Located 10 miles from Interstate 75 in Juliette, Georgia which includes a small residence, sawmill, cotton gin, gristmill, shingle mill, workshop, barn and outbuildings constructed in 1895, the visitor center and museum received a face lift which included: a new ADA entry, a new public lobby with view to the farm, a new reception desk, a new bookstore and retail space for souvenirs, and new office space. Following completion of the project, local artists were commissioned to paint a mural of the site which is seen in the photography above along the retaining wall and columns that support the addition and a new porch. With a budget of \$180,000, this 1,435 sf addition was completed in 2003.



Floor Plan of Addition

Client: Georgia Dept. of Natural Resources State
Parks & Historic Sites
Location: Juliette, GA
Scope: 1,435 sf Addition
Construction Budget: \$180,000
Completion Date: 2003
Line of Service: Architecture, Engineering, Interior
Design, Visualization

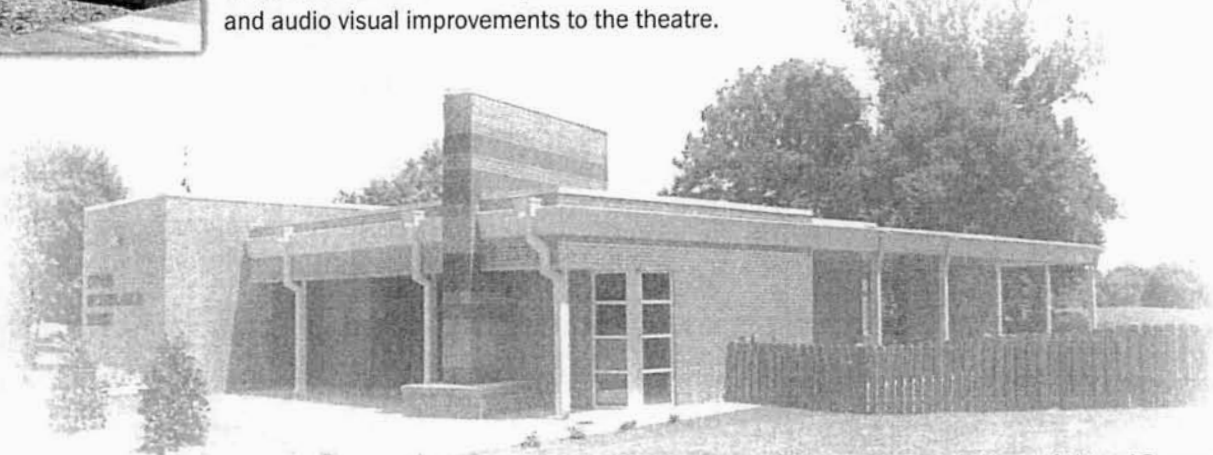
*This project is the personal experience of
K. Scott Gorman, AIA, NCARB, LEED AP,
while with another firm.*



GEORGIA DEPARTMENT OF NATURAL RESOURCES Etowah Visitors Center & Museum



Located on a 54 acre State historic site 5.5 miles from Interstate 75 in Cartersville, Georgia which includes seven mounds, borrow pits, a plaza, and portions of the original Mississippian Indian village, the visitor center and museum received a face lift which included: the relocation of the main building entry, a new entry plaza with ADA accessible public rest rooms to accommodate school groups, a new public lobby with view to the mounds, a new reception desk, a new site manager's office, a new bookstore and retail space for souvenirs, renovations to the museum exhibits and audio visual improvements to the theatre.



Client: Georgia Dept. of Natural Resources State

Parks & Historic Sites

Location: Cartersville, GA

Scope: 998 sf Addition

Construction Budget: \$268,000

Completion Date: 2004

Line of Service: Architecture, Engineering, Interior

Design, Visualization



*This project is the personal experience of
A. Scott Gordon, AIA, NCARB, LEED AP,
working with another firm.*



**Request for Proposals
For the Operation, Management and Location
Of The
Georgia Music Hall of Fame Museum**

Response to RFP

***Appendix "C"
Critical Response Plan
(Emergency Management Plan)***



Subject: Critical Incident Response Plan
Policy No.: 600-0001
Effective Date: 11/15/2010

A. PURPOSE: The purpose of this plan is to establish principle duties and responsibilities for City of Woodstock employees when it becomes necessary to respond to a critical incident.

B. POLICY: The response policy for city employees is to immediately respond to any report of a critical incident that threatens the lives and safety of the general public; to take appropriate action to stop the threat to public safety if possible; to provide immediate assistance to those who may be directly affected by the incident; and to reestablish order by returning residential and commercial activities to normal as quickly as possible.

C. GENERAL: a critical incident is defined as any natural or man-made event that may pose a significant threat to the general public within the City of Woodstock. Because the potential list of threats to the general public are varied, Woodstock employees must be prepared to address "All Hazards" that may affect the general welfare of the public. Such hazards can be categorized into three general types:

1. Some types of critical incidents may be forecasted in advance by federal, state, or local authorities. Normally, conditions for natural disasters can be predicted allowing for the timely notification of the general public to take appropriate precautions. Such advance warning also allows for city government to take proper preparation steps so that response measures are can be initiated when necessary.

2. Another type of critical incident that may provide authorities with advance warning is the man-made threat to public safety. Such situations as a planned civil disturbance, a threat posed by international or domestic terrorism, pandemic, or an uncontained active shooter loose in the Metro-Atlanta area may allow time for adequate notification to the general public and for government authorities to take proactive steps to mitigate the hazard.

3. The third type of critical incident is the situation that develops without warning and that places large portions of the public in immediate risk to death or serious physical injury. Normally these incidents are man-made and are criminal in nature, such as a bomb threat, hostage situation, or an active shooter in a public place. But on occasion, a sudden natural event may also place citizens in immediate risk, such as the flood of September, 2009.

D. RESPONSIBILITIES:

1. City Council: shall have the authority to enact Emergency Ordinances as appropriate IAW Sec. 2.35 Code of Ordinances and Emergency Appropriations as prescribed in Sec. 3-1-9 and to authorize the implementation of special water conservation measures.

2. Mayor, Mayor Pro-tem, or Designee: shall declare the existence of an emergency when the conditions of Sec. 34-1 exist and, following such a declaration, may exercise those powers as outlined in Sec. 34-2 and Sec. 34-3 to include:

- a. Using city employees to assist in the safety and preservation of life, limb, and property of city citizens;
- b. Closing streets and sidewalks and to delineate areas within the city where an emergency exists;
- c. Imposing curfews
- d. Closing businesses within affected areas;
- e. Closing municipally owned buildings to the general public; and
- f. Taking action necessary for the preservation of life, limb, and property to include waiving permit fees, license fees, and other fees as appropriate.

3. City Manager: is responsible for the preparation, response, recovery, and mitigation for all critical incident situations. In addition, he shall perform the following duties:

- a. Serve as, or appoint his designee to perform, the duties of Incident Commander during any declared emergency by the Mayor or for other unusual occurrence situations that occur within the City of Woodstock.
- b. Review and approve all emergency requests for expenditures associated with the critical incident.
- c. Appoint a member of his staff to serve as the Critical Incident Planner to be the principle point of contact with the Director, EMA of the Cherokee Sheriff's Office for purposes of planning and preparing for critical incident response measures.
- d. Process disaster reimbursement requests with FEMA/GEMA authorities.

4. Police Department: under the direction of the Chief of Police the members of the department shall exercise primary responsibility for all critical incidents of a criminal nature such as those situations involving a hostage/barricaded incident; active shooter; bomb threat; or other criminal activity that poses an immanent threat to the general public. In addition, the Police Department is responsible for:

- a. Public warning when sufficient advance information to a possible criminal incident is known;
- b. Perimeter control around a critical incident to isolate and contain the situation;
- c. A liaison officer to the County EOC when activated to serve as the City's representative for the coordination of resources:

- d. Assistance to Fire personnel in the evacuation of those who might be the victims of a pending or actual natural disaster;
- e. Conducting search operations for persons reported lost or missing due to suspected foul play;
- f. Coordinating mutual aid requests for additional law enforcement support when needed;
- g. Maintaining and operating the Incident Command Post when activated;
- h. Providing a Public Information Officer to the Incident Commander;
- i. Providing a representative(s) to staff the Incident Command Post;
- j. Providing Chaplain assistance to victims, for death notifications, and for establishing liaison with local churches when necessary;
- k. Providing other assistance as required by Fire and Emergency Services personnel during response and recovery operations for which they are primarily responsible;
- l. Coordinating security and traffic control at shelter sites; and
- m. Conducting criminal investigations once the threatened area is declared safe.

5. Fire Department: under the direction of the Fire Chief, the members of the Fire Department are primarily responsible for all critical incidents involving fire suppression, medical treatment, search and rescue, HAZMAT, and the evacuation of those threatened by natural disasters and for providing emergency medical and fire fighting assistance to man-made critical incidents once declared safe by police personnel. In addition, the Fire Department is responsible for:

- a. Coordinating mutual aid requests for additional fire fighting and emergency medical assistance when needed;
- b. Maintaining accountability of persons evacuated for treatment at area medical facilities;
- c. Providing a representative(s) to staff the Incident Command Post;
- d. Rendering other assistance as requested by Police Department personnel during response and recovery operations for which they are primarily responsible;
- e. Conducting post incident arson investigations;
- f. Performing search and rescue operations for missing or lost persons once foul play has been eliminated as a cause;
- g. Providing back-up assistance to the city's EOC liaison representative as necessary.

6. Public Works Department: under the direction of the Director of Public Works, the members of the department are primarily responsible for removing debris and any obstruction on public roadways or walk-ways; maintaining the storm water system; providing portable barriers for traffic and pedestrian control; coordinating public work assistance to reconstitute public power, natural gas, and other utilities damaged or destroyed by a critical incident; and for providing a representative to staff the Incident Command Post;

7. Community Development Department: The Director, Community Development shall serve as the alternate city PIO should designated police personnel be unavailable or require additional assistance.

8. Code Enforcement Officers:

- a. Shall provide access control at the Command Post location when requested and other duties as directed by the Incident Commander and
- b. Shall evaluate residential and business structures that may have been damaged to determine whether they are fit for occupancy.

9. GIS: mapping support to the Command Post.

10. Finance Department: emergency funding for purchases approved by the City Manager or his designee associated with the critical incident.

11. Parks and Recreation Department: shall provide necessary assistance to the Director of Public Works and shall open and staff city facilities as needed.

12. Economic Development: the Director shall serve as the alternate PIO as needed and will coordinate temporary lodging and food requests from the IC.

13. Human Resources:

- a. Processing of Workers Compensation claims
- b. Access to employee records for next-of-kin notifications.
- c. Processing property claims and
- d. Processing of insurance claims.

14. Information Technology (IT):

- a. Providing IT support to the Incident Command Post upon request
- b. Furnishing "EOC Fly Aware Kits" consisting of mobile phones upon request by the IC

15. City Clerk: shall assist in providing information about the critical incident situation to members of the general public by maintaining coordination with the PIO and the city's liaison representative at the EOC when activated. In addition, the Clerk is responsible for:

- a. Providing assistance to the city's elected officials as appropriate and

b. Providing liaison with other elected officials outside the city when directed by the City Manager and/or council member or mayor.

E. COMMAND AND CONTROL: All critical incident situations within the City of Woodstock will be managed in accordance with the Incident Command System (ICS). The following procedures shall be used by city employees in response to a declared critical incident.

1. **INCIDENT COMMAND:** the first responding public safety officer to a critical incident will establish incident command and will take charge of all response activities until properly relieved by their on duty supervisor. The first responding police or fire officer shall perform the following duties:

- a. Assess the situation, provide information to the 911 Communications Center, and request additional personnel and resources as appropriate;
- b. Establish an initial command post and inform 911 of its location;
- c. Isolate and contain the incident by establishing an inner perimeter and prevent non-essential persons from entering the affected area;
- d. Provide emergency medical treatment within personal capability; and
- e. Issue general warnings to the public and other response personnel as necessary.

2. **ON-DUTY SUPERVISOR RESPONSIBILITIES:** the police or fire supervisor having primary responsibility for the incident will respond to the critical incident and assume Incident Command of the situation until properly relieved by higher authority.

- a. The immediate objectives to be accomplished are to continue isolation, containment, and evacuation efforts; to provide immediate medical assistance to those injured; to protect property; to make appropriate notifications to higher ranking supervisors; to maintain accountability of all response personnel; and to form a structured incident command system (ICS) as dictated by the situation by using available on-duty personnel.
- b. The Incident Commander will also make an assessment of the city's capability to handle other routine requests from the general public for police or fire assistance. Should the nature of the critical incident require the deployment of all on-duty police and/or fire personnel, the Incident Commander shall request appropriate county assistance under the provisions of Mutual Aide and will initiate mobilization of off-duty personnel in accordance with established police and fire procedures.

3. **COMMAND POST:** an on-scene command post shall be established for all critical incidents from which the Incident Commander and others can properly supervise the situation. The command post should be placed at a location close to the incident between the inner and outer perimeter, where it is not exposed to any direct threat of the situation.

- a. For contained critical incidents that are confined to a specific geographical area, the Police Department's mobile command post trailer may be used for command post operations.

- b. Should the incident exceed the response capability of city public safety personnel and equipment, the Cherokee County "Strike Team" will be requested through 911 channels to deploy the Sheriff's Office mobile command post to the incident location.
- c. For city wide emergencies and large scale natural disasters, the command post may be located at the City Hall Annex or at some other large facility that provides sufficient space and support areas for long term command and control of the incident.
- d. Should there exist multiple critical incidents, a command post shall be established to control each situation by using available city resources or by requesting outside agency support as indicated below.
- e. For designated large scale emergency situations, it may become necessary for the Incident Commander to transfer radio dispatch responsibilities from the 911 Center to the command post. When this occurs, the Incident Commander will designate a radio operator to direct the deployment of response personnel and to handle other calls for assistance received from 911. The radio operator shall maintain a record of the location and status of all dispatched personnel and shall utilize the city's emergency radio frequency to deploy response personnel.

4. **TRANSFER OF COMMAND:** a senior ranking supervisor to the on-duty Incident Commander has the authority to assume command of the emergency situation when he/she feels such intervention is appropriate.

- a. Under such circumstances the senior officer must specifically inform the subordinate supervisor that he/she has been relieved of command and their new duty assignment.
- b. The mere presence of the City Manager, City Council member, or other senior ranking officer at the incident scene does not automatically signal an intent to assume command.
- c. When command is transferred, a briefing should take place to address the current nature of the situation, resources available and their status, logistical support needed, and command structure established to manage the emergency.

5. **INCIDENT COMMAND STRUCTURE:** the Incident Commander will impose the ICS Organizational Structure needed to effectively handle the situation.

- a. The IC has the authority to assign available city personnel to staff required positions needed to handle the situation. Initially such positions may include an operations officer, PIO, safety officer, staging area manager, and liaison officer.
- b. For critical incidents expected to last beyond six hours in duration, a more formal structure of command may be required. Under such circumstances, the IC should designate planning and logistics officers and may request additional assistance from other city departments such as Public Works, IT, and GIS as needed.

- c. When personnel support is required from outside agencies, a representative shall be requested to be available at the command post for necessary coordination.
- d. **UNIFIED COMMAND:** when the emergency situation involves the presence of resources from other jurisdictions or multiple city departments, a Unified Command structure shall be formed consisting of senior ranking representatives in order to work together to formulate a single Incident Action Plan (IAP), to coordinate resources, and to establish common objectives to resolve the incident.

6. NOTIFICATION AND MOBILIZATION OF ADDITIONAL RESPONSE PERSONNEL: should off-duty personnel be needed to handle the critical incident, each city department will take steps to immediately make contact with their assigned employees and direct them to report for duty at the designated assembly area.

- a. When mobilizing off-duty personnel, supervisors must take into consideration staffing requirements to continue to provide normal city services, unless authorization is given to suspend operations until the critical incident has been resolved.
- b. All personnel mobilized as a result of the critical incident will receive compensation and benefits in accordance with established pay procedures.
- c. It is imperative for each supervisor to keep accurate records of time actually worked for each employee required to perform duties pertaining to the critical incident. Such information may be used in the event that the city becomes eligible to apply for reimbursement from federal or state authorities.
- d. When notified to report for duty, off-duty employees are required to comply with all instructions unless there is a compelling medical or safety reason that may preclude the employee from working as directed.
- e. On-duty employees may be required to work beyond their normally scheduled work hours, as either part of the critical incident response force or to handle normal city operations. Should this become necessary, each employee is expected to comply with their supervisor's instructions unless there is a compelling hardship that will prevent such compliance.

7. OBTAINING OUTSIDE AGENCY SUPPORT: should the Incident Commander require support from other agencies to assist in handling the critical incident, requests will be made as follows:

- a. For police and fire resources, the procedures established in preexisting agreements or under the provisions of Mutual Aid will be followed and shall be referred directly to the 911 Communication Center.
- b. For assistance from State agencies, such as National Guard or Georgia Defense Force personnel, Public Works, Ham Radio and for all other resource needs, requests for personnel, equipment, or other specialized capabilities shall be made directly to the County's EOC.

8. STAGING AREA(S): The Incident Commander will also designate a staging area(s) so that additional response personnel can assemble and receive instructions for deployment.

- a. The area designated should be able to accommodate large and heavy vehicles and should be at a relatively secure location for weapons and specialized equipment.
- b. The IC should designate a Staging Area Manager who will be responsible for establishing check-in and personnel accountability procedures and for maintaining communications with the Command Post for additional instructions.

9. PUBLIC INFORMATION AND MEDIA RELATIONS: all information pertaining to the critical incident will be approved prior to release to the media by the Incident Commander.

- a. To assist the Incident Commander in performing this critical function, a PIO from the Police Department will be assigned to prepare information for release to the public and for release to the media as directed by the IC. In addition, the PIO will be responsible for establishing a media assembly area that is located at a safe distance from the incident outside the outer perimeter. All press conferences and interviews of response personnel will be coordinated with the Incident Commander.
- b. For large scale critical incidents involving the response of multiple agencies functioning under Unified Command, it may become necessary to establish a Joint Information Center (JIC). Should this become necessary, the city PIO will join with other agency Public Information Officers assigned to the incident, in order to insure that accurate information is obtained and released to the public and/or media.
- c. No information concerning the identity of persons injured, hospitalized, or killed will be released until next of kin have been notified.
- d. A variety of means are available to provide information to the general public concerning a critical incident. In addition to public service announcements through the media, the city has the capability to issue messages via Nixle, Facebook, Twitter, e-mail, Nation of Neighbors, texting, electronic portable message boards, and/or fax, as appropriate. It is the responsibility of the IC to insure that appropriate notifications are made so that public safety can be maintained.

10. MAINTAINING SAFETY OF AFFECTED PERSONNEL: protecting the general public, response personnel, and other involved city employees is a critical and on-going objective for the Incident Commander. This is why it is imperative to isolate and contain the emergency situation as quickly as possible; to issue warning messages alerting the general public of the hazards posed; and to prevent any unsafe or potentially dangerous action(s) by response personnel that may result in unnecessary harm to others.

- a. The ultimate responsibility for the safe conduct of critical incident management rests with the Incident Commander.
- b. **SAFETY OFFICER:** to assist him in performing his duties, the Incident Commander shall appoint a Safety Officer to monitor incident operations, to include all matters relating to the health and safety of emergency responders and

the general public within the affected area. The Safety Officer has the authority to immediately stop and/or prevent unsafe acts during incident operations.

- c. Maintaining personnel accountability is the responsibility of the Incident Commander. The Incident Commander will insure that each supervisor involved in a critical incident establishes procedures whereby their employees involved in an emergency response are properly accounted for and their status is monitored.

F. FIELD OPERATIONS:

1. **ESTABLISHING PERIMETERS:** isolating and containing a critical incident is an immediate and on-going objective. It is critical that members of the general public be separated from natural and man-made hazards posed by armed criminals, explosives, hazardous materials, fire, or from damaged utilities such as downed electrical and/or ruptured gas lines.

- a. An inner perimeter shall be established to safely contain the immediate area of the incident or to isolate a particular hazard. For incidents involving armed criminals, the perimeter's size shall be based upon the range and type of weapons or dangerous devices used by the perpetrator.
- b. An outer perimeter shall be established to encircle the incident location in order to divert unauthorized vehicles and pedestrians from entering the threatened area. For a criminal situation, the perimeter will be established at a sufficient distance around the inner perimeter to protect the general public from the effects of line-of-sight gun fire. For natural or HAZMAT disasters, the size of the area to be isolated may be quite large and may require the use of outside city resources. Whenever possible, portable barriers, electronic signs, and non-public safety personnel and equipment should be used.

2. EVACUATION:

- a. When there is advanced notice of a pending natural disaster, such as the potential for flooding, the PIO for the police and fire departments shall issue warnings to the general public within the threatened area to make preparations to evacuate to designated safe locations should conditions warrant.
- b. During a critical incident that develops without warning, involving a contained criminal threat, bomb threat, or fire, individuals located within the outer-perimeter shall be immediately evacuated to designated safe areas until the situation can be declared safe by the Incident Commander. During a natural disaster that may cause damage to electrical power lines, it may be necessary to initially direct citizens to "stay-put" within residential or commercial facilities until power company officials can render the area safe for evacuation.
- c. When an evacuation order is deemed essential, members of the public cannot be compelled to leave. When such individuals refuse to evacuate, they shall be informed that it may be unsafe for City employees to provide public safety assistance in the future until after the emergency conditions have abated. In addition, police and/or fire personnel shall record the refusal over the radio channel and provide the identity of the individual(s) and their location to the command post.

- d. Should it become necessary to evacuate patients or the elderly from one of the city's care-giver facilities, they will be medially transported to appropriate locations within the Metro-Atlanta area.
- e. During HAZMAT emergencies, it may become necessary for persons suspected of being contaminated to undergo decontamination by Fire Services personnel before they can be evacuated to area shelters.

3. EMERGENCY SHELTERS:

- a. The County EMA is responsible for establishing and operating the designated emergency shelter(s) for the Woodstock area.
- b. For situations requiring the immediate evacuation of the general public before county shelters can be placed in operation or for a critical incident occurring at one of the county's schools that requires the evacuation of students, the Woodstock First Baptist Church may be used as an evacuation shelter.

4. TRAFFIC CONTROL:

- a. The Police Department, with assistance from Fire and Public Works personnel, is responsible for the control of vehicular and pedestrian traffic during a critical incident.
- b. When flooding conditions are predicted, Public Works personnel shall preposition electric signs around the intersection of I 575 and SR 92 in case the order is given to close the bridge at Noon Day Creek to vehicular traffic.
- c. Whenever it becomes necessary to close I 575, SR 92, or SR 5, State DOT officials will be advised of the situation.
- d. When road closures are expected to last for extended periods, assistance can be obtained from other law enforcement agencies under the provisions of Mutual Aide.

5. DEATH AND CASUALTY NOTIFICATIONS:

- a. It is the responsibility of the Fire Department to obtain the identity of all individuals evacuated for treatment at area medical facilities and to make notifications to next of kin when appropriate.
- b. Death notifications to next of kin will be performed by the Police Chaplain, accompanied by other designated personnel.
- c. Employee death or casualty notifications will be made by the Police Chaplain, accompanied by available city officials and co-workers as arranged by the City Manager.

G. LOGISTICS AND SUPPORT OPERATIONS:

1. **FOOD AND SHELTER:** for critical incidents lasting for extended periods, it may become necessary to provide involved city employees with meals, water, and temporary lodging assistance.

- a. Food items will be procured from local restaurants.
- b. Temporary lodging will be furnished by either local motels or by the Woodstock First Baptist Church.
- c. Requests for portable toilets will be coordinated with the Public Works Department.
- d. Payment for food and lodging will be made by using city issued credit cards and receipts will be obtained for all purchases to be turned-into the Finance Department at the conclusion of the emergency.

2. COMMUNICATIONS:

- a. Public safety personnel will use issued communications equipment and will operate on the designated emergency frequency by the 911 Center.
- b. Other city employees will communicate by using issued cell phones, EOC "Fly Aware Kits" and direct connect devices.
- c. Should outside Public Safety personnel respond to the emergency, the Sheriff's Office communications vehicle can be used to integrate inter-agency radio equipment to provide a "direct-talk" capability with all on-scene personnel.

3. TRANSPORTATION:

- a. City personnel shall use issued city vehicles to perform emergency operations.
- b. Requests for additional transportation support shall be made to the county's EOC.

4. MEDICAL SUPPORT:

- a. Emergency medical assistance shall be provided by Fire personnel.
- b. Employees and members of the public requiring off-site medical assistance will be transported by Fire EMS personnel to available facilities in the area.

5. SUPPLIES:

- a. The Incident Commander shall designate a logistics officer to be responsible for obtaining necessary supplies for the emergency.
- b. Supply item not immediately available from city sources, shall be obtained from local establishments or by making requests to the county's EOC.

6. SPECIALIZED TEAMS AND EQUIPMENT:

- a. The Fire Department shall coordinate requests for specialized teams and equipment with Cherokee Fire and Emergency Services personnel.
- b. The Police Department shall coordinate requests for Special Weapons and Tactics, Hostage Negotiation Team, communications, and/or robotic support with the Cherokee Sheriff's Office.
- c. All other requests for specialized teams and equipment shall be made with the county's EOC.

H. RECOVERY AND DE-ESCALATION: once the source of the emergency situation is sufficiently stabilized and is declared fully under control by the Incident Commander, actions can be initiated to return the affected area to normal.

1. **FOR EMERGENCIES OF A CRIMINAL NATURE:** actions to be taken at this stage of the operations include: crime scene processing, witness identification and interview, and the proper seizure of evidence and property related to the event.

2. **FOR NATURAL DISASTER AND NON-CRIMINAL EMERGENCIES:** actions to be taken include: clean-up of debris, restoration of damaged/destroyed public utilities,

3. OTHER ACTIONS AS APPROPRIATE:

- a. Persons evacuated from within the outer perimeter should be allowed to return to their residents or businesses as soon as it is safe to do so. Facilities destroyed or severely damaged that pose a risk to public safety should be isolated and reentry strictly controlled.
- b. Public information announcements shall be made as needed.
- c. Adjust perimeters and traffic control patterns.
- d. EMA, Public Works personnel, and city building inspectors shall initiate a damage assessment of the affected area.
- e. Continue to support shelter sites when appropriate.

4. RELEASE OF OUTSIDE RESPONSE PERSONNEL:

- a. The Incident Commander shall designate an exit assembly area for the release of response personnel no longer needed for the emergency. Mutual aid personnel will receive first priority of release and individuals who have been on duty for more than 12 hours will receive second priority for release.
- b. Prior to release, the following tasks must be accomplished:
 - (1) Ensure all personnel are accounted for;
 - (2) Identify any injuries or workers compensation claims;

- (3) Account for all property and equipment;
 - (4) Ensure personnel complete all necessary incident reports and documentation;
 - (5) Identify individuals who may need psychological assistance.
- c. Supervisors shall conduct an initial debriefing of all response personnel.

5. RELEASE OF CITY RESPONSE PERSONNEL:

- a. City personnel shall be released when no longer needed by the Incident Commander.
- b. Prior to release, the following tasks must be accomplished:
 - (1) Ensure all personnel are accounted for;
 - (2) Identify any injuries or workers compensation claims;
 - (3) Account for all property and equipment;
 - (4) Ensure personnel complete all necessary incident reports and documentation;
 - (5) Identify individuals who may need psychological assistance.
 - (6) Ensure time worked is properly recorded for compensation

6. AFTER ACTION REPORT AND DEBRIEFING:

- a. Once the emergency situation has been terminated, the City Manager will conduct a briefing of designated city supervisors and personnel involved in the critical incident. The purpose of the debriefing is to identify strengths and weaknesses of the city's response measures and to ensure all required documentation is being obtained to support any claims to state or federal authorities for financial reimbursement for expenditures associated with the emergency.
- b. The Incident Commander will be responsible for preparing a detailed after action report, documenting all actions taken during the incident. The report will address each of the following areas:
 - (1) General overview of the operation;
 - (2) Unique or special problems encountered;
 - (3) Personnel involved and any workers compensation issues;
 - (4) Expenditures;
 - (5) Commendations; and
 - (6) Recommendations.

Georgia Music Hall of Fame Authority

**Request for Proposals
For the Operation, Management and Location of the
Georgia Music Hall of Fame Museum**

Request for Proposal Number: 92900-101-0000000001

Dated: Dec. 15, 2010

Please note that the Acknowledgment Statements of the Addendum Number: 01, distributed on December 8, 2010, for the qualified Proposers, **City of Woodstock** and **Athens Economic Development Foundation** are dated Dec. 15, 2010, three business days after the Dec. 10, 2010, the deadline for receipt of the Requests for Proposals.

The Proposals submitted by the City of Woodstock and Athens Economic Development Foundation were received by the stated Dec. 10, 2010 deadline but the Addendum Acknowledgments were not attached.

Upon review, a technical error was discovered and acknowledged by the Georgia Music Hall of Fame Authority. The e-mails containing the Addendum and distributed to Billy Peppers, City of Woodstock representative, and Carterr Fontaine, Athens Economic Development Foundation representative, on Dec. 8, 2010, were both returned by Mail Delivery System MAILER-DAEMON@mail3.state.ga.us due to typographical errors.

On Dec. 15, 2010, the principal contact for the qualified Proposer, "City of Woodstock," Mr. Jeff Moon, and the principal contact for the qualified Proposer, "Athens Economic Development Foundation," Mr. Matt Forshee, were contacted and informed of the error. The Addendums were duly delivered to Mr. Moon and Mr. Forshee and the attached Acknowledgement Forms were promptly submitted to the Georgia Music Hall of Fame RFP administrator, Lisa Love.

Lisa Love

From: Mail Delivery System <MAILER-DAEMON@mail3.state.ga.us>
To: info@athensclarkcounty.com; bpeppers@woodstock.ga.gov; aclark@visithathensga.com; cartter@athensbusiness.org
Sent: Wednesday, December 08, 2010 12:20 PM
Subject: Undeliverable: RFP Addendum

Delivery has failed to these recipients or distribution lists:

info@athensclarkcounty.com

A problem occurred during the delivery of this message. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message later, or provide the following diagnostic text to your system administrator.

bpeppers@woodstock.ga.gov

A problem occurred during the delivery of this message. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message later, or provide the following diagnostic text to your system administrator.

aclark@visithathensga.com

A problem occurred during the delivery of this message. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message later, or provide the following diagnostic text to your system administrator.

cartter@athensbusiness.org

An error occurred while trying to deliver this message to the recipient's e-mail address. Microsoft Exchange will not try to redeliver this message for you. Please try resending this message, or provide the following diagnostic text to your system administrator.

The following organization rejected your message: mail.athensbusiness.org.

Diagnostic information for administrators:

Generating server: mail3.state.ga.us

info@athensclarkcounty.com

mail.athensbusiness.org # < #5.4.4 X-Postfix; Host or domain name not found. Name service error for name=mx.fakenix.net type=A: Host not found> #SMTP#

bpeppers@woodstock.ga.gov

mail.athensbusiness.org # < #5.4.4 X-Postfix; Host or domain name not found. Name service error for name=woodstock.ga.gov type=A: Host not found> #SMTP#

aclark@visithathensga.com

mail.athensbusiness.org # < #5.4.4 X-Postfix; Host or domain name not found. Name service error for name=visithathensga.com type=A: Host not found> #SMTP#

cartter@athensbusiness.org

mail.athensbusiness.org # <mail.athensbusiness.org #5.0.0 smtp: 550 <cartter@athensbusiness.org> No such user here> #SMTP#

Original message headers:

Received: from georgia.org (unknown [167.192.158.121]) by mail3.state.ga.us (Postfix) with ESMTP id F051C5B; Wed, 8 Dec 2010 12:13:21 -0500 (EST)
Received: from bigbird.GDECD.local ([192.168.127.174]) by bigbird.GDECD.local ([192.168.127.174]) with mapi; Wed, 8 Dec 2010 12:12:24 -0500
From: Lisa Love <llove@georgia.org>
To: Lisa Love <llove@georgia.org>
Date: Wed, 8 Dec 2010 12:11:11 -0500
Subject: RFP Addendum
Thread-Topic: RFP Addendum
Thread-Index: AcuW+YSD3/yYvmRkSXufsg7PQWQlrw==
Message-ID: <1BB14D4EAF0E4D43915FF665B67CC0C02643BFA003@bigbird.GDECD.local>
Accept-Language: en-US
Content-Language: en-US
x-MS-Has-Attach: yes
X-MS-TNEF-Correlator:
acceptlanguage: en-US
Content-Type: multipart/mixed;
boundary="*_004_1BB14D4EAF0E4D43915FF665B67CC0C02643BFA003bigbirdGDECD_"
MIME-Version: 1.0

Georgia Music Hall of Fame Authority

***Request for Proposals
For the Operation, Management, and Location of the
Georgia Music Hall of Fame Museum***

**Request for Proposal Number: 92900-101-0000000001
Addendum Number: 01 Dated: December 8, 2010**

Requesting Agency: **Georgia Music Hall of Fame Authority**
RFP Initially Mailed/Posted to Internet: **October 7, 2010**
RFP Due Date: **December 10, 2010** Time: **5:00:00 PM EDT**

The attached information is made a part of this RFP. The purpose of this addendum is to provide the following:

Section 3.5 "Financing Plan/Economic Impacts" is deleted in its entirety and the following is substituted in its place:

"3.5. Financing Plan/Economic Impacts

Another key objective of the proposal process is to identify how the actions of the Proposer will result in a self sustainable museum facility. Accordingly, based on the preceding concept plan, provide a five-year pro forma financial plan¹ in paper and electronic format, detailing the following:

- Income statement;**
- Balance sheet;**
- Cash flow statement; and**
- Capital expenditure budget (if necessary).**

Please attach to the pro forma financial plan a descriptive program respectively for i) marketing, and ii) staffing requirements² for the museum facility. Proposers that anticipate using the current museum facility should expect to purchase or rent such facility at fair market value. The Authority has determined the fair market rental rate to be \$10.19 per square foot at the current museum facility. Proposers are not required to rent the entire current museum facility space. However, a Proposer that anticipates renting the current museum facility or a portion thereof will be required to maintain the entire museum facility premises and pay for any and all necessary utilities."

¹ Proposers at a minimum should include in their pro forma financial plan projections for attendance, admission price, memberships, salaries & benefits, utilities, maintenance/supplies, marketing/promotions, programming, lease/mortgage payments, transferring and archiving the Authority's collection to the museum facility, and any other event income. Proposers must provide detailed explanations of the methodologies and assumptions used in reaching their projections.

² The requirements for a qualified curator must include: a background in history; public history, museum studies or a related field; previous experience in a museum or archival position; knowledge of preservation and conservation techniques for historical artifacts and documents; and, familiarity with the handling of accession and donor records using standard museum cataloguing procedures."

JM

Note: Review Carefully!

In the event of a conflict between previously released information and the information contained herein, the latter shall control.

NOTE: A signed acknowledgment of this addendum (this page) should be attached to your RFP proposal.

City of Woodstock, Georgia
Proposer Name
Jeffrey Moon
Signature
Jeffrey Moon, City Manager 12/15/10
Typed Name and Title Date

JM