

CENTER FOR CIVIL AND HUMAN RIGHTS

WORKING GROUP REPORT

DECEMBER 2006

DELIVERED TO THE MAYOR OF ATLANTA:

THE HONORABLE SHIRLEY FRANKLIN

Throughout the ages humans have sought to secure a decent and just place for themselves in their community or society. Sometimes to gain that sense of security they have had to fight to change the conditions of their lives. This Center will recognize and tell the stories of the universal search for a secure human existence.

THE BOSTON CONSULTING GROUP



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I. OVERVIEW OF THE EFFORT

Over the past 15 months, a small group of community leaders, business people, scholars and public servants have been researching, analyzing, and considering the potential establishment of a successful and authentic Center for Civil and Human Rights in the City of Atlanta. After much deliberation, the Working Group believes there exists a real need and opportunity to establish a center that will not only commemorate the groundbreaking contributions of Atlantans and Georgians to the historic struggle for African-American freedom and equality, but also serve as a space for ongoing dialogue, study, and contributions to the resolution of current and future freedom struggles of all people at the local, national, and international levels. This facility will give visitors a place to learn about the past and engage conversations about the future in the unique environment that Atlanta offers. The Working Group believes that Atlanta has an opportunity to build a world-class facility that can both tell the stories of Civil and Human Rights and provide a living center where today's leaders of freedom struggles around the globe can come together to discuss and resolve their issues. The Center will create a space to examine many types of rights issues and struggles from different perspectives, both historical and contemporary.

The Working Group believes that a central narrative theme should form the foundation for all stories and experiences that are shared within the Center's walls. The work contained in this report flows from this guiding vision:

Throughout the ages humans have sought to secure a decent and just place for themselves in their community or society. Sometimes to gain that sense of security they have had to fight to change the conditions of their lives. This Center will recognize and tell the stories of the universal search for a secure human existence.

GENESIS OF THE EFFORT

The vision for a center in Atlanta has been prevalent in the minds of many leaders for several years. From the well-documented statements by Ambassador Andrew Young, Rep. John Lewis, Mrs. Evelyn Lowery and Mayor Shirley Franklin to the private conversations of many unsung heroes and historians who remember the role Atlanta has played across generations, there has been great interest in establishing a site in Atlanta. In the summer of 2005, Mayor Franklin and Ambassador Young asked Central Atlanta Progress and the Atlanta office of The Boston Consulting Group (BCG) to undertake initial benchmarking research of existing museums and institutes. In December 2005, CAP and BCG-Atlanta shared their research findings with a group of community leaders at a meeting held at the Carter Center.

Out of that meeting, the Mayor appointed a Working Group to:

- 1. Develop the vision and concept for an Atlanta-based Center**
 - 2. Identify critical success factors and establish recommended guidelines for the Center as it moves forward**
 - 3. Draft an actionable pre-development timeline for the Center**
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The Working Group has spent 2006 addressing these objectives and developing the results in to the contents of this report.

KEY MILESTONES TO DATE

Several milestones have already been achieved and create significant momentum for success going into 2007. These milestones have generated public discussion and excitement for the development of a Center in Atlanta.

- 1. A.R.C.H.E. (Atlanta Regional Consortium for Higher Education) has established a website and catalogue of materials related to the Civil Rights Movement from 1940-1970 held at colleges, universities and other archival facilities across Atlanta and Georgia, and is willing to assist in the programming and educational development of the Center.**
 - 2. The King Papers have been acquired for the City of Atlanta and, as part of the acquisition, the future Center for Civil and Human Rights will have access to the papers for both display and research. This access provides the cornerstone for exhibition materials.**
 - 3. The Atlanta History Center has offered to develop a plan for collecting and archiving Atlanta and Georgia Civil Rights materials currently held by private individuals. This effort will be crucial to preserving the legacy of materials that exist in the community.**
 - 4. The Coca-Cola Company has announced a land donation of approximately 2 ½ acres near Centennial Olympic Park as a site for the new Center. This donation signals the enthusiasm that Georgia-based corporations have for this effort. The land donation represents an opportunity to build the Center in an area where visitors already come to Atlanta for various purposes (tourism, conventions, local day-trips). The donation also significantly reduces the financial burden of land acquisition on the overall endeavor.**
 - 5. The Working Group has developed a deep understanding of the opportunities and challenges associated with developing a new Center. The work has included benchmarking of national museums and institutes by The Boston Consulting Group; visits to other sites including Memphis, Cincinnati, and Birmingham; and discussions with national figures including Lonnie Bunch, Founding Director of the National Museum of African-American History and Culture. These insights will help guide the successful development effort.**
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II. WORKING GROUP ACTIVITIES AND FINDINGS

INITIAL RESEARCH FINDINGS

The initial research findings developed in 2005 by a team from The Boston Consulting Group highlighted several important findings.

- 1. Only a handful of human rights-focused institutes exist in the United States. Most museums or centers are more ethnic or historical in nature with very few encompassing all types of human freedom struggles.**
 - 2. The Southeast United States currently has a lack of large, experientially-based Civil Rights-oriented museums, but many smaller museums focusing on African-American history exist with several additional sites currently under development including Fredericksburg, VA; Charleston, SC; Greensboro, NC; and the Smithsonian Museum of African-American History and Culture in Washington, DC. Raising funds and collecting artifacts will be more difficult after these museums are established.**
 - 3. Trends in recent museum construction indicate that building costs per square foot have been rising in inflation-adjusted terms. Factors driving increasing costs include rising construction costs, usage of higher quality materials and finishings, and increased use of technology.**
 - 4. Many African-American and Civil Rights-oriented museums run an operating deficit that is covered by government funding. The benchmarking study found that visitor spending (including tickets, souvenirs, and food) typically only covers 33% of operating revenues. The most successful operating museums are those that open debt free and with an endowment that covers a significant portion of ongoing operating expenses. Several existing museums strive for a model that depends on 33% of operating funds from earned income, 33% from contributed/donated income, and 33% from endowment proceeds.**
 - 5. Experiential exhibits that physically engage the visitor drive higher attendance across all types of institutions (e.g., zoos, museums, arboretums). These experiential exhibits incorporate more extensive use of technology. Many of the existing museums and institutes in the Southeast U.S. are not experientially based and do not feature the latest technology. This presents a significant opportunity for an Atlanta offering.**
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DISCUSSION AT THE DECEMBER 2005 COMMUNITY MEETING

The above research findings were presented at the 2005 community meeting held at the Carter Center. Additionally, four major questions were discussed by the larger group:

1. Where in Atlanta should a new museum/center be built?
2. How should the focus be balanced between Civil and Human Rights?
3. Should the content focus exclusively on Atlanta/Georgia stories or include national and international themes?
4. Should the entity be a traditional museum or follow a more experiential, multi-purpose type of model?

No conclusions were reached in the discussion, but many in attendance expressed their excitement for the overall prospect of a Center in Atlanta that would not only cover the Civil Rights period of 1955-1969, but also address stories and issues across the spectrums of time and geography.

FINDINGS OF THE WORKING GROUP SITE VISITS

The Working Group identified three existing sites in the United States that would be instructive to visit: the National Civil Rights Museum in Memphis, TN; the Birmingham Civil Rights Institute in Birmingham, AL; and the National Underground Railroad Freedom Center in Cincinnati, OH. A substantial subset of the Working Group visited each of these sites in August and September 2006. Each visit included not only a tour of the facilities, but also detailed discussions with the staff members and founders of each organization on issues of creation, governance, funding, content, and construction.

(See appendix for specific attendees.)

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1. **NATIONAL UNDERGROUND RAILROAD FREEDOM CENTER (URFC) IN CINCINNATI, OHIO.** The URFC boasts a 158,000 square foot complex over six acres and focuses on the history and lessons of the Underground Railroad in the 19th century. Outstanding aspects of the URFC include its informative and educational approach, the employment of a variety of display techniques (text, artifacts, movies, time pillars, touch screens, etc.) and the collaboration of local and national educators. Discussions with the host group emphasized the vision of encouraging visitors to consider their personal civic and social responsibilities upon leaving the center. The Working Group took away several other lessons, including:
 - **Importance of establishing an endowment prior to opening**
 - **Value of having local and national figures on the Board of Directors**
 - **Need for the architectural design to match the content**
 - **Flexibility within the space to accommodate changes over time**
 - **Designing and constructing the physical space in a way that minimizes the ongoing operating costs**

 2. **NATIONAL CIVIL RIGHTS MUSEUM IN MEMPHIS, TENNESSEE.** This 40,000 square foot. museum occupies the historic Lorraine Motel where Dr. Martin Luther King, Jr. was assassinated. As a result, the sense of place significantly adds to one's experience. The exhibits focus on the modern Civil Rights Movement, ending at King's death. Additionally, the museum explores the conspiracy theories surrounding the assassination while also hosting events such as King Day. The theme that struck the working team most at this site was the extraordinary and moving feeling of authenticity. The museum's artifacts and its historic location were enhanced by the historical figures (Rev. Billy Kyles and Dr. Benjamin Hooks) leading the team's personal tour. Additional themes of the discussion included:
 - **Need for the Civil and Human Rights Center to tell Atlanta's unique story and role in forwarding Civil and Human Rights**
 - **Value of strategic partnerships with other institutions both locally and nationally**
 - **Importance of collaboration between architects and curators**

 3. **BIRMINGHAM CIVIL RIGHTS INSTITUTE IN BIRMINGHAM, ALABAMA.** This facility tells the stories of the U.S. Civil Rights era with a focus on the events in Birmingham, emphasized by its location directly across the street from the 16th Street Baptist Church, where the tragic 1963 church bombing occurred, and Kelly Ingram Park, where Bull Connor and his police dogs attacked Civil Rights activists. A major portion of the working team's discussion with the host group explored how to turn tragic events into uplifting messages for the future. Additional takeaways from the discussion included:
 - **Need for a large meeting / multi-purpose space to support programming for the Center and the community**
 - **Value of collaborations with other organizations both locally and nationally**
 - **Challenges of generating sufficient revenue especially after a center has been open more than 18-24 months**
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FINDINGS OF THE WORKING GROUP SITE VISITS (CONT.)

The team found that several core themes emerged consistently from each site visit and discussion. These themes offer critical insights for the Atlanta effort:

- 1. Message and content must be clear and should drive the design and size of the physical space of any building.**
 - 2. The visitor experience should be physical and dramatic. It should hold the eye while engaging the mind. It should deploy the views of both the vulnerable and dominant actors/communities in counterpoint fashion. The visitor should be inspired to learn more and leave with an awareness of the resources available for further education and action.**
 - 3. Opening debt-free and with an endowment should be the goal for a new facility.**
 - 4. Building community support should include national, state, and local constituents.**
 - 5. Attendance mix and target customer (local vs. national vs. international, children vs. adults) should be carefully considered and be a major input into both the content and physical design.**
 - 6. Strategic alliances with other museums/institutions can be vital sources of artifacts, funding, and public awareness.**
 - 7. Meeting spaces, especially a large-capacity auditorium/theater should be an integral part of the facility to accommodate lectures, ceremonies, and other events. High-quality on-site food service capabilities can be a key enhancement to the visitor experience.**
 - 8. Authenticity must play a role in the museum's design, exhibits, and programming. The most effective way to learn is through real-life experiences and encounters.**
 - 9. The Center for Civil and Human Rights should be designed to allow adjustments in the representation of Civil and Human Rights over time, reflecting ongoing developments – not just a frozen past.**
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III. WORKING GROUP GUIDELINES AND RECOMMENDATIONS

KEY SUCCESS ELEMENTS IDENTIFIED BY THE WORKING GROUP

The Working Group spent significant time discussing the potential elements of a Center for Civil and Human Rights in Atlanta. Based on the 2005 benchmarking work, the site visits and the collective experience of the Working Group members, several elements emerged as being crucial to long-term success.

1. **THE NEW CENTER FOR CIVIL AND HUMAN RIGHTS MUST HAVE DEEP CONNECTIONS WITH EXISTING ORGANIZATIONS IN ATLANTA AND GEORGIA (INCLUDING, BUT NOT LIMITED TO, THE KING CENTER, KING NATIONAL PARK HISTORIC SITE, ATLANTA HISTORY CENTER, CARTER CENTER, TUBMAN AFRICAN-AMERICAN MUSEUM, APEX MUSEUM, ALL INSTITUTIONS IN THE ATLANTA UNIVERSITY CENTER, AND OTHER HISTORIC SITES ALONG AUBURN AVENUE).** The new Center should serve as a “gateway” into the exploration of Civil and Human Rights in Atlanta, in Georgia, and beyond, but also a gateway to other important local sites. The visitor should see the new Center as part of a larger offering of experiences within Atlanta and Georgia. Innovative linkages between the new Center and existing organizations might include partnering with a travel company to offer “Atlanta Historical Experience” trips to several venues, and co-marketing efforts across all Atlanta and Georgia institutions. The new Center should increase interest in all Atlanta and Georgia sites that address the history and efforts of local heroes.

The Working Group is very excited by the prospect of a transportation and programming link between the new Center and existing historical sites in Atlanta. The current efforts by Central Atlanta Progress to develop a downtown shuttle program and streetcar will provide a significant boost to the long-term success of all of Atlanta’s attractions. The Working Group looks forward to the launch of such an offering and envisions the Center for Civil and Human Rights being a part of the route. The expansion of a “single ticket” to all Atlanta sites is another important effort to link existing sites together and the Working Group envisions the Center being a part of such a package.

2. **DEVELOPMENT OF THE CENTER SHOULD SERVE AS A RESOURCE AND CONDUIT FOR COLLECTING PAPERS AND ARTIFACTS CURRENTLY IN PERSONAL COLLECTIONS.** Atlanta has been home to scores of individuals who have played significant roles in the struggles for Civil and Human Rights. Over the years these individuals and families have kept documents, pictures and other items of great historical value, often among their personal effects. Many individuals have expressed to members of the Working Group their desire to donate their items to an Institution that can both preserve the physical items and also use them for learning and education. A new Center for Civil and Human Rights should serve as a catalyst for the cataloguing and collection of these items.
3. **THE NEW CENTER SHOULD USE THE EXPERTISE AND RESOURCES ATLANTA AND THE NATION HAVE TO OFFER (E.G., A.R.C.H.E., ATLANTA HISTORY CENTER, MOREHOUSE, SPELMAN, CLARK ATLANTA UNIVERSITY, EMORY).** As part of the effort to catalogue and archive important historical materials from Atlantans and Georgians, several prominent institutions have offered to support the collection and archiving effort. The History Center and other institutions have excellent existing facilities and expertise that should be used as a way to accelerate the effort and insure that the best care of materials is achieved.

conversations with the Smithsonian Institution regarding a potential collaboration and sharing of collected artifacts between the Center for Civil and Human Rights and the numerous Smithsonian institutions especially the Museum of African-American History and Culture currently under development.

A.R.C.H.E. (Atlanta Regional Consortium for Higher Education) has been undertaking a multi-year effort to create an online archive for Civil Rights historical material and a website to support research and education in Atlanta, Georgia, and beyond. The efforts have already established an internet home (www.atlantacivilrights.org), developed an extensive catalogue of existing archives and materials residing across the community and outlined an overall development plan for additional educational features. This significant effort should be linked with the development of the programming and archiving efforts of the new Center and provides a significant start in understanding the materials that could potentially be displayed in the Center.

KEY THEMES THE WORKING GROUP ENVISIONS IN THE CONTENT AND PRESENTATION

The Working Group has also discussed at length the key themes and topics that should be addressed within a Civil and Human Rights Center in Atlanta, and developed an overall framework for their presentation. We believe a central narrative theme should be the foundation for all presentations within the Center: the universal search for a secure human existence. In the exploration of this theme, the Working Group envisions a topical, “hub and spoke” approach to the stories presented. We have identified three major topical areas; each would be a self-contained story that would allow the visitor to explore an area in depth. The topical approach (much like the layout of the Georgia Aquarium) would enable visitors to explore themes at their own pace and would encourage multiple visits to the Center. The Working Group believes that the actual design of the space should be determined by the content and visitation expectations, but no matter the design, each of the topics should be explored thoroughly. The three topics are:

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- 1. History of Civil and Human Rights—this topic will begin with the oldest historical underpinnings of Civil and Human Rights thought including philosophies and historical events in Africa, Europe and Asia. This topic will trace the development of the concept of individual rights while tracking the abuse of rights—including slavery—over time. This topic would cover a timeline from pre-history through the modern American Civil Rights movement.**
 - 2. Atlanta and Georgia Civil and Human Rights contributions —this topic will tell the story of the struggle, including slavery in Georgia, the 1906 Atlanta race riot, the work of Dr. Martin Luther King, Jr., and the efforts of Atlanta and Georgia individuals and institutions to fulfill a vision of Civil and Human Rights for all. This topic will begin by exploring the unique stories of various Rights struggles in the region, including Native peoples and Slavery. This topic will highlight the efforts and accomplishments of well-known and unsung heroes alike in the struggle for Civil Rights (including but not limited to Martin Luther King, Jr., Ralph David Abernathy, Joseph Lowery, and John Lewis and institutions including the historic SCLC, SNCC and other historic organizations) as well as Human Rights efforts that have been initiated by Georgians (including but not limited to Jimmy Carter, Andrew Young, and Ted Turner). This topic will also house the exhibition of the King Papers and other archives collected from Georgians. This topic will also include the story of The Committee On Appeal For Human Rights, the Atlanta student movement of the early 1960s led by Lonnie King, Julian Bond, Charles Black and others in their fight to desegregate Atlanta.**

- 3. The future of Civil and Human Rights—this topic will begin by showing the influence Atlantans and Georgians have had on other struggles around the world including the impact of Dr. King’s writings and the direct work of Georgians in Asia, South America, and Africa. Current and future questions of Civil and Human Rights should be examined as well, including current American discussions (e.g., Women’s rights, Children’s rights, Gay rights, immigration, and the rights of the homeless), Global discussions (e.g., Darfur, the concept of Rights in developing countries, Women’s rights in other cultures) and the role of Corporations in promoting and protecting individual and workers’ rights and the challenges faced in fulfilling this role. The Working Group envisions an ongoing exploration of the topic of Human Rights from multiple perspectives. The opportunity exists to provide a place where people from different cultures and countries can contribute their perspective on Human Rights and where all visitors can learn more about how they view the issues by understanding how others view them as well.**
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This topical approach has come from the identification of several important themes the Working Group believes should be central to the Center’s exhibits and overall offerings.

- 1. THE CONTENT OF THE CENTER FOR CIVIL AND HUMAN RIGHTS SHOULD COVER TOPICS PRIOR TO AND BEYOND THE “CIVIL RIGHTS PERIOD” SOMETIMES IDENTIFIED AS 1955-1969.** The Working Group feels strongly that understanding the historical context of the United States, Atlanta, and Georgia as well as international contributions is crucial to understanding how Civil and Human Rights movements developed and continue today. The content of the Center should not stop in the past, but should also address current topics through rotating exhibits, conferences and other programming.
- 2. THE KING PAPERS SHOULD SERVE AS A KEY PART OF THE PERMANENT EXHIBITION SPACE WITHIN THE CENTER.** The Center’s acquisition of the King Papers and access to other collections will provide a cornerstone for the exhibitions the Center will offer. While the King Papers will not be the sole focus, the Working Group envisions a portion of the King Papers being displayed in a permanent exhibition space. The specific articles on display could rotate as different themes were highlighted (e.g., speeches, sermons, private writings). The Working Group does not envision the King Papers being stored or archived at the new Center as other excellent facilities already exist in Atlanta (see above).
- 3. THE CONTENT MUST TELL STORIES OF ATLANTA AND GEORGIA, BUT SHOULD ALSO SHOW HOW LOCAL FIGURES AND EVENTS HAVE IMPACTED NATIONAL AND INTERNATIONAL MOVEMENTS.** Atlanta and Georgia’s well-known and unknown history and people should be a core element of the new Center with “unsung heroes” receiving the recognition long deserved. Additionally, the Working Group feels strongly that the content must go beyond the region. Showing how Atlanta and Georgia institutions and the people from the region have impacted the world and fostered other movements and activities should be a core ongoing offering of the Center.
- 4. THE CENTER SHOULD NOT ONLY BE A MUSEUM, BUT ALSO A “LIVING FACILITY” OFFERING PROGRAMMING THAT SPEAKS TO TODAY’S STRUGGLES.** The Center for Civil and Human Rights has the opportunity to be a world-class facility that engages national and international topics for educational and social impact purposes. Programming along these lines may include speaker series, art exhibits, award programs, conferences, film and theater series and educational programs. In addition, the Working Group has discussed at length the possibility of the Center serving as a place for dialogue between conflicting parties around the world. The Center should be a place where key thought leaders, freedom fighters, Nobel prize winners, and other individuals and groups come to share their experiences and solve today’s most pressing issues through discussions, meetings, and other forums.

5. THE FACILITY MUST BE FAMILY FRIENDLY AND SUPPORT THE OVERALL VISITATION EXPERIENCE.¹ The physical space will be a crucial element of the Center’s success. In its deliberations, the Working Group has consistently identified several characteristics that should be included in the design:

- **The presentation must strike a careful balance between informative historical detail and visitor excitement. The museum must present content in a way that educates attendees by engaging them on both an intellectual and an emotional level.**
- **The food/dining offering of the center must be first-class and be given enough space to be welcoming and functional. Providing a comfortable offering of food will allow visitors to rest as well as provide a more enjoyable overall experience.**
- **The facility must have a programming space large enough to seat at least 300-500 people. This space can serve as a place for lectures, films and special events for the Center as well as a resource for the community.**
- **The design of the facility should emphasize opportunity and action for the visitor. The Working Group has generated several ideas, including making the bookstore an “action center” where visitors can find resources for further education and action. The bookstore/retail space should be a destination for the community and provide outstanding resources for purchase on all topics related to the Center’s mission.**

¹ Additionally, the Working Group recommends that the pre-development organization aspire to design and build the facility according to high standards (e.g., Platinum LEED standards) of environmental sustainability, assuming funding is available for any incremental building costs.

FINANCING CONSIDERATIONS

The Working Group has devoted considerable thought to how the Center’s construction and operations could be funded. Based on the Working Group’s benchmarking research, site visits, and extensive experience, we believe that the model of funding ongoing operations with an equal-parts combination of earned income (1/3), private and public donations (1/3), and endowment income (1/3) is both a recommendable and realistic aspiration. Therefore it is critical that the Center secures enough funding to open debt-free and with a significant endowment.

Success in generating adequate financing depends on the Center’s ability to be thoughtful and creative with each of the major funding channels:

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- 1. Income from operations may be derived from ticket sales, food and drink concessions, merchandizing, memberships and events. To enable the broadest possible reach, however, the Working Group recommends that the Center maintain affordable ticket prices and extensively distribute free passes for educational purposes. Events—both private and Center-sponsored—can be an important revenue stream, and the facility’s meeting spaces should be designed as desirable and competitive venues.**
 - 2. Private funds will come from individuals, foundations, and corporations. The Working Group wishes to note that the scope of content and mission embodied by the Center is likely to create a broad and diverse pool of potential donors. Fundraising efforts should not focus only on Atlanta and Georgia but should be broadly inclusive.**
 - 3. Identified sources of public funds include the City of Atlanta, the State of Georgia, and the U.S. Federal Government. These avenues should be explored where they support the mission of the Center.**
 - 4. Endowment fundraising should begin as early as possible to ensure that a significant endowment fund is established prior to the opening of the Center. This will give the center financial security and flexibility and is a key characteristic of the most successful museums and institutes identified in the benchmarking study.**
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IV. MOVING FORWARD PLAN

Five key elements have been identified as requirements for successfully moving forward in 2007 toward the realization of the Center for Civil and Human Rights. The Working Group recommends that the content of the Center be developed first, in reasonable detail, before any work is done on design or architecture. The visits to other sites emphasized the need to have content drive the physical space, and the Working Group believes the Atlanta effort must establish a clear and detailed content vision that the physical design will support. The next 12-15 months should focus on moving the concepts and ideas outlined within this report to a content and physical design that has been discussed and reviewed by various stakeholders and ready for groundbreaking. Moving forward requires:

1. **ESTABLISHING AN ORGANIZATION THAT WILL DRIVE PRE-DEVELOPMENT.** The pre-development effort will have multiple elements and will require specific management and oversight to ensure that timelines are met and the vision is brought to life. The Working Group recommends the establishment of a specific organization that should include an exemplary Board of Directors (10-20 individuals) and a small staff (3-5 individuals) supported by experts used on a consultative basis including content developers, designers and other experts. The pre-development organization options considered include a 501(c)(3), Central Atlanta Progress managing the effort or the Atlanta Development Authority managing the effort. The Working Group recommends a 501(c)(3) be formed specifically for this effort. The 501(c)(3) would be managed by a Board of Directors and would employ a CEO/President and a small staff that would manage the overall effort.

We further recommend that the Board members and support staff of the organization allocate themselves into the following subcommittees:

- **Exhibition Content² and educational focus**
- **Public engagement**
- **Fundraising**
- **Construction**
- **Operations planning**

² It is recommended that this subcommittee consult regularly with appropriate scholars, experienced museum curators/content designers, and local educators to ensure that the content is accurate, engaging, and accessible to visitors of all ages. Furthermore, this subcommittee should interact with the facility architects early in the process to ensure the building design fits the planned content.

2. **EXECUTING A PRE-DEVELOPMENT PLAN** (see Figure 1). The pre-development plan has many elements that need to be completed prior to beginning construction. Pre-development will include:

- **Development of content modules for the Center**
- **Design of a physical building through an RFP process**
- **Undertaking an economic impact study**
- **Obtaining approvals and permissions**
- **Development of a construction and operating budget and timeline**

- **Finalization of the land site**—In October, 2006 the Coca-Cola Company graciously offered a parcel of land adjacent to Centennial Park in Downtown Atlanta as a potential site for the new Center for Civil and Human Rights. This area matches with one of three areas that were extensively discussed for the Center (Downtown Atlanta and the Auburn Avenue corridor are the other prominent sites). These discussions were supported by site visits made by the Working Group. The Working Group developed a set of criteria that any site must fulfill. These criteria, in descending order of priority, are:

1. Potential visitation traffic (both existing and projected)
2. Acquisition cost effectiveness (in order to open the Center debt-free)
3. Ability to develop the site in a timely fashion
4. Ample physical space to accommodate the Center
5. Access to transportation options including public transportation
6. Potential to drive development of surrounding area

Much discussion has taken place about potential sites before and after the Coca-Cola announcement. The physical dimensions of the eventual design will need to be reviewed for fit with the physical layout of the site as the plans are developed. On the other dimensions, the Working Group believes that the site offered by Coca-Cola fits well with the vision of the Center and the success criteria the Working Group has identified.

The Working Group believes that a goal of breaking ground in the 2nd Quarter of 2008 is achievable given the establishment of a pre-development organization and the launch of pre-development activities in the 1st quarter of 2007.

- 3. UNDERTAKING A COMPREHENSIVE PUBLIC ENGAGEMENT PLAN.** Gathering input and ideas from the public regarding the new Center is a crucial part of moving forward. The Working Group recommends a multi-channel approach similar to the efforts undertaken by the Allen-Jackson Committee and the Beltline Initiative. The elements include:

- **Public forums to be held around the city**
- **Suggestion forms and boxes setup around the city**
- **Online survey / email box to gather inputs**

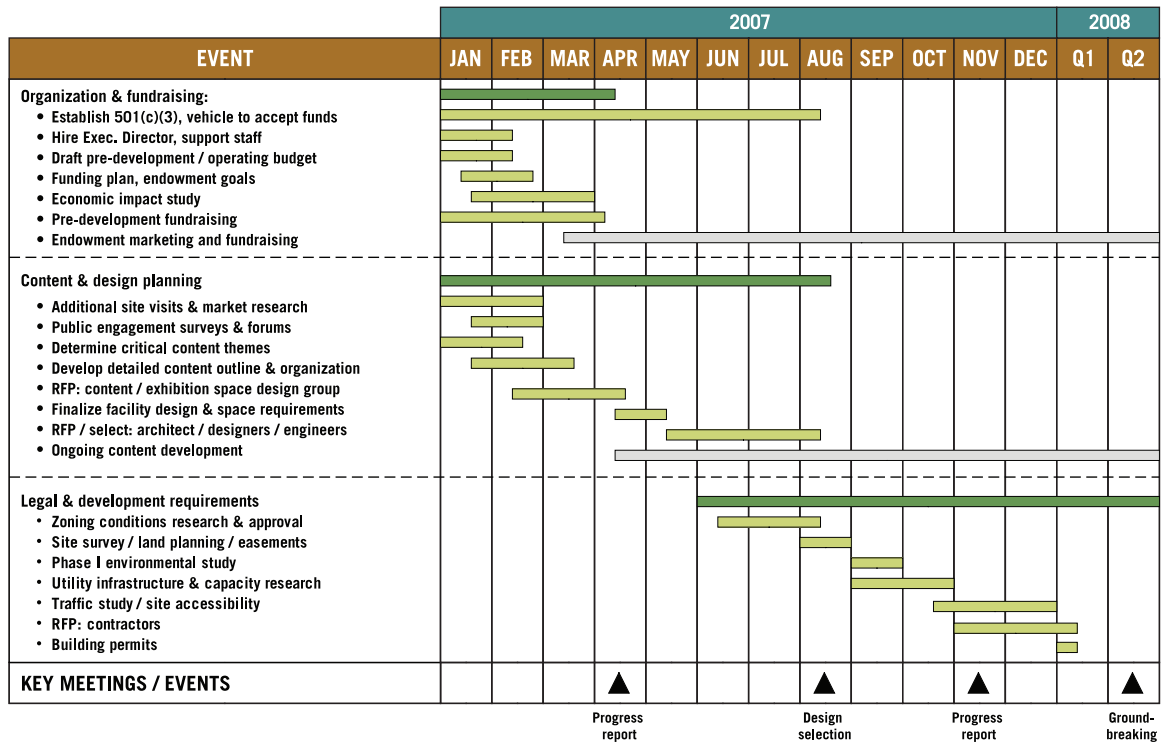
(See appendix for detailed outline)

- 4. UNDERTAKING AN INITIAL FUNDRAISING EFFORT.** Given the scope of the effort required to reach this vision, fundraising for the new Center should begin immediately. The initial fundraising effort should both cover pre-development costs and gather commitments to support the construction and operations of the Center, both directly and through an endowment. A successful fundraising campaign depends on the timely development of a clear content and design proposal with supporting budgets and timelines.

- 5. VISITING ADDITIONAL MUSEUMS.** Visits undertaken by the Working Group have provided significant insights into the success factors for an Atlanta Center. The Working Group has identified additional sites that should be visited and recommends that the Board and staff of the newly-formed organization make these visits. Additional sites may be added as conversations continue with peer institutions. The sites identified include:

- **National Constitution Center, Philadelphia, PA**
 - **Museum of Tolerance, Los Angeles, CA**
 - **United States Holocaust Memorial Museum, Washington, DC**
 - **Spy Museum, Washington, DC**
 - **Apartheid Museum, Johannesburg, South Africa**
 - **International Slavery Museum, Liverpool, England**
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FIG. 1 – PRE-DEVELOPMENT TIMELINE: NEXT ~18 MONTHS



V. THE WORKING GROUP FUTURE

It has been an honor and a pleasure for the Working Group members to contribute to the development of a vision for a Civil and Human Rights Center in Atlanta. Over the course of 2006, our research, site visits, and discussions have generated great excitement. All members believe that this Center is an incredible opportunity to both celebrate the past and contribute to a better future for both Atlanta and the world.

The Working Group recommends that the Working Group body be officially disbanded as this phase of work has been concluded. Each member of the Working Group offers to support the ongoing effort as the Mayor sees fit and volunteers to continue in any capacity. Central Atlanta Progress (CAP) and the Atlanta office of The Boston Consulting Group (BCG) have both been honored to serve in a pro bono capacity on this phase of the project and also offer to assist the ongoing effort as asked going forward.