



Presentation to City of Dunwoody Government

February 27, 2017



Education Center
Exterior Front



Education Center
Central Courtyard



Education Center
Rear Classroom Wing



“EVERYTHING WILL BE OK”
Mural at the Spruill Gallery



The Spruill Gallery, Historic Homeplace & Gift Shop



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The Spruill Center for the Arts was founded in 1975 and is now celebrating its 42nd year of artistic excellence and service to the Dunwoody Community.

Mission Statement

The 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 series, and outreach programs for seniors, youth, and audiences with special needs.

The Spruill Education Center

The Spruill Education Center occupies 11,000 S.F. of leased classroom and office space in the City of Dunwoody’s North DeKalb Cultural Center. The Center deeply appreciates the affordable rent the City of Dunwoody charges, the repair & maintenance that’s included, the “Facilities Improvement Partnership Program,” and the great support and responsiveness of Brent Walker and Gabe Neps



Ceramics



Photography



Painting Class



Metal Sculpture Class



Glass Art



Jewelry-making



Children’s Art



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Operational Overview:

Education Center

The Education Center operates on a quarter system. It offers more than 1,000 visual arts courses and workshops every year. About two-thirds of those offerings receive large enough enrollment to be conducted. Class fees run from less than \$100 per student for several-hour, one-day workshops, to more than \$1,000 per student for intensive, 9am to 4pm, Monday-Friday master workshops. Most full-quarter courses meet once a week for 6 to 10 weeks and cost \$150 – \$200 per student.

Approximately 6,000 students take courses and workshops at Spruill Arts annually.

The Center utilizes more than 100 outstanding independent-contractor artist-instructors. Some teach multiple courses every quarter; other may teach only one or two courses most quarters. Some take the summer off to conduct workshops in Europe or elsewhere. Master workshops are usually conducted by famous artist-instructors brought in from across the U.S. and from other countries.

Class fees are split roughly 50% to the artist-instructor and 50% to the Spruill Center. The Center provides the facilities and equipment needed; works with the instructors to develop course offerings, days, and times; markets the courses and workshops via its printed quarterly catalog, its website, and through outside advertising; processes all registrations and payments, either online, via mail or fax, or in person; handles customer service; performs all accounting needs and instructor payroll services.

Spruill Arts also conducts week-long Summer Day Camps from late May until early August. Typically, 1,000 children experience Summer Camp each year at the Center. Traditional visual and performing camps are offered for ages 5–10. Higher-level camps are offered for ages 11–14 (e.g. – videography, robotics, fashion design, mixed-media sculpture, jewelry design, intensive ceramics).

The Education Center Hallway Gallery showcases outstanding instructor and student art in quarterly exhibitions. During the Summer, campers' work is displayed.



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Spruill Gallery

The gallery, located in the Historic Spruill Homeplace on Ashford Dunwoody Road, mounts four to six professional artist exhibitions each year, as well as the popular Holiday Artists Market, which runs from mid–November through Christmas Eve.

Spruill Gallery exhibitions most often feature local and regional talent, from one–person shows to thematic exhibits displaying works from many artists. Some shows feature artists from across the United States; some have featured artists from other countries. Each summer the gallery produces a juried show, with cash awards, displaying the very best works of instructors and students from the Spruill Center.

The gallery also operates a year–round gift shop. It features artist–made gifts at very attractive price–points. During the Holiday Artists Market, the entire gallery becomes a gift shop containing works by about 100 artists and craftspeople.



Celebrating Youth Art at the Gallery



An opening reception at the Spruill Gallery



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Spruill Gallery Renovation

In late April 2016 a thorough renovation of the Spruill Gallery was begun. The interior and exterior were fully restored in an historically-sensitive manner. A new cedar shake roof was installed. Systems were upgraded to current codes. The charm of the facility has been retained, while upgrading the structure for the next generation of art lovers. The project was completed in Fall 2016.

Following are some images of the renovation in progress.





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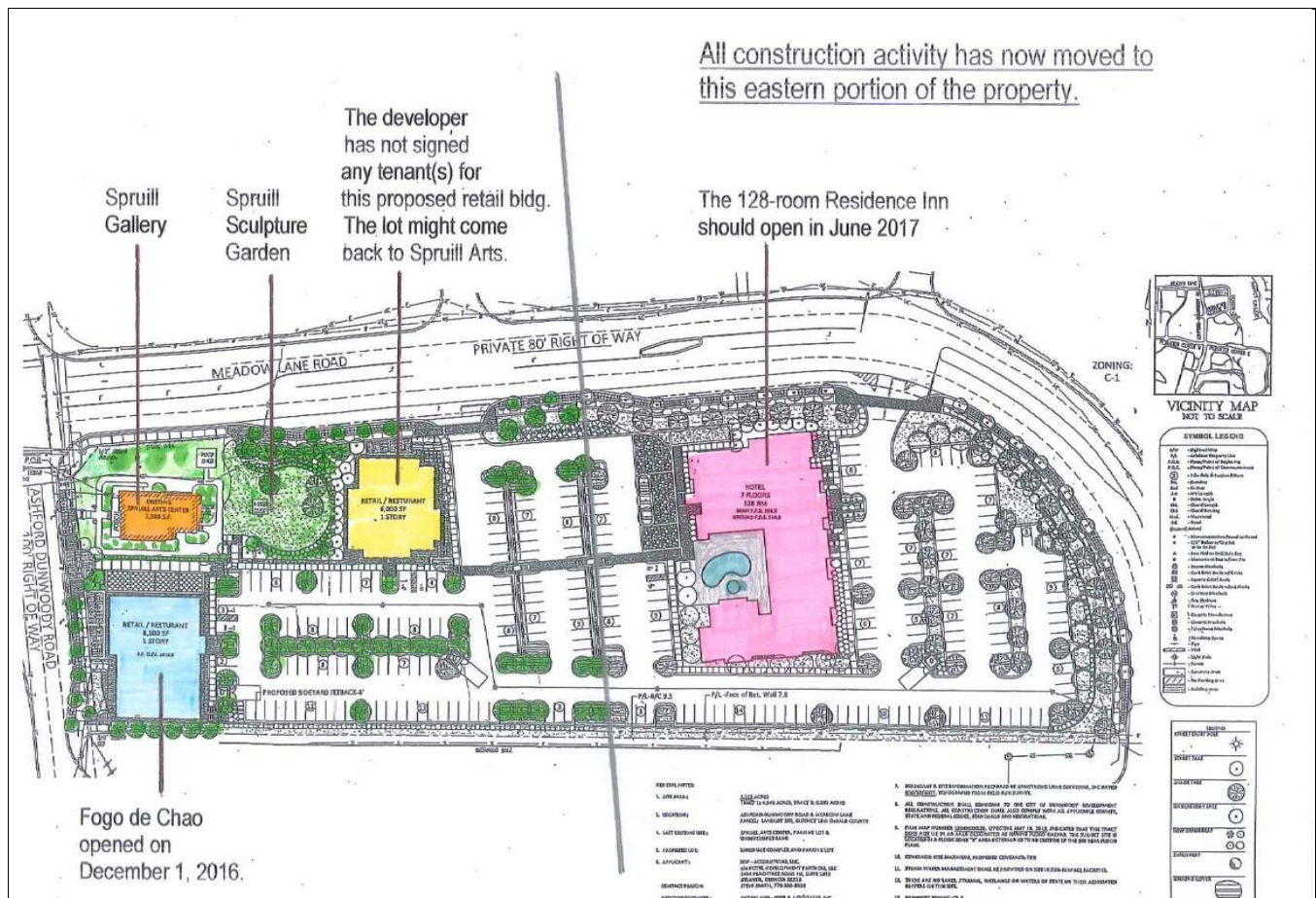
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Ashford Dunwoody Road Property Development

To unlock the value of the 5.2 acres of property that was incredibly generously donated by the Spruill Family to Spruill Arts, development of the land was begun in 2015. A 99-year ground lease to the developer and tenants is providing a revenue stream to the arts center far into the future.

Construction should be complete by June 2017, unless the developer gets a tenant signed for the proposed 6,000 SF retail/restaurant building (shown below in yellow) and that building actually gets built.

Spruill Arts hopes to negotiate the return of that lot for future use (e.g. – Education Center annex; new gallery; museum and event facility; other?).





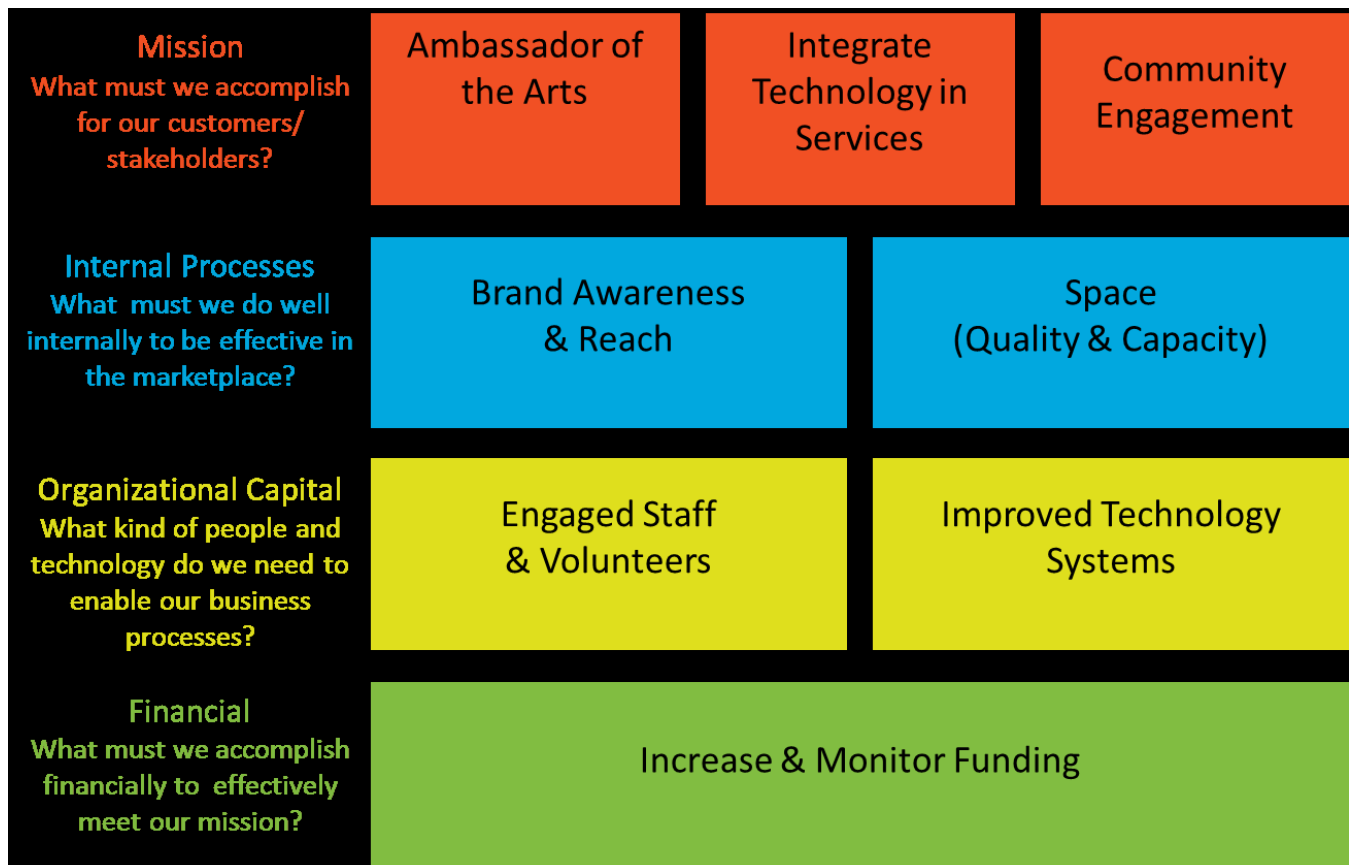
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New 2016 – 2019 Strategic Plan

In 2016, with great consulting help from the Georgia Center for Nonprofits, Spruill Arts completed a new multi-year Strategic Plan. It incorporates organizational changes based on the development of the Ashford Dunwoody Road property and the opportunities that provides for enhancing arts and culture in Dunwoody and beyond.

Copies of the full Strategic Plan have been given to the City Council and Mayor. The entire plan content is too large to present here, but below is a chart that provides a high-level orientation to the strategy of Spruill Arts:





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Partnership Opportunities with the City of Dunwoody

I. Public Art

All great cities have great art. It inspires people, amuses people, and challenges people. Public art helps define the personality of a city and its citizens. Public art helps draw new businesses and cultural tourists.

The Spruill Center can partner with Dunwoody to help select, create, purchase, and install public art. Spruill Arts is ready to devote its time, talent, and a portion of its annual budget to the development of great public art for this city.



Imagine this wall at Brook Run Park enhanced with a wonderful mural



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Partnership Opportunities with the City of Dunwoody

I. Public Art (continued)

Some samples of non-controversial public art:





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Partnership Opportunities with the City of Dunwoody

I. Public Art (continued)





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Partnership Opportunities with the City of Dunwoody

I. Public Art (continued)



The Spruill Gallery's Sculpture Garden is now ready for art installations. While the garden is not a city-owned public park, visitors will be welcome. As one of the exhibits, Spruill Arts would like to display two or three of the stained glass windows from the former Brook Run Chapel. The Spruill Center would pay for their installation and would acknowledge the provenance of the windows and our gratitude for their loan by the City of Dunwoody on a plaque at the site.

We ask for your permission to move forward with the stained glass window display.

We are also ready to proceed with other public art projects in cooperation with the City of Dunwoody.



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Partnership Opportunities with the City of Dunwoody

II. Building a bigger and Better Dunwoody Arts and Culture Center

The current “North DeKalb Cultural Center” is a Dunwoody treasure. Spruill Arts is proud to be a large tenant there. The building and grounds have great promise in an outstanding location. But Spruill Arts, the Stage Door Players, and the Chattahoochee Handweavers Guild are all in serious need of more space. On busy days, parking is a gridlocked nightmare.

The City of Dunwoody could expand and enhance the arts & culture complex at a fraction of the price of creating a whole new facility. Space exists at the rear of the central courtyard for building a one-story addition at very modest cost. A very useable courtyard area would still remain.

Some people have suggested adding a second story and a parking deck. Very Interesting.

Spruill Arts recognizes that planning and funding of such expansions take time. Spruill Arts is ready to jump in with time, effort, and financial participation to help make a future ***Dunwoody Arts & Culture Center*** a tremendous asset for the people of this city.



To whet your appetite, above is an architect’s rendering of what a Spruill Education Center expansion could look like. (A more modest building would actually be fine!)



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Partnership Opportunities with the City of Dunwoody

III. Other Interesting Partnership Plans:

- As of 2017, Spruill Arts is increasing marketing spending on Brand Awareness and to promote Arts & Culture in the City of Dunwoody. We look forward to coordinating that effort with city government, the CVBD, and other non-profits.
- Spruill Arts is increasing spending on outreach efforts for seniors, K-12 youth, and audiences with special needs. We would be glad to work with the city and others who have identified needs in the community and beyond.
- Spruill Arts wants to learn more about the City of Dunwoody's goals for Arts & Culture, and how the Spruill Center can partner to help reach those goals.

Thank you for this opportunity to present current and future plans
of the Spruill Center for the Arts,
and prospects for enhancing the arts in Dunwoody



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Spruill Center for the Arts 2016-2019 STRATEGIC PLAN

Spruill Center for the Arts' Mission

Spruill Arts promotes the arts with high-quality education, programming and exhibits for the purpose of cultivating a sense of community and connection in Dunwoody and Metro-Atlanta.

Spruill Center for the Arts' Values

Spruill Arts promotes and creates communities that are engaged in art through:

- Example Value
- Example Value
- Example Value

Spruill Center for the Arts' Vision

Spruill Arts will be recognized as a welcoming ambassador of the arts in the City of Dunwoody, Metro-Atlanta and beyond, serving and improving the ever-changing community with a wide range of engaging art opportunities.

Background & Approach to the strategy

Spruill Center for the Arts (Spruill or the Center) has developed a strategic plan to identify what the organization must accomplish if it is successfully serving its students, community, and other stakeholders over the next three years.

In developing this strategic plan we first completed a detailed analysis of the future environment we expect to exist in over the next three years, receiving input from various stakeholders—staff, board members, among other stakeholders. The activity enabled the development of key planning assumptions that address key aspects of Spruill's operations—mission and programming, internal processes, organizational capital, and financial—in order to maximize its ability to be successful as the organization moves forward.

Based on these key assumptions we next identified what Spruill must look like with respect to each assumption if we are to be an effectively operating organization. These strategic priorities, or goals, enabled us to articulate what we will look like in the future in our most successful state.

With these strategic goals clarified, the Center was able to articulate the gaps that exist between where we are today and what we must accomplish in the future. This was followed by identifying the measurable

objectives that must be completed in order to achieve the respective goals. The objectives also inform the key initiatives and projects that must be executed if the organization is to successfully achieve the full intent and scope of the objectives, and, subsequently, its mission.

Our Future Environment

At 40 years old, the Spruill Center for the Arts has established itself as an art education and exhibition institution rooted in the tradition of the Dunwoody area through its success and namesake.

Over the next three years, Spruill Center for the Arts will be focusing on increasing its impact by growing its community. Spruill has a close-knit community that is bought in and loyal to its programming. There is an opportunity to extend the Center's reach beyond this consumer base to serve new segments more deeply within Dunwoody and to the broader Metro Atlanta area. The Spruill Center for the Arts is also finding more widespread interest in the programs and services that it offers.

This might look like increased intentionality in outreach and program offerings to reflect the rapidly changing population of Dunwoody and its surrounding communities. Assessing the needs and interests of current consumers and future patrons will ensure that not only are they being appropriately reached, but are engaged and experiencing positive outcomes. Done successfully, Spruill will have accomplished the following:

- Leverage those who already know Spruill, whether as students, gallery patrons, or even just familiarity with the "EVERYTHING WILL BE OKAY" mural
- Deepen connections within the current community to reach new segments based on age, race, income, etc.
- Increased partnership and relations with local businesses, nonprofits, and community groups
- Extend the reach and influence of the Center to the Metro region and beyond

Reaching these new audiences brings up new strategic priorities. Spruill needs to improve its brand power to elevate its visibility to established and incoming residents. Similarly, within the regional art sector, increasing the Center's notoriety will expand the geographic scope, reaching artists, patrons, and advocates across the Metro area and beyond. Having and utilizing technology and communications tools to connect with and engage these audiences and partners will not only build an audience but retain them long-term. Understanding who this broadened community is and what their needs and interests are will enable Spruill to adapt their program offerings to create a more impactful and sustainable menu of services. For instance, while the city of Dunwoody has become incrementally more racially diverse over the last two decades, the surrounding communities have seen drastic increases in African American, Hispanic, and Asian populations, indicating a potential need to reflect these cultures in exhibitions. Additionally, the high-end development boom in the Dunwoody-Sandy Springs area indicates job growth and a subsequent influx of professionals and their families.

But getting people in the door is only an output. Concurrently, Spruill will need to pay special attention to recruiting and retaining the appropriate expert staff and instructors to execute the programming in order to meet the demand. Further, Spruill will need appropriate space to train and exhibit. The more successful the Center is at providing high quality art education and gallery experiences, the more individuals and families will become zealots for the work. Adapting to the community needs and interests will ensure long-term success as the served community grows.

While increased patronage and students will bring in additional revenue and improve the brand power, additional financial priorities will need to be considered. Corporate sponsorships and other expanded funding opportunities can help support the growth of the Center financially as well as cater to the needs of

the community, whatever they may be (e.g. scholarships, sliding-scale fees). Additionally, ensuring that revenue streams are diverse—fee for service, sponsorships, grants, events, etc.—and that the monitoring of the development and fiscal activities are thorough will lead to Spruill’s ability to invest in its programs, staff, and infrastructure to be the best at what they do.

Environmental Scan

Spruill Center for the Arts has found that the following strengths, weaknesses, opportunities and threats (SWOT) lead to the key assumptions that this plan is built upon. The following results were acquired through the efforts of multiple stakeholder interviews.

Strengths (internal):

- The staff and leadership are dedicated to and passionate about the mission
- Spruill offers high quality courses taught by respected artist and instructors
- There is a great impact on Arts Center consumers
- The Center is able to support much of its costs with earned income, though revenue streams need to be expanded
- The Board of Directors are well connected and support the organization

Weaknesses (internal):

- Spruill does not currently have the capacity to incorporate technology or other future-focused programming into its portfolio in sophisticated ways
- Data and evaluation practices need to become more robust
- The Center’s brand awareness is limited

Opportunities (external):

- Development and business migration to the Sandy Springs-Dunwoody area will bring young professionals and their families.
- An increase in the aging population as well as people of more diverse backgrounds
- Programming opportunities to supplement lack of art in schools
- Technology offers myriad opportunities to extend the Center’s reach
- The new Residence Inn and Fogo de Chao offer sources of revenue and increase patronage

Threats (external):

- As development booms, empty nesters are moving out which could negatively impact class enrollment
- Individuals, especially Millennials and younger generations, go to the internet first, including seeking art and art education
- There is a lack of public funding for the arts, especially locally
- The current facilities and parking capacity limit growth

Balanced Scorecard Approach

In developing our strategic plan, Spruill utilized the balanced scorecard as the strategic framework for identifying a broad set of objectives and initiatives we must accomplish. The four perspective areas include the following:

Mission Perspective: In this perspective we have identified what success looks like externally to the community and our key stakeholders.

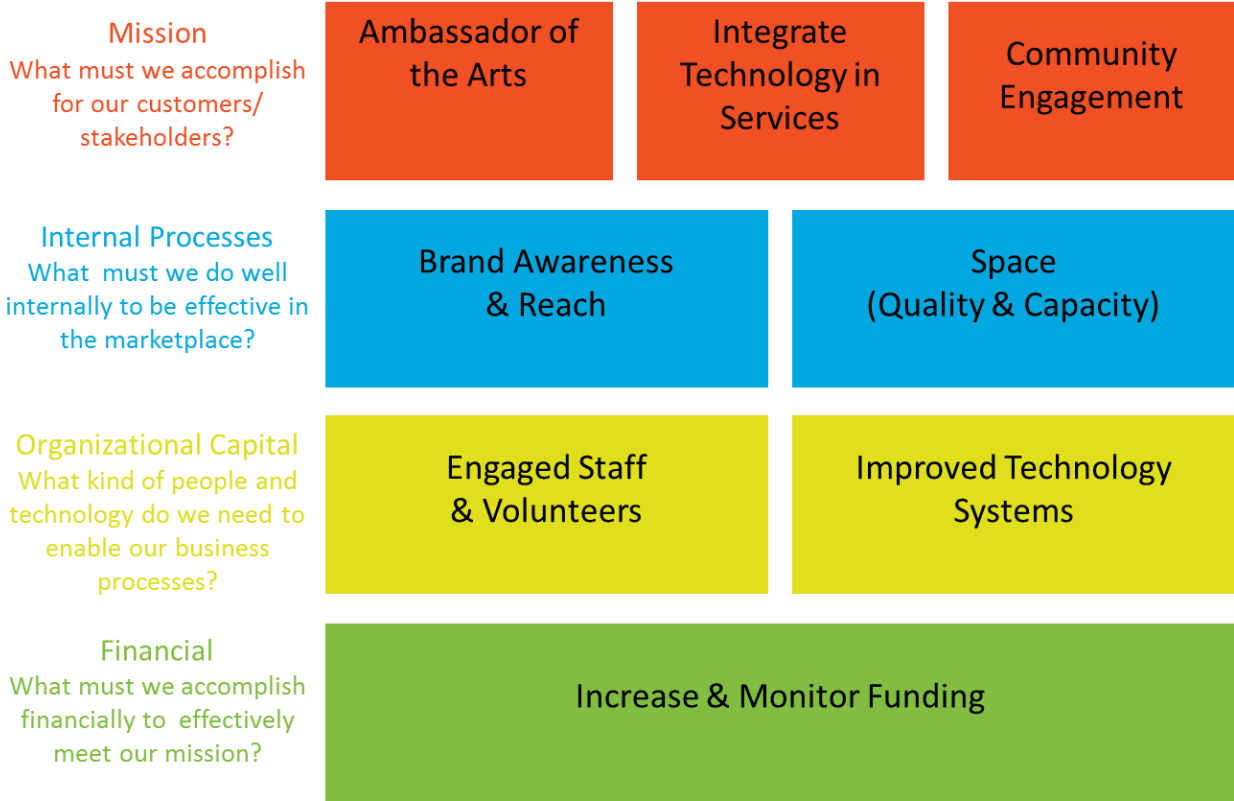
Internal Process Perspective: The perspective identifies what we must accomplish internally with respect to our key business processes if we are to be able to achieve the objectives in the mission perspective.

Organizational Capital Perspective: Objectives and initiatives within this perspective identify what our work force and technology capabilities need to be in the future if we are to efficiently run our key business processes and effectively communicate to the community.

Financial Perspective: This perspective identifies what financial resources we will need to operate as well as to strategically invest in the future of the organization. It also identifies how we must manage our resources if we are to be able to get the most value of our services to our stakeholders and supporters.

Spruill Center for the Arts: Strategic Orientation

This chart provides a high-level orientation to the strategy of Spruill Arts.



Spruill Center for the Arts Strategy

FROM ASSUMPTIONS TO INITIATIVES

In the following tables, key assumptions, goals, objectives, and initiatives are laid out for each aspect of the organization’s operations—mission, internal processes, organizational capital, and financial.

Mission Perspective:

Key Assumption	Goal	Objective	Key Initiative(s)
<p>The need to build a “sense of community” will be a key aspect of the growth of the Dunwoody neighboring communities—new corporate entities caring about the wellbeing of their employees. (Note: could we provide a place for people to convene, relax like Panera, Starbucks, etc.).</p>	<p>We are recognized as an ambassador of arts in the communities that we serve. Being an ambassador of the arts in our communities is defined by how Spruill Center for the Arts engages in the community through:</p> <ul style="list-style-type: none"> -Leading community arts projects -Speaking in the community -Doing in the community (see Mission 1.3) 	<p>Increase our awareness and connections (and routine contact) with community entities. (Cities, residents, businesses)</p>	<ul style="list-style-type: none"> • Assess the various art-affiliated opportunities that Spruill can get connected to within the community • Develop a public art initiative • Develop art partnerships with local groups • Create Strategic Partnerships • Create a targeted speaking campaign for various Spruill representatives to educate the community on the benefits and offerings from the Spruill Center for the Arts
<p>Technology will continue to transform the community, and how children/families live and connect.</p>	<p>We have successfully integrated technology into our class offerings and have utilized it in our marketing and management systems. However, as technology progresses, we are also a responsible source for maintaining a technology-free outlet for hands-on creativity.</p>	<p>Increase the number of students/consumers engaged through technology platforms.</p>	<ul style="list-style-type: none"> • Track how many technology-related classes we offer • Determine if a STEAM component to Summer Camp is needed and will be well-received. • Provide Technology Components for Gallery exhibits (360 view, audio tour, artist's talk podcasts) • Implement WIFI at the Gallery

<p>There will be a number of different groups emerge as potential customers and supporters of the Arts (aging population, millennials, “millennial moms,” next gen of children, special needs, those in poverty, etc.).</p>	<p>We provide a variety of programs and opportunities for people to engage with the arts.</p>	<p>Increase number of different groups that newly engage with the Spruill Center as patrons, donors, sponsors, instructors, volunteers and students.</p>	<ul style="list-style-type: none"> • Determine how Spruill will assess the diversity of stakeholders. • Assess the different ‘groups’ that are currently engaged with Spruill. • Assess various groups in the area who may be interested in our programming as well as assess the various groups currently involved with Spruill • Determine the needs of the communities that Spruill Arts serves • Develop outside programming that meets the needs which were identified in previous needs assessment step • Identify partnerships with outside organizations, groups, companies and/or corporations within programming to meet needs • Expand onsite programs to attract new audiences • Create a second annual fundraising event aimed at engaging instructors, students, and younger potential donors/patrons • Expand corporate partnership opportunities • Develop corporate programming opportunities
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Internal Process Perspective:

Key Assumption	Goal	Objective	Key Initiative(s)
<p>Marketing, our web presence and how we use social media will be an important aspect of our future success.</p>	<p>We have enhanced marketing capabilities and align them to strategic plan goals.</p>	<p>Increase brand awareness.</p>	<ul style="list-style-type: none"> • Complete Website Redesign • Utilize Blog for Regular, current content for social media and digital outlets • Develop Effective Marketing Tools • Continue/Increase the excellence of programming • Staff education on 'pitch' for the Center and the Gallery • Improve Registration Office Experience
<p>We need space/facilities in order to grow and improve our services—aligned with our growth strategies.</p>	<p>We have enhanced and expanded facilities to meet programming and community needs.</p>	<p>Increase the capacity and quality of our space</p>	<ul style="list-style-type: none"> • Monitor numbers of seats filled vs. overflow per class (i.e. number of potential customers not registered) • Conduct assessment of the market to determine interest in using space for arts-related activities as well as space to rent for events • Determine the cost-benefit analysis of each new potential class • Rent, build or purchase additional space • Expand the Spruill Gallery, its Gift Shop, its education space, and its event space • Include a question on the quality of space in the course evaluation

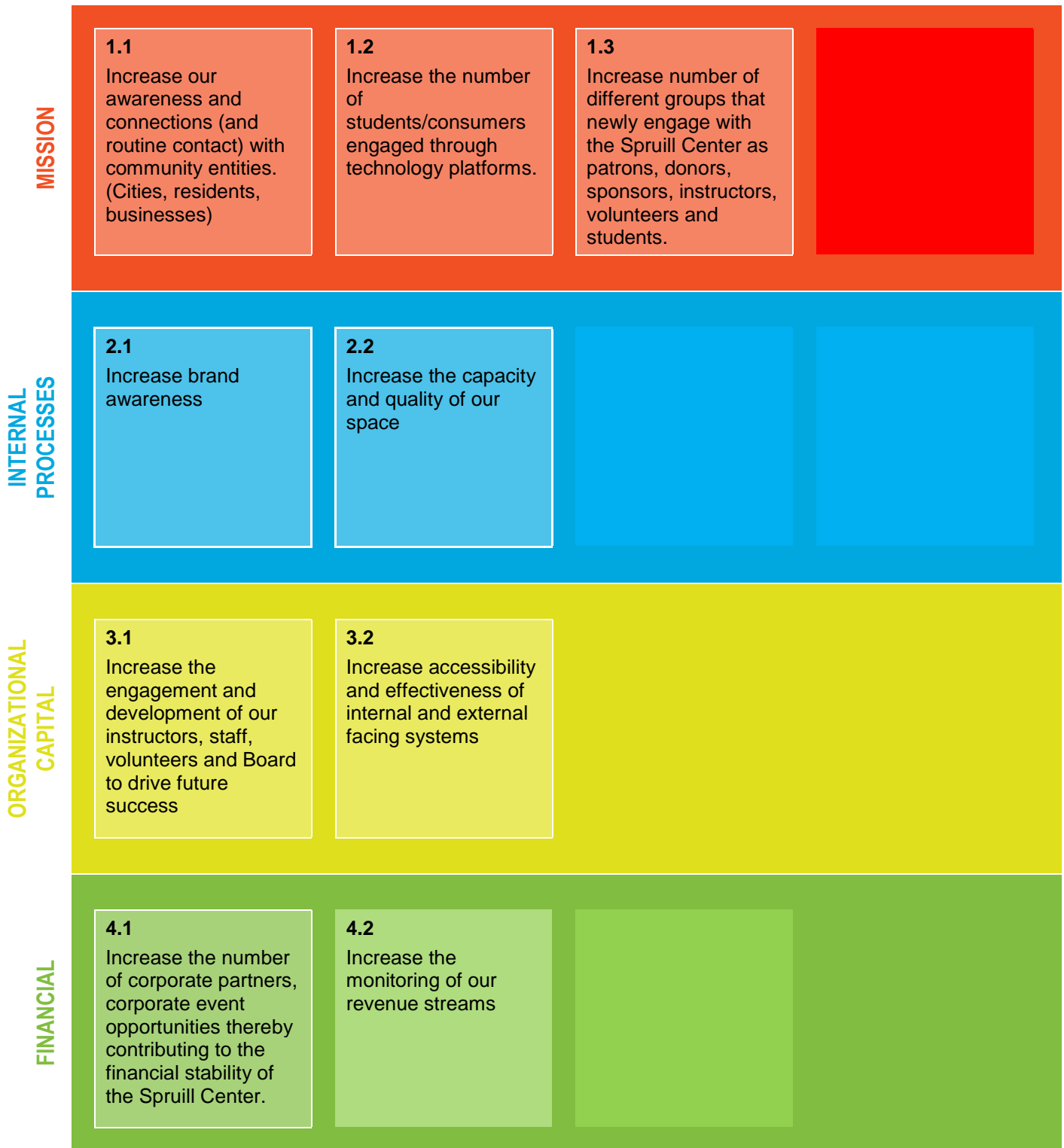
Organizational Capital Perspective:

Key Assumption	Goal	Objective	Key Initiative(s)
<p>Maintaining a growing and quality instructor network; an engaged staff; a strong, diverse and vibrant Guild as well as a well-balanced Board of Directors will drive future success.</p>	<p>Our stakeholders are ambassadors for the long term success of the Spruill Arts.</p>	<p>Increase the engagement and development of our instructors, staff, volunteers and Board to drive future success.</p>	<ul style="list-style-type: none"> • Grow number of volunteers and increase their effectiveness • Increase education of Board members to best govern and guide the success of Spruill Arts • Increase engagement of staff by ensuring they are paid fairly and have an above-average benefits package. • Ensure staff has needed support • Institutionalize staff professional development • Increase instructor engagement
<p>The ability to access the data that we need, when needed, to make effective decisions will strengthen the organization.</p>	<p>Our technology systems are attractive, accessible, reliable, inviting and user friendly to all who use them.</p>	<p>Increase accessibility and effectiveness of internal and external facing systems.</p>	<ul style="list-style-type: none"> • Survey of satisfaction with technology among internal staff • Track how many people sign up for classes on-line and click-rate on website • Aceware/Aceweb Update • Gallery Technology Update • Maintain Telecommunications and Business Technology Infrastructure • Improve Registration Office Experience

Financial Perspective:

Key Assumption	Goal	Objective	Key Initiative(s)
Having strong partnerships with corporate partners and sponsors will strengthen the organization.	We are the go-to source for corporate giving in the metro-Atlanta area. (As well as providing a resource for their employees and be the go-to for employee development.)	Increase the number of corporate partners, corporate event opportunities thereby contributing to the financial stability of the Spruill Center.	<ul style="list-style-type: none"> • Create Corporate Giving Plan • Create Event Sponsorship Offering
Diversified and stable revenue streams are vital to the organization.	We have diversified and stabilized revenue streams that include individual giving, corporate giving, grants and gallery events.	Increase the monitoring of our revenue streams	<ul style="list-style-type: none"> • Increase Corporate Giving (sponsorships, scholarships, naming rights, etc.) • Increase Fundraising Results; Increase Annual Campaign Results • Grow Class Fee Revenue, Summer Camp Revenue, and Gallery Sales Revenue • Property Development Rent Revenue

Spruill Center for the Arts: Strategy Map



Summary

Spruill Center for the Arts looks forward to the future of the organization that has now been clearly and strategically crafted. The focus on each area of the Balanced Scorecard approach aligns Spruill with the main areas that will provide for a successful organization of the future. Creating goals, objectives, and initiatives in each area of mission, internal processes, organization capital, and financial ensures that the Center monitors key performance indicators in every sphere of the organization.

Participants

Spruill Center for the Arts offers sincere thanks to the Board of Directors, staff, volunteers and external stakeholders who participated in the accomplishment of this three-year strategic plan.

Solid grey color represents the quarter the initiative will be actively worked on.

APPENDIX A: ROAD MAP by Objective

Objective & Initiatives	Year 1 July 2016-July 2017				Year 2 Aug 2017-Aug 2018				Year 3 Sept 2018-Sept 2019			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Increase our awareness and connections (and routine contact) with community entities. (Cities, residents, businesses)												
Assess the opportunities to get connected to community	Grey	Grey	Grey	Grey								
Develop a public art initiative			Grey	Grey	Grey	Grey	Grey	Grey				
Develop art partnerships with local groups	Grey	Grey	Grey	Grey								
Create Strategic Partnerships		Grey	Grey	Grey	Grey							
Create a targeted speaking campaign				Grey	Grey	Grey	Grey					
Increase the number of students/consumers engaged through technology platforms.												
Track # of technology-related classes									Grey	Grey	Grey	Grey
Determine if a STEAM component to Summer Camp is needed									Grey	Grey	Grey	Grey
Provide Technology Components for Gallery exhibits									Grey	Grey	Grey	Grey
Implement WIFI at the Gallery									Grey	Grey	Grey	Grey
Increase number of different groups that newly engage with the Spruill Center as patrons, donors, sponsors, instructors, volunteers and students.												
Determine how Spruill will assess the diversity of all stakeholders	Grey	Grey	Grey	Grey								
Assess the different groups that are currently engaged with Spruill	Grey	Grey	Grey	Grey								
Assess various groups in the area	Grey	Grey	Grey	Grey								
Determine the needs of our communities	Grey	Grey	Grey	Grey								
Develop outside programming	Grey	Grey	Grey	Grey								
Identify partnerships	Grey	Grey	Grey	Grey								
Expand onsite programs to attract new	Grey	Grey	Grey	Grey								

MISSION

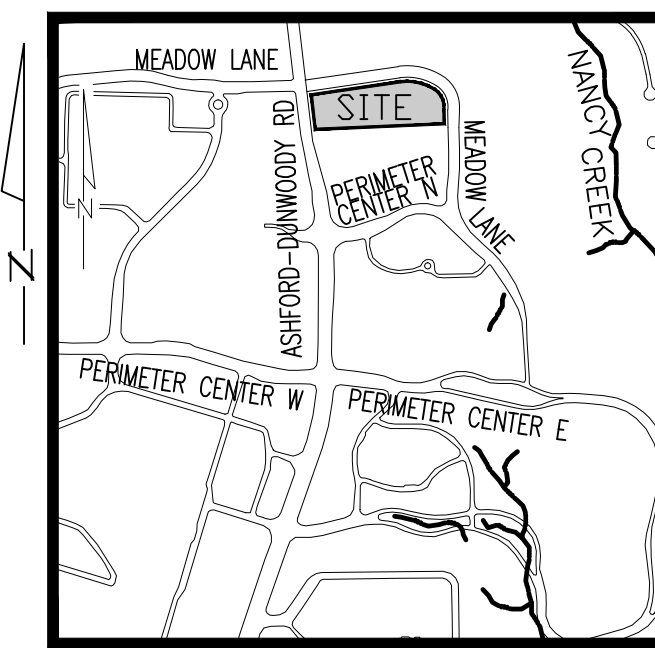
	audiences												
	Create a second annual fundraising event												
	Expand corporate partnership opportunities												
	Develop corporate programming opportunities												
		Year 1 July 2016-July 2017				Year 2 Aug 2017-Aug 2018				Year 3 Sept 2018-Sept 2019			
	Objective & Initiatives	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
INTERNAL PROCESSES	Increase brand awareness												
	Complete Website Redesign												
	Utilize Blog for Regular, current content for social media and digital outlets												
	Develop Effective Marketing Tools												
	Continue/Increase the excellence of programming												
	Staff education on 'pitch' for the Center and the Gallery												
	Improve Registration Office Experience												
	Increase the capacity and quality of our space												
	Monitor numbers of seats filled vs. overflow												
	Conduct assessment of the market to determine interest												
Determine cost-benefit analysis of each new potential class that may be added													
Rent, build or purchase additional space													
Expand the Spruill Gallery, its Gift Shop, its education space, and its event space													
Include a question on the quality of space in the course evaluation													

		Year 1 July 2016-July 2017				Year 2 Aug 2017-Aug 2018				Year 3 Sept 2018-Sept 2019			
Objective & Initiatives		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
ORGANIZATIONAL CAPITAL	Increase the engagement and development of our instructors, staff, volunteers and Board to drive future success.												
	Grow number of volunteers and increase their effectiveness												
	Increase education of Board members												
	Increase engagement of staff (pay/benefits)												
	Ensure staff has needed support												
	Institutionalize staff professional development												
	Increase instructor engagement												
	Increase accessibility and effectiveness of internal and external facing systems.												
	Survey of satisfaction with technology												
	Track how many people sign up for classes on-line and click-rate on website												
	Aceware/Aceweb Update												
	Gallery Technology Update												
	Maintain Telecommunications and Business Technology Infrastructure												
	Improve Registration Office Experience												
Objective & Initiatives		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
FINANCIAL	Increase the number of corporate partners, corporate event opportunities thereby contributing to the financial stability of the Spruill Center.												
	Create Corporate Giving Plan												
	Create Event Sponsorship Offering												

Increase the monitoring of our revenue streams												
Objective & Initiatives	Year 1 July 2016-July 2017				Year 2 Aug 2017-Aug 2018				Year 3 Sept 2018-Sept 2019			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Increase Corporate Giving (sponsorships, scholarships, naming rights, etc.)												
Increase Fundraising Results; Increase Annual Campaign Results												
Grow Class Fee Revenue, Summer Camp Revenue, and Gallery Sales Revenue												
Property Development Rent Revenue												

ZONING:
C-1

ZONING:
C-1



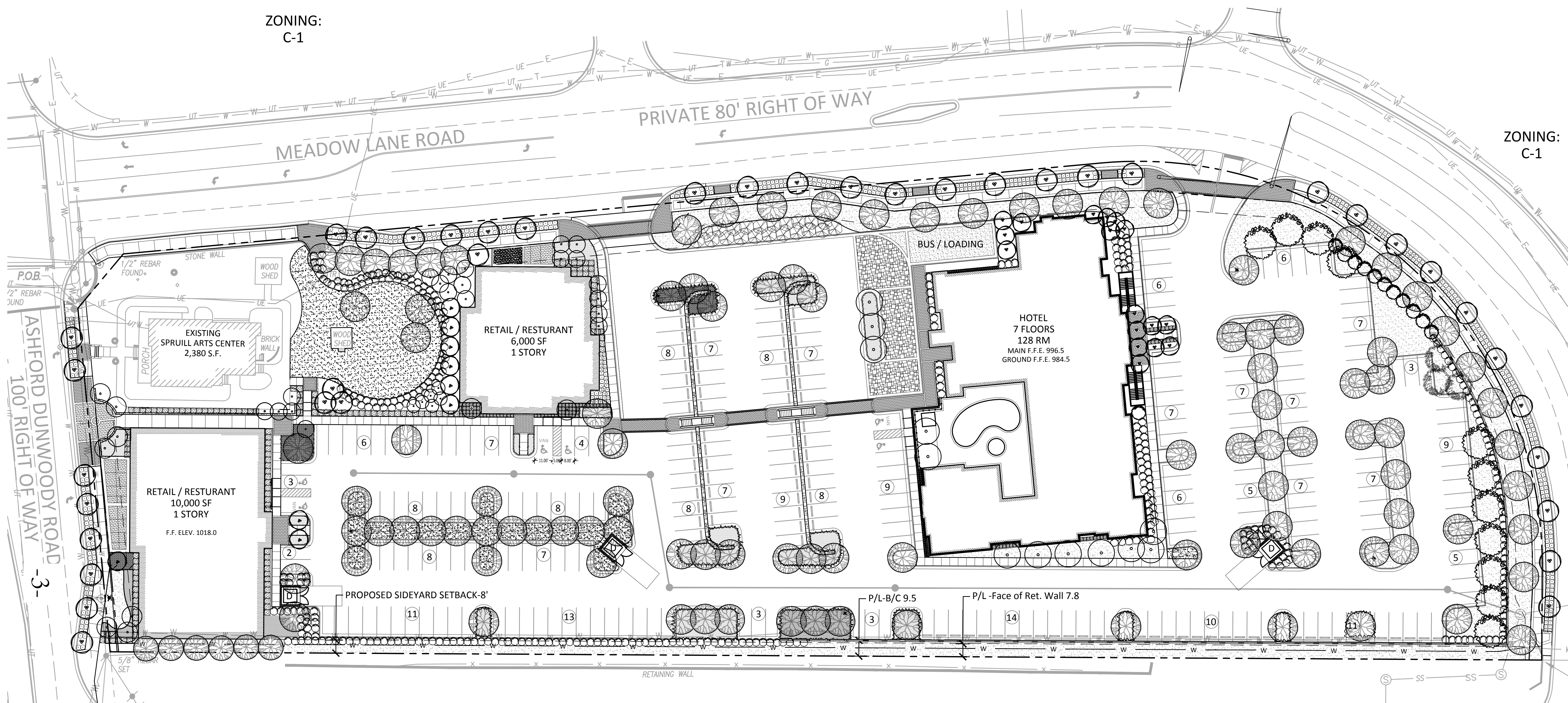
VICINITY MAP
NOT TO SCALE

SYMBOL LEGEND

- R/W - Right-of-Way
- P/L - Adjoiner Property Line
- P.O.B. - Place/Point of Beginning
- P.O.C. - Place/Point of Commencement
- (X) - Schedule B-Section II Item
- No. - Number
- Rad - Radius
- Arc - Arc Length
- D - Delta Angle
- ChL - Chord Length
- ChB - Chord Bearing
- Msd. - Measured
- Dd. - Deed
- (Record) Actual
- - Monumentation Found as Noted
- - 5/8" Rebar w/Cap Set or to be Set
- ▲ - Iron Nail or Drill Hole Set
- - Monument Box w/Iron Pin
- - Storm Manhole
- - Curb Inlet Basin w/ Grate
- - Square Catch Basin
- - Curb Inlet Basin w/out Grate
- - Sanitary Manhole
- - Fire Hydrant
- - Water Valve
- - Electric Transformer
- - Electric Manhole
- - Telephone Manhole
- - Handicap Space
- - Sign
- - Wall
- - Light Pole
- - Fence
- - Concrete Area
- - No Parking Area
- - Building Area

LEGEND

- STREET LIGHT POLE
- STREET TREE
- SHADE TREE
- UNDERSTORY TREE
- LOW SHRUBBERY
- SHRUBBERY
- GROUND COVER
- SOD / GRASS



GENERAL NOTES:

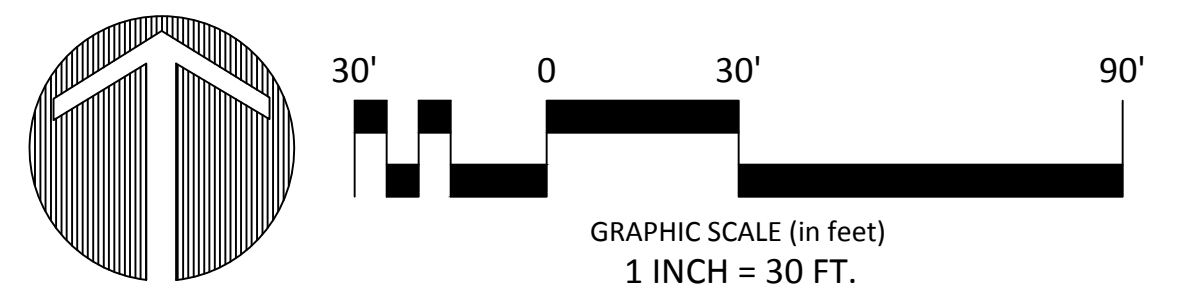
1. SITE AREA : 5.212 ACRES
TRACT 1: 4.942 ACRES, TRACT 2: 0.270 ACRES
2. LOCATION : ASHFORD-DUNWOODY ROAD & MEADOW LANE
PARCEL: LANDLOT 350, DISTRICT 18th DeKALB COUNTY
4. LAST EXISTING USE : SPRUILL ARTS CENTER, PARKING LOT & UNDEVELOPED LAND
5. PROPOSED USE: MIXED USE COMPLEX AND PARKING LOT
6. APPLICANT : HDP - ACQUISITIONS, LLC.
c/o HOTEL DEVELOPMENT PARTNERS, LLC
3414 PEACHTREE ROAD NE, SUITE 1075
ATLANTA, GEORGIA 30326
STEVE SMITH, 770-330-3233
- CONTACT PERSON: MCFARLAND - DYER & ASSOCIATES, INC.
4174 SILVER PEAK PARKWAY
SUWANEE, GEORGIA 30024
JEFF DYER (770) 932-6550,
JDyer@gomda.net

7. BOUNDARY & SITE INFORMATION PREPARED BY ARMSTRONG LAND SURVEYING, INC DATED 010/23/2007. TOPOGRAPHY FROM FIELD RUN SURVEY.
8. ALL CONSTRUCTION SHALL CONFORM TO THE CITY OF DUNWOODY DEVELOPMENT REGULATIONS. ALL CONSTRUCTION SHALL ALSO COMPLY WITH ALL APPLICABLE COUNTY, STATE AND FEDERAL CODES, STANDARDS AND REGULATIONS.
9. FIRM MAP NUMBER 13089C0012, EFFECTIVE MAY 16, 2013, INDICATES THAT THIS TRACT DOES NOT LIE IN AN AREA DESIGNATED AS HAVING FLOOD HAZARD. THE SUBJECT SITE IS LOCATED IN A FLOOD ZONE "X" AREA DETERMINED TO BE OUTSIDE OF THE 500 YEAR FLOOD PLAIN.
10. COVERAGE: 80% MAXIMUM, PROPOSED COVERAGE: 73%
11. STORM WATER MANAGEMENT SHALL BE PROVIDED ON SITE IN SUB-SURFACE FACILITIES.
12. THERE ARE NO LAKES, STREAMS, WETLANDS OR WATERS OF STATE OR THEIR ASSOCIATED BUFFERS ON THIS SITE.
13. PROPOSED ZONING: CR-1
13.1. STREET, FRONT AND SIDE: 0 FEET
13.2. SIDE INTERIOR: 20 FEET, VARIANCE TO 8'
13.3. REAR: 30 FEET
13.4. BUILDING HEIGHT: 3 STORIES, 45 FEET (SUBJECT TO SLUP)

PARKING

Required Parking Spaces	
Hotel 128 keys / 1.125 per guestroom (Varied from 1.25 sp/room)	144
Retail/Restaurant 6,000 gsf / (6.67 per 1000 per sf)	40
Retail/Restaurant 10,000 gsf / (6.67 per 1000 per sf)	67
Spruill Center 360 gsf Assembly Area (40 per 1000 sf)	15
Total Required Parking	266
Surface Parking (Standard 8'-6" x 18'-0")	272
Total Parking Provided	272

SPRUILL CENTER
PRELIMINARY REVISED SITE PLAN
MEADOW LANE ROAD, DUNWOODY, GEORGIA
OCTOBER 8, 2014-REV.



MDA #3.
MCFARLAND-DYER & ASS.
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