



## CATSKILL RESORT MUSEUM

September 11, 2018

Ms. Suzanne Holt  
Director of Economic Development  
County Office Building  
244 Fair Street  
6th Floor  
Kingston, NY 12401

Dear Ms. Holt,

I hope this finds you well. As you can imagine, I closely follow the local (Ellenville) news. I am, as I'm sure we all are very disappointed to hear the Nevele project has suffered a major setback. Our mutual goal of a revitalization of The Village of Ellenville must move forward. To that end I'm requesting another look at our request for the \$125,000 in seed money to help build the Catskill Resort Museum. In 2015 when we first presented our request for \$125,000 there seemed to come into question our intent to locate the museum in the village. We do not now, nor did we then, give any consideration to locating outside of the village. In fact we have had offers to locate the museum in Sullivan County at the Sullivan County Community College campus. While the process has been a tedious one, we did not will not consider the museum located elsewhere when the driving force for me has been not only to celebrate the glory days of the Catskills, but to revitalize the future of my hometown, Ellenville, NY.

Our primary purpose for the funding is to engage the services of a fundraising consultant firm to assist us in our fundraising effort. If necessary, I will meet with you or the County Executive and the Ulster County Legislature to present our case.

This is a unique opportunity to create an economic catalyst to help transform the village and be the envy of the entire Hudson Valley/ Catskill region.

Sincerely,

Jack Godfrey, President  
Committee for Catskill Resort Museum, Inc.

cc: Michael Hein, Jeff Kaplan, Joe Stoeckeler, Julie Lonstein, Steve Kelley

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# SHAWANGUNK JOURNAL



THURSDAY,  
JANUARY 27,  
2011  
Vol 4.4

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## NEW PUBLICATION



[Shawangunk  
Mountain Guide](#)

## Letters

### An Economic Transfusion

Jack Godfrey, former Ellenville High School graduate, and now living in Virginia Beach, Virginia for many years, still thinks about the Village of Ellenville.

Jack lived with his parents on Briggs Highway where they had a day camp and boarding house. Later, both parents started businesses in the village. Perhaps Jack's business roots gave him his entrepreneurial skills in Virginia. There he developed several businesses and later sold them. His expertise centered on restaurants.

Jack has viewed our village with an eye of revitalizing the business district of Ellenville. His goal is to have a Catskill Resort Museum built in the village. No doubt this museum could attract tour busses and private vehicles to visit this attraction.

From my twenty years of being involved with doing tours east of the Mississippi, tour companies look for attractions to put in their itinerary. The normal procedure for a charter bus is to bring 35 or more people, visit the attraction, have lunch, and shop.

At this time we have the following trustees who are interested in having this dream come to fruition. They are Hank Bartosik, Steve Kelly, Tony Percoco and Paul Ross.

To date, Jack has done a great deal of the groundwork to have this concept become alive. He has a vision that I will put forth. It is as follows:

"Our goal is to create a unique museum that is going to preserve that rich history of the Catskill resort era. When the doors of The Catskill Resort Museum open, it will be an entertaining, exciting and interactive facility. The museum will encompass a small



theatre, Comedy Hall of Fame, exhibition hall and museum gift shop. The complex is designed to entertain adults and children with the focus on being a family oriented attraction. The museum will generate 100,000 visitors by its fifth year of operation and will have a profound economic impact on the community. The growth in tourism will eventually bring jobs, create new businesses and develop a renewed sense of optimism."

Jack also communicated with Freddie Roman, who once was an entertainer at the Homowack Lodge in Spring Glen. Freddie eventually went into comedy and toured the resort circuit for years and appeared in the Broadway show, "Catskills on Broadway."

As outlined in our business plan, the museum has the potential to attract 100,000 visitors annually. This is an exciting opportunity to recreate Ellenville into a tourist destination.

The trustees are fully committed in developing this project. You may visit our preliminary website [www.catskillresortmuseum.com](http://www.catskillresortmuseum.com) to sign in for further updates. If you have any immediate questions, call 845-567-1777.

The community has let other business leave. Perhaps this project can be the "stimulus package" that will be the start of a thriving village.

Tony Percoco  
*Trustee*

### **Blue Devil Basketball**

I played basketball at Ellenville High my junior and senior years (04-05, 05-06). I also played football, baseball, golf, soccer, and even tried out indoor track throughout high school. I only mention all of those because it was under many different coaches. Yet they all had one thing in common; their teams were not very successful.

On Friday, January 14, I went to the boys' basketball game to see them play against Spackenkill. They easily take the lead at some point in the first quarter and never look back. At one point in the third quarter, they stretched the lead to over 20 and held that lead for the remainder of the game. Everyone who has ever played is

**Re: Much Appreciated**

**From:** John Conway <jconway52@hotmail.com>  
**To:** Catskillmuseum <catskillmuseum@aol.com>  
**Date:** Wed, Aug 29, 2018 3:40 pm

---

OK. You are the one who would know if your Museum pitch is tied to Ellenville or not. I will not argue the point, but there is significant support for the idea if it was in SC, so just keep that in mind.

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**From:** Catskillmuseum <catskillmuseum@aol.com>  
**Sent:** Wednesday, August 29, 2018 2:54:19 PM  
**To:** jconway52@hotmail.com  
**Subject:** Re: Much Appreciated

*Hi John,*

*We have concluded at this time we have a commitment to two events in the next several months. One being Temple Emanu-El in New York City in October and the other being the Catskills Festival in Boca Raton in February. We will evaluate the success of these two opportunities if any significant progress is made. Elaine Etes is a guest speaker in Boca Raton and we plan to exhibit our museum project for the entire month of February. So, we will certainly be testing the waters of any potential donors. Also, conceivably we will generate additional enthusiasm for preserving the history of the Catskill resorts.*

*I will keep you abreast of our activities.*

*Thank you always for your enthusiastic support.*

*Jack*

-----Original Message-----

**From:** John Conway <jconway52@hotmail.com>  
**To:** Catskillmuseum <catskillmuseum@aol.com>  
**Sent:** Mon, Aug 27, 2018 3:53 pm  
**Subject:** Re: Much Appreciated

Understood. I just think we could access significant government money if it was at the college. The president is well-connected in Albany and he is amenable to ideas like this.

Let me know.

Not sure you need to be site specific when raising money. If you have not procured a site already, I would think that having one in hand would make fundraising significantly easier.

Keep me posted.

John Conway  
Sullivan County Historian

---

**From:** Catskillmuseum <catskillmuseum@aol.com>  
**Sent:** Monday, August 27, 2018 3:10 PM  
**To:** jconway52@hotmail.com  
**Subject:** Re: Much Appreciated

**John:**

*I think your suggestion has merit. Even though I'm the driving force behind the museum project we still have a board of trustees who need to way in on making such a dramatic change. We have some commitments this fall and winter promoting our museum and look to solicit donations. So, you can understand we can't present any uncertainty when soliciting money for the project. Especially, if we are going after some very large donors.*

*I will get back to you when I hear from my board.*

**Jack**

-----Original Message-----

From: John Conway <jconway52@hotmail.com>  
To: Catskillmuseum <catskillmuseum@aol.com>  
Sent: Mon, Aug 27, 2018 2:23 pm  
Subject: Re: Much Appreciated

Jack: I am thinking that the place for the Museum is on the campus of SUNY-Sullivan. The resorts played a role in the early success of the hospitality program at the college, which was largely responsible for its survival. I know the college president well and I am sure we could get him on board.

Let me know what you think.

John Conway  
Sullivan County Historian

---

**From:** Catskillmuseum <catskillmuseum@aol.com>  
**Sent:** Monday, August 27, 2018 11:45 AM  
**To:** jconway52@hotmail.com  
**Subject:** Re: Much Appreciated

*Hello John,*

*I hope you had a nice turnout for the Catskills conference.*

*As far as being committed to Ellenville there could be some flexibility. What do you have in mind? Is there any interest from people you know who would have interest in donating to the project. We have a preliminary design and the description of the facility.*

**Jack**

-----Original Message-----

From: John Conway <jconway52@hotmail.com>  
To: Catskillmuseum <catskillmuseum@aol.com>  
Sent: Thu, Aug 23, 2018 9:17 pm  
Subject: Re: Much Appreciated

You're welcome. How committed are you to Ellenville. Would you consider another location if it meant a better opportunity to raise money?

Just curious.

John Conway  
Sullivan County Historian

---

**From:** Catskillmuseum <catskillmuseum@aol.com>  
**Sent:** Thursday, August 23, 2018 8:02 PM  
**To:** jconway52@hotmail.com  
**Subject:** Much Appreciated

*Hell John,*

*I just wanted to extend a hand of gratitude for your participating in our Facebook Page presentations. Our battle continues to wage on to make the museum a reality and hopefully at some point we will see the light at the end of tunnel.*

*Good luck this weekend with the conference in Liberty.*

*Jack*

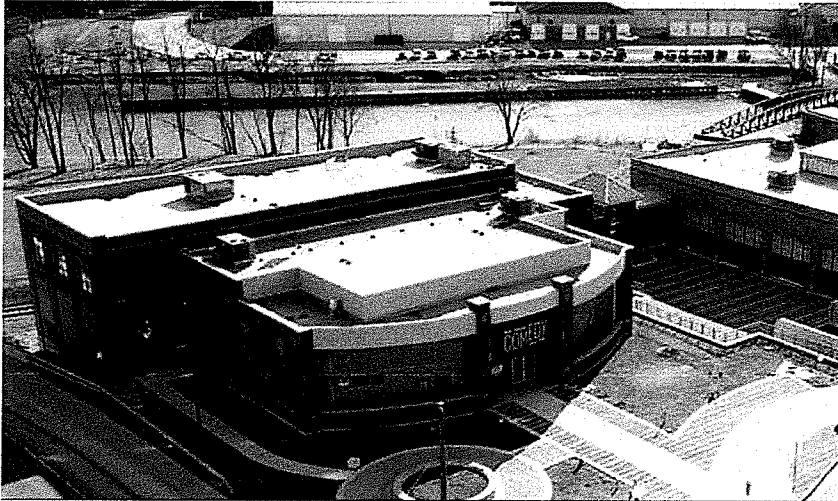
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## National Comedy Center opens in Jamestown



*August 01, 2018 11:55 AM*

The \$50 million National Comedy Center in Jamestown had its grand opening Wednesday morning.

The non-profit cultural and comedy complex has been eight years in the making and aims to tell the story of comedy in America while celebrating some of comedy's greatest personalities.

The center has more than 50 interactive exhibits and includes an exterior film and video screening area adjacent to Comedy Park.

Gov. Andrew Cuomo on Wednesday helped cut the ribbon on the nonprofit center, which received \$9 million in state funding.

Amy Schumer, Lewis Black and Dan Aykroyd are among comedians set to appear during this week's grand opening celebration.

The center was inspired by Ball, who starred as accident-prone Lucy Ricardo on the 1950s sitcom. Jamestown has a museum dedicated to Ball, who said she wanted to see all comedy celebrated as an art form.

The state expects the center to welcome more than 114,000 visitors and generate more than \$23 million annually.

For more information you can go online to the National Comedy Center's website (<https://comedycenter.org/>).

**WHECTV**

*Updated: August 01, 2018 11:55 AM*

*Created: August 01, 2018 11:50 AM*

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November 26, 2013



SANDLER CENTER FOR THE  
PERFORMING ARTS  
FOUNDATION

Mr. Jack Godfrey  
Catskill Resort Museum  
PO Box 45  
Ellenville, NY 12428  
Via email to [catskillmuseum@aol.com](mailto:catskillmuseum@aol.com)

Dear Mr. Godfrey,

The Sandler Center for the Performing Arts Foundation contracted with The Kellogg Organization to provide fund raising consulting services for the purposes of a capital and endowment campaigns. The goal of the campaigns was to secure total pledges ranging from \$7,000,000 - \$15,000,000.

The Foundation contracted with The Kellogg Organization for a total of 24 months. During that time Kellogg assisted with the following campaign initiatives:

- Initiate campaign master plan
- Identify and recruit campaign chairs
- Finalize and approve campaign operating budget
- Develop a theme for the campaign and create support materials, including site plan, renderings, financial analysis, and floor layout
- Identification, cultivation and acquisition of six and seven-figure lead gifts along with appropriate naming opportunity recognition
- Participation in key calls as determined by campaign leadership
- Review of drafted proposals for individuals, corporations, and foundations in the leadership phase of giving
- Evaluating all marketing, public relations, cultivation, and promotional activities of the campaign

At the conclusion of the 24 month contract, The Kellogg Organization provided the infrastructure that allowed the Foundation to raise a total of \$14,450,000 towards the capital and endowment campaigns.

If you have any questions or require any additional assistance, please feel free to contact me at [elabows@vbgov.com](mailto:elabows@vbgov.com) or at (757) 385-0226.

Best wishes,



Emily Labows  
Director  
Sandler Center Foundation

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PO Box 66129  
Virginia Beach VA 23466-6129  
201 Market Street  
Virginia Beach VA 23462  
757-385-0227 phone  
757-495-5450 fax  
[www.sandlercenter.org](http://www.sandlercenter.org)

1 AN ORDINANCE TO AUTHORIZE THE  
2 EXPENDITURE OF \$100,000 FROM CIP 3-283  
3 (PAVILION THEATRE REPLACEMENT) AS A  
4 GRANT TO THE VIRGINIA BEACH PERFORMING  
5 ARTS CENTER FOUNDATION  
6  
7

8 WHEREAS, City Council has appropriated \$35 million for  
9 construction of a performing arts theater at Town Center, with  
10 approximately \$12.5 million in additional funding to be provided  
11 by private contributions;

12 WHEREAS, the Virginia Beach Performing Arts Center  
13 Foundation has been created and incorporated to solicit and  
14 facilitate private contributions for the performing arts  
15 theater; and

16 WHEREAS, the Virginia Beach Performing Arts Center  
17 Foundation requires seed money for fundraising purposes;

18 NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY  
19 OF VIRGINIA BEACH, VIRGINIA:

20 That the expenditure of \$120,000 from Capital Improvement  
21 Project #3-283 (Pavilion Theatre Replacement) for the purpose of  
22 providing a grant in like amount to the Virginia Beach  
23 Performing Arts Center Foundation (the "Foundation") to be used  
24 by the Foundation as seed money for fundraising purposes, is  
25 hereby authorized, it being anticipated that, to the extent of  
26 funds raised by the Foundation from other sources, the aforesaid  
27 grant will be reimbursed to the City.

## BUSINESS

# People in Business



A CLOSER LOOK AT METRO MOVERS AND SHAKERS

UP CLOSE / JAMES HACKNEY, managing partner, Alexander Haas Martin & Partners

## He gets givers

**Phenomenal fund-raiser rarely asks for money, but he pitches ideas that inspire philanthropy.**

By KEVIN DUFFY / [kduffy@ajc.com](mailto:kduffy@ajc.com)

James Hackney knows how to separate the wealthy from their wealth.

The consulting firm of which he is a part-owner, Alexander Haas Martin & Partners, helps nonprofit organizations raise huge sums.

The 1996 Olympics, the High Museum, the Atlanta History Center and Zoo Atlanta have all benefited from the firm's services.

Hackney's particular expertise is raising money for museums, which typically means selling a vision to a few rich people who can make a big difference.

"Individuals give away 85 percent of the money that's given away in the United States," he says. "Corporations this past year gave away only 4.3 percent of the money given away."

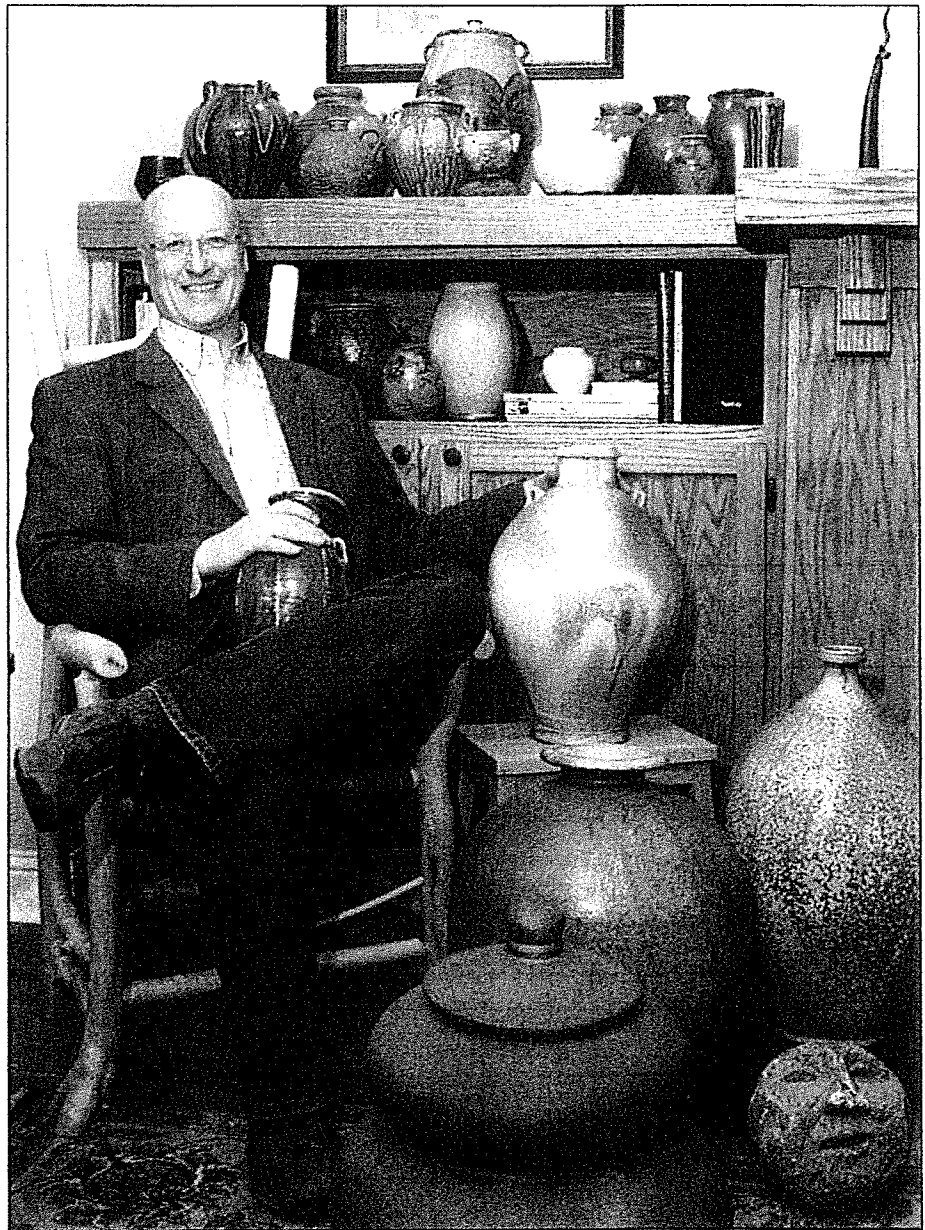
In 2006, approximately \$295 billion was donated nationwide, Hackney adds. Fund-raising is very big business.

**Q:** How do you go about asking for millions of dollars?

**A:** One, you don't ask for money. You ask for somebody to fund a project. It's all about the idea. What is this dollar going to enable an organization to do that they're not now doing? The biggest mistake people make in trying to raise money is that they're trying to raise money. What you're really doing is appealing to someone's desire to want to make good things happen.

**Q:** So it's all about goodwill?

**A:** Absolutely. And people give because they want to keep bad things from



SEAN DRAKES / Special

**James Hackney Jr.** at home with his collection of Southern pottery. The elevated large pot at right was a gift from colleagues on the occasion of his 10th anniversary with Alexander Haas Martin & Partners.

happening. Rarely is it the tax deduction that impacts why they give; it can impact how they give and the size of their gift.

**Q:** Have concerns about the economy made your job more difficult?

**A:** Fortunately, we are busy and have been busy. When things get a little tight a lot more nonprofits will call us seeking advice and help about how do they generate more contributed income. It's a very small percentage of people who really have the ability to make megagifts; the economic downturn doesn't necessarily affect them like it does the middle class.

**Q:** How does your firm get paid?

**A:** We never take a percentage of what's raised. We feel like that's very unethical. We work strictly fee for service. ... We get the same amount whether or not some of our action generates a \$100,000 gift or a \$100 million gift. When we do campaigns our fund-raising expenses come down to half of 1 percent and up to no more than 4 percent. No organization should ever spend more than 15 percent on their fund-raising.

**Q:** What do you do exactly for that fee?

**A:** We train their volunteers, help hone their case down to make sure they're presenting themselves the right way. We make sure they're comfortable and know what to say. We get them to go meet with people face to face. If I go in to somebody and say, 'I'm a paid consultant from Atlanta that your nonprofit has hired to come and ask you for a gift — it's real easy for somebody to tell me 'no.'

**Q:** So you don't ask for money?

**A:** On a rare move we'll do it. If the nonprofit can convince me that I'm the right person to go in and do something, then we'll do it. For example, the art museum in Roanoke, Va., said we're interested in building a new home. The first thing we did was meet with their board and try to determine their needs and why did they want to do that and make sure they had the right case. Is it

really going to help you serve your mission better? Then we interviewed 35 to 40 people in the Roanoke Valley area who all had the ability to make an impact gift, and we did that face to face. We actually asked them, 'What do you think about this organization? Would you consider the possibility of making a large gift if they were doing this?' People are very open and honest about what they'll tell you. Then we go back to the organization, share with them the information and put together a campaign plan for them. The organization sends people out under our coaching.

### THE JAMES HACKNEY FILE

➤ **Age:** 52

➤ **Home:** The Parkside Walk subdivision in East Atlanta.

➤ **Family:** A partner who works as an insurance underwriter and their golden retriever, Clay. Also, a son, John, who's an investment banker, and a daughter, Ann, who's a college student.

➤ **Education:** Wofford College and Yale University.

➤ **For fun:** Collects pottery, hikes, explores museums, watches women's volleyball at Georgia Tech and ACC basketball on TV.

➤ **Favorite recent book:** "Them" by Nathan McCall, about living in the Old Fourth Ward.

➤ **Favorite recent movie:** Oscar nominee "Juno."

➤ **Favorite possession:** A tall vase by North Carolina potter Shane Mickey that was a gift from colleagues.

**Q:** Are people by nature generous or do they want to hang onto their wealth?

**A:** It varies from person to person. Rich people do not necessarily become philanthropists. Philanthropists are not necessarily rich people. The top giving group, as far as percentage of income that they give away every year, is schoolteachers, which are some of our lowest-paid professional people. The reason for that is because schoolteachers know the difference a dollar can make. They see it every day in their

classrooms. As a group, physicians are the worst givers. We think it might be because any profession that makes money by procedure or by time tends to be less philanthropic. Also, most physicians do a lot of pro bono work anyway, so they feel like they're giving back through their service. Now, there are certainly examples of doctors in this country, in this town, who've been incredibly generous with their money.

**Q:** How did you get in this line of work?

**A:** In 1982 I became the director of alumni programs and the annual fund at Wofford [College]. That was really my first taste of fund-raising. I'd had a little bit when I was at Yale in graduate school (1977-79). I worked part time for the campaign for Yale as a telephone solicitor. I really enjoyed that, connecting people back to the university. Doug Alexander, who is the Alexander in the name of our firm, was our consultant for the campaign at Wofford. So Doug really taught me [institutional] development during the 1980s. I left Wofford to become the director of marketing and development at the Mint Museum of Art in Charlotte. I'd been in place for six weeks when the director of the museum resigned and the board named me acting director for the next 18 months. During that time the museum went from being a city department to being a fully private 501(c)(3) organization. We went from having to raise \$800,000 a year to \$4 million a year overnight. In 1995 I decided to join this firm.

**Q:** Why do you like your job so much?

**A:** All we do is work with people who want to do something for the public good. To work with philanthropists, to help them learn to give away money, to work with boards to make those friendships that we've been able to make across the country through the years — is to me a real honor, a real privilege. All we're about is trying to help the world become a better place.

A PROPOSAL TO PROVIDE PRE-CAMPAIGN COUNSEL  
AND CONDUCT A CAMPAIGN STRATEGY STUDY FOR  
THE CATSKILL RESORT MUSEUM

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- a. Alexander Haas - Our Story
- b. Alexander Haas Client List
- c. Biographies of the Catskill Resort Museum’s Alexander Haas Team

CATSKILL  
RESORT  
MUSEUM'S  
MISSION AND  
BACKGROUND

The Catskill Resort Museum will be a historical museum that seeks to “disseminate, gather, display, educate and preserve the history of the Catskill resorts. The social history of the Catskill resort landscape shall be communicated with educational programs, special events and a lecture series. We intend to promote, inspire, inform and motivate creating an interactive experience of a memorable period in 20th century American culture.” The future Museum will be an interactive cultural and educational resource, and a significant economic development driver for tourism in Ellenville, New York, and the surrounding Catskill Resort area. Features will include a theater, Comedy Hall of Fame, exhibition center, and museum gift shop. The Museum will also house a permanent collection of film and interactive displays, text panels and artifacts. The Catskill Resort Museum will offer exciting multi-media experiences through exhibits, programs and educational events.

OBJECTIVES  
AND  
SITUATIONAL  
ANALYSIS

The Catskill Resort Museum has invited Alexander Haas to submit a proposal to provide Pre-Campaign Counsel and conduct a Campaign Strategy Study. The results of the assessment, research and cultivation activities will provide critical information and actionable items to the Museum’s founding Board. Consisting of five individuals with strong community ties, the group is currently focused on growing the Board’s reach by involving individuals from the entertainment industry with connections to the Catskill Resort area. Alexander Haas is pleased to offer the following for your consideration and looks forward to the possibility of partnering with you on such an important and exciting project.

PROPOSED  
STRATEGY

Alexander Haas will provide Pre-Campaign Counsel to the Catskill Resort Museum, which will allow us to determine and address the major issues and to establish critical internal organizational structure and policies that should be resolved prior to moving forward with a successful campaign. Alexander Haas proposes working with the Museum’s leadership to determine the best strategies and next steps to engage support. During Pre-Campaign Counsel, Alexander Haas will work with the Museum to identify and address the issues and challenges that should be resolved prior to moving forward in planning for a successful campaign.

Following the completion of the Pre-Campaign Counseling period, Alexander Haas proposes to work with the Catskill Resort Museum on a Campaign Strategy Study. The Campaign Strategy Study is a four-phased process that will evaluate the Museum's readiness to successfully conduct a campaign. Alexander Haas developed the Campaign Strategy Study to expand on the traditional "feasibility study" in order to provide more useful fundraising information and a more comprehensive approach to ensure that an organization is prepared – externally and internally – to successfully execute a campaign. The Campaign Strategy Study goes beyond simply determining if a campaign is "feasible" by providing strategies and specific actions that should be implemented in order for the campaign to succeed. The Campaign Strategy Study does not hide facts in statistics, but focuses on specifically identifying the top potential campaign gifts, the people who need to be involved in campaign leadership, and the strategies to make it work. The Campaign Strategy Study also provides recommendations for positioning the case for maximum philanthropic effectiveness, a schedule, organization chart, budget for the campaign, and suggestions for staff and their ability to support the campaign.

The main characteristics that differentiate a Campaign Strategy Study from a typical feasibility study are:

- 1) The report's emphasis on providing concrete and specific recommendations for action, so that the campaign can get underway with positive early momentum that will lead to long-term success.
- 2) Alexander Haas does not position study interviews as confidential. All too often we have found that counsel conducts these type of interviews under the promise of confidentiality, only to violate that promise by either overtly or covertly sharing the content of the conversation. We don't feel that your donors should be treated in this way. We do feel that you have retained us to collect information on your behalf and that you need access to that information in order to make informed decisions. Therefore, we are clear with interviewees from the onset that we are collecting information, which we may share as appropriate, so that sound decisions can be made. Should a donor ask that some portion of our conversation be held in

confidence, we will honor the letter and spirit of that request. We believe our credibility and yours are at stake in how information is gathered and used.

The broad objectives of the Campaign Strategy Study are to help:

- Determine the potential of the Catskill Resort Museum for raising the major gifts needed for a successful campaign.
- Identify additional leadership and recommend a strategy for recruitment.
- Determine the approximate amount that can be raised and in what categories.
- Provide a financial analysis that justifies the recommended goal(s).
- Help the Museum to state its needs in a way that will be most compelling to prospects.
- Prepare the Museum to execute and support the campaign.
- Draw conclusions and make specific recommendations as to the strategy, case, leadership, goals, timing, schedule, and accounting policies for the campaign.

#### Web-based Survey

It is a fact that the top donors to any campaign are critical to success and that face-to-face interviews with them are the best way to assess their attitude and level of support. However, it is also a fact that these donors typically represent only a small fraction of your total donor community.

In addition to examining campaign fundraising potential, many organizations also conduct a Campaign Strategy Study as a way to gather donor opinions about their past work, present image and future plans. In order to gain a broader perspective of donor perceptions, Alexander Haas includes a web-based survey of up to 300 individuals in our Campaign Strategy Study.

The purpose of the survey is to allow a broader cross section of your constituency to provide feedback about your plans and aspirations. Unlike the face-to-face interviews, the survey focuses on donor reaction to the plans and direction – not the campaign (which should be kept quiet until well underway). This feedback can be very valuable in developing the marketing and communications strategy for the campaign, as well as



often influencing overall organizational marketing and communications. The survey also helps to pave the way for a future, broader phase of the campaign, as these donors will recognize that their feedback helped shape your direction and decisions.

We will work with you to develop a brief survey that collects both quantitative and qualitative information about your organization and plans. We will also work with you to identify the appropriate cross section of your constituency to receive the survey.

Once the survey is active, we will monitor progress and send reminders to non-responders in order to gather the broadest sample. When the survey is complete, we will compile and analyze the results and include the findings and recommendations as part of the Campaign Strategy Study report.

#### Telephone Survey (Optional)

Occasionally, an organization may desire a deeper level of feedback than what can be extracted from a web-based survey. In these cases, Alexander Haas, through our relationship with IDC (a division of Harris Connect), can provide telephone interviews with a broad sampling of your constituency. The telephone survey allows the caller to ask more complex questions, to clarify answers and to probe beyond the initial response in order to gain deeper insights from interviewees. The telephone survey engages interviewees in the project and seeks their input into the proposed plan and can also provide reliable information of the likely contribution levels of those interviewed by phone. It also provides interviewees with a vehicle to discuss issues that might not be within the initial range of survey questions. The telephone survey is not included in the typical Campaign Strategy Study, but can be added as an optional service.

## PROCESSES

### Pre-Campaign Counsel

There are several significant pre-campaign planning steps that must be completed in order to conduct a successful fundraising campaign. Alexander Haas will work with the Catskill Resort Museum every step of the way to identify the next steps to enhance its internal structure and to position the Museum for fundraising success. We suggest a

three month Pre-Campaign Counseling period, during which Alexander Haas would help the Catskill Resort Museum prepare to conduct a campaign. During this time Alexander Haas will:

- Advise on the formation of a small Campaign Planning Committee (consisting of a select group of Board members and other volunteer leaders) to agree on the overall strategy for the campaign.
- Work with the Campaign Planning Committee and Board to develop a preliminary campaign goal defined in terms of outright cash gifts needed and expectancies for future gifts.
- Assist in developing a case summary for approval by the Campaign Planning Committee.
- Work with the Museum to quantify its needs and objectives.
- Work with the Board to identify and recruit additional members to enhance the group's capacity and reach.
- Involve Board and other key volunteers in the planning process.
- Provide Board training and educate them on their role and responsibilities to the campaign.
- Help to develop a detailed and compelling case summary in a narrative format (approved by the Board of Trustees).
- Analyze prospective donors and their knowledge of the project.
- Ensure that fundraising policies are in place (approved by the Board of Trustees).
- Evaluate the organizational structure and personnel resources needed for successful fundraising.
- Develop strategies for cultivating prospects for the top campaign gifts.
- Address other issues which may surface during the process.

At the end of the three-month period, Alexander Haas and the Catskill Resort Museum will determine if additional Pre-Campaign Counsel is needed.

A. Campaign Strategy Study Process: The Alexander Haas Approach to Achieving Fundraising Success

Phase I: Campaign Readiness

During this first phase of the Campaign Strategy Study, Alexander Haas will work closely with the Catskill Resort Museum to evaluate areas we feel are critical and relevant in the early stages of the Campaign Strategy Study process:

- Internal Readiness Assessment  
Alexander Haas will conduct an evaluation and assessment of the Catskill Resort Museum's resources and their ability and necessary structural changes to support the proposed campaign. This process is conducted through a review of available documents during interviews with Board members which indicate the Catskill Resort Museum's fundraising potential (fundraising track record, prospect base, potential new Board members, proposed staffing, organization, systems, or preliminary planning documents), plus identification and guidance regarding development of additional policies and procedures. The Internal Readiness Assessment will result in recommendations targeted at preparing the Museum to establish a development office and program to support the work of undertaking the campaign.
- Case Summary  
Alexander Haas will work with the Catskill Resort Museum to develop an Executive Summary version of the Case for Support - often called the case summary or prospectus.
- Prospect Briefings  
Alexander Haas has found that more reliable and useful information is gathered from the external interview process when the interviewees have prior knowledge of the Catskill Resort Museum and the proposed plans. We will work with you to develop the potential interviewees list and to assess each person's level of knowledge of the Museum and the strategic plans. For those who have not recently been briefed on the Museum's plans, we will help you to develop a strategy for ensuring that all prospects receive a briefing from the Museum's staff or volunteers prior to being contacted for an interview by Alexander Haas.
- Campaign Strategy Study Committee  
Alexander Haas will strategize with the Catskill Resort Museum's leadership to build a strong Campaign Strategy Study Committee from your base of most influential volunteers.

## **Phase II: Engaging Your Volunteers in the Campaign Strategy Study**

During Phase II, Alexander Haas will conduct an initial meeting with the Catskill Resort Museum's Campaign Strategy Study Committee and staff leadership. The meeting will cover three essential steps to the Campaign Strategy Study process, which include:

1. Presentation of Alexander Haas' key recommendations to improve internal campaign readiness based on the Phase I assessment.
2. Finalization and prioritization of the prospects for the Campaign Strategy Study interviews.
3. Facilitated discussion of the preliminary case summary to ensure it represents the Museum's plans in a clear, concise, and compelling way.

## **Phase III: Discussions with Your Prospects –**

### **The Campaign Strategy Study Interviews**

During Phase III, Alexander Haas will interview the individuals identified in Phase II. As such, we will:

- Conduct one-on-one personal conversations with your top group of prospective donors to gauge their perceptions of the Catskill Resort Museum and its plans, their own level of interest in the proposed priorities, their thoughts about potential campaign leadership, and their personal financial support of the proposed campaign. Because the interviews will be conducted by "outside" objective analysts, they will reveal facts, attitudes, and concepts that may not be as available to those within the Museum's sphere of influence.
- Conduct web-based survey.

## **Phase IV: RESULTS: Recommendations for Action to Undertake the Campaign**

In this Phase, Alexander Haas will make a presentation to groups of the Catskill Resort Museum's choosing of the results of the Campaign Strategy Study. We will:

- Meet with the Museum's staff leadership and Campaign Strategy Study Committee Chair to present a summary of the report with findings and recommendations.

- Present the full report to the Campaign Strategy Study Committee and the Museum's senior administrative team.
- Prepare (and present, if requested) an Executive Summary for the Museum's full Board.

## **B. Focus of Alexander Haas' Campaign Strategy Study**

Alexander Haas' Campaign Strategy Study focuses on testing four major areas that are basic to the success of every campaign and include the following:

### Internal Preparedness

- Is the Catskill Resort Museum prepared internally to undertake and support the campaign?

### The Case for Support

- How compelling is the Catskill Resort Museum's need for philanthropic support?
- What are the priorities of the Museum and how do these priorities relate to prospective donor priorities?

### The Leadership

- Are volunteer leaders sufficiently committed to lead the way in attracting funds, both by example and by enlisting the help of others?
- Which individuals are best qualified to undertake specific campaign leadership responsibilities?
- Can top leadership be attracted to the campaign? How are these individuals to be recruited?

### Financial Support

- What are the major sources of philanthropic funds – individuals, foundations, or corporations – for the proposed campaign?
- Are there sources for a challenge gift/fund(s)?
- What is the approximate amount of funds that can be raised from the top prospects?
- What should be the initial goal for the campaign?

### C. Outcomes of the Campaign Strategy Study

Based on an analysis of the findings of the Campaign Strategy Study, Alexander Haas will write and present a report with conclusions, recommendations, and a plan of action. This report will include development of an overall strategy for the campaign with such details as:

- Suggestions for the organization of the campaign, key volunteer leadership, and steps in recruitment.
- Range-of-Gifts specifically identified and “projected” and a preliminary goal.
- Steps to be taken to cultivate and educate potential donors.
- Potential sources of lead gifts (\$100,000+) to the campaign and identification of the top potential gifts to the campaign, based on the interviews.
- Best timing for the campaign and a schedule for undertaking the campaign.
- The best strategies to market the campaign, including aligning campaign and donor priorities and phasing.
- Preliminary budget to fund campaign operations.

### D. Campaign Strategy Study Schedule

Alexander Haas projects that it will require approximately three to six months to complete the Campaign Strategy Study and to write and present the report, depending on the availability of the prospects to be interviewed and the length of time required to develop the case summary. Alexander Haas is prepared to begin as soon as the Catskill Resort Museum is ready.

CATSKILL  
RESORT  
MUSEUM'S  
ALEXANDER  
HAAS TEAM

Teamwork is a core philosophy of Alexander Haas. Just as we team with our clients for mutual success, we also believe that teams of consultants bring greater resources, experience, and knowledge to our clients than any single consultant can bring. The team for the Catskill Resort Museum would include:

**Lead Counsel:** Clayton Bass, Partner, will serve as your Lead Counsel. Clayton brings over twenty-two years of museum management and fundraising experience to the Alexander Haas team, having served for eight years as President and CEO of the Huntsville Museum of Art (HMA) in Alabama, seven years as Executive Director of the

Walter Anderson Museum of Art (WAMA) in Mississippi, and seven years as Coordinator of Exhibitions at the Michael C. Carlos Museum at Emory University. At each institution, Clayton was engaged in successful, transformative campaigns and facility expansions. As Director of HMA's *Masterpiece In the Making Campaign*, Clayton led his committee to surpass the original \$10 million goal by raising over \$14 million for capital, endowment, and collections and at the Carlos Museum, assisted in a campaign to quadruple the gallery space. During his sixteen years as an executive director, he was responsible for leading development efforts that produced over \$24 million in annual giving. As a consultant, he has worked with numerous museums including the Spellman College Museum of Art, the Lamar Dodd Art Center at LaGrange College and was the principal designer and general contractor for phase one and two of the Airport Art Program for Concourse E at Hartsfield-Jackson Atlanta International Airport. Clayton served on the Board of Directors of the Chamber of Commerce in Huntsville; and served as President of the Ocean Springs Chamber. He has also served on the Board of Directors of the Huntsville/Madison County Hospitality Association. Clayton served for five years on the Steering Committee for Create Huntsville, a consortium of arts institutions, universities, businesses, and tourism development organizations with a shared goal of invigorating the cultural core of Huntsville. Clayton is an experienced retreat facilitator focusing on board and staff development, governance best practices and long-range planning, and as a frequent speaker on topics such as exploring fundraising within the corporate sector, project development, and institutional sustainability in a challenging economy. He is assessor of the American Association of Museums (AAM) Accreditation Site Review Committee and was President of the Mississippi Museum Association Board of Directors. Clayton has served as programs committee chair for the Southeastern Museum Conference, on the Council of the Alabama Museums Association and has been active in the Southeastern Art Museum Directors organization. Clayton is also an artist whose nature-inspired acrylic paintings are widely exhibited and represented in numerous private and corporate collections. A North Carolina native, he holds a Bachelor of Fine Arts in painting from East Carolina University. He also completed the SUNY Studio Semester Program at Empire State

Leadership League of Georgia, Jim is an advisor to United States Artists. Prior to joining Alexander Haas in 1995, he worked at the University of North Carolina School of the Arts, was Alumni and Annual Fund Director and then Director of Development for Wofford College and was the Director of Development and Marketing for the Mint Museum of Art where he also served as Interim Director for 18 months. Jim began his fundraising career in 1978 as a telephone associate for the Campaign for Yale. A native of Lexington, North Carolina, Jim is an avid collector of studio craft.

**Project Coordinator:** Tricia Whitlock will serve as your Project Coordinator and will help keep activities on schedule and schedule the external interviews for the Campaign Strategy Study.

## RATIONALE

We believe this process will help the Catskill Resort Museum take the final critical steps in preparing for a campaign. Alexander Haas is uniquely qualified to help the Museum succeed in this effort.

- 1) Alexander Haas has significant experience working with hundreds of museums and cultural organizations across the nation in achieving their fundraising goals, including: American Association of Museums, American Craft Council, the Bascom, Center for Puppetry Arts, Columbia Museum of Art, Colorado Historical Society, Cummer Museum of Art & Gardens, Dallas Museum of Art, Fuller Craft Museum, High Museum of Art, Houston Ballet, Memorial Art Gallery, Miami Art Museum, Mint Museum of Art, New Mexico Museum Foundation, Please Touch Museum, Reynolda House Museum of American Art, Smithsonian American Art Museum, Telfair Museum of Art, Taubman Museum of Art, Walters Art Museum, Worcester Museum of Art, among many others.
- 2) Alexander Haas has conducted over 800 successful capital campaigns for virtually every type of non-profit across the country with goals ranging from \$1 million to more than \$1 billion. We believe the best strategies we develop for our clients are those which have been carefully and specifically crafted to fit their unique situations. We do not believe in boiler plate or cookie-cutter approaches. We feel that the best way to move an organization forward is to get up-close and personal, and provide detailed and specific strategies that will help you to successfully achieve your desired outcomes and objectives.
- 3) Our national experience and knowledge in the museum field is unmatched and invaluable. Several Partners in our Firm, including Clayton Bass and Jim Hackney, have held senior leadership roles with museums prior to joining Alexander Haas, giving us the most comprehensive hands-on museum fundraising experience of



College in New York City. Clayton and his wife Hester, a children's author, have a daughter and a son.

**Of Counsel: James R. Hackney, Jr., Managing Partner**, will serve as your Of Counsel and will be available on an as needed basis. As Managing Partner of Alexander Haas, Jim serves cultural clients all over the United States. In the past few years, Jim has helped clients raise more than \$700,000,000. Chosen as consultant to the American Association of Museums in Washington D.C. and the American Craft Council, Jim is known as a creative strategist for projects with national impact. He is nationally known in the museum world. He directed the Centennial Campaign for the Dallas Museum of Art that resulted in over \$400,000,000 in donations of art and increased endowments. In Columbus, Georgia he conducted a unique campaign that joined nine cultural organizations in a unified fundraising effort that raised over \$110,000,000 in a community of less than 200,000 people. For the State of South Carolina, Jim directed the successful campaign to build the South Carolina Governor's School for the Arts and Humanities in a joint public - private partnership. In Santa Fe, Jim has helped to restructure the way the Museum of New Mexico Foundation serves its four museums and led them through a campaign that paid for the exhibitions of the New Mexico History Museum and raised over \$25,000,000 on a campaign goal of \$17,000,000. As a speaker, trainer and presenter, Jim is in high demand. The American Association of Museums (AAM), National Park Service, Association of Fund Raising Professionals (AFP), Art Museum Development Association (AMDA), Dance USA, Mid-Atlantic and Southeastern Museum Conferences, Florida Association of Museums, The Giving Institute and the Association of Science and Technology Centers (ASTC) have all had him present. He conducted a national webinar for the AAM for Museum Directors and staff on giving in a down economy in 2009. He graduated *cum laude* from Wofford College with a bachelor's degree in humanities and earned a M.A.R. from Yale University Divinity School. He is currently on the Executive Committee of the Development and Membership Committee of the American Association of Museums and is past president of the Art Museum Development Association. He also serves as a Trustee of the American Craft Council. A founding board member of the Arts

any consulting firm throughout the country and providing an “insider perspective” instrumental to staff and Board members as strategies are developed and plans are implemented.

## INVESTMENT

We believe that one of the best investments that an organization can make when entering into a venture as important as conducting a major campaign is investing in quality staff, materials, and the best fundraising counsel.

Alexander Haas works on a flat fee plus out-of-pocket expense basis.

The fee for Pre-Campaign Counsel is \$8,000 per month for three months, payable upon the signing of our Letter of Engagement, and then on the first of each month. The fee includes the expertise and experience of Clayton Bass, Jim Hackney, as well as other Partners of the Firm, up to two days of on-site counsel, and all out-of-pocket expenses. The fee does not include travel expenses. Travel expenses will be billed as they are incurred and include expenses such as coach airfare, rental car, lodging, meals, parking fees, tolls, and mileage.

The fee for the Campaign Strategy Study, consisting of up to 40 interviews and a web-based survey of up to 300 individuals is \$52,000. This fee includes up to two planning meetings, two meetings with the Campaign Strategy Study Committee, two presentations of the Campaign Strategy Study report to groups of the Museum’s choosing, and digital and hard copies of the report. This fee is payable with \$13,000 due upon signing of the Letter of Engagement, \$13,000 due 30 days after signing of the Letter of Engagement, \$13,000 due 60 days after signing of the Letter of Engagement, and \$13,000 due upon the presentation of the report. In addition to this fee, we will bill the actual expenses for our travel, which will be billed as incurred and include such expenses as coach airfare, rental car, lodging, meals, parking fees, tolls, and mileage.

We understand that you are entrusted as stewards of donated funds, and we strive to travel in the most cost-effective manner possible. Should a situation arise that may result in an “unusual” travel expense, we will include you in the decision as to whether

or not the expenditure is warranted. In this way, you have a voice in the decision that will affect the cost and outcome of these services.

NEXT STEPS

We would very much appreciate the opportunity to help the Catskill Resort Museum achieve its goals. Should you have any questions or need any additional information or references, please do not hesitate to contact us. We thank you for considering our proposal and look forward to the opportunity of working with you.



December 13, 2011

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David H. King  
President & CEO  
Alexander Haas  
3520 Piedmont Road, Suite 300  
Atlanta, GA 30305  
404-525-7575

Date Submitted

APPENDIX

- a. Alexander Haas - Our Story
- b. Alexander Haas Client List
- c. Biographies of the Catskill Resort Museum's Alexander Haas Team

## OUR STORY: ALEXANDER HAAS BACKGROUND AND HISTORY

Alexander Haas serves a cross section of museums throughout the country. We specialize in the unique challenges and attributes of museums and can help you craft a solution particular to your needs. Our team averages over twenty years of senior level development and consulting work for non-profits and brings their own unique experiences and personal passions to each client. Four of our Partners worked for museums before joining Alexander Haas, giving us the most extensive hands-on museum fundraising experience of any consulting firm in the country.

Widely recognized as the leading museum fundraising consulting firm in the region, Alexander Haas traces its roots back to 1954 when Mrs. Leonard H. (Be) Haas formed Grizzard & Haas. Headquartered in Atlanta, Georgia, we work in a collaborative partnership with our clients. Our ultimate goal is to achieve measurable and attainable RESULTS for every museum client. Alexander Haas has provided fundraising counsel and conducted successful campaigns for hundreds of clients and virtually every type of non-profit across the nation with goals ranging from \$1 million to more than \$2 billion.

Alexander Haas provides comprehensive services tailored specifically for museums, including a creative staff of writers and graphic designers, on-going and annual giving counsel, Board enhancement services, specialty services including prospect research and donor screening and, of course, seasoned consultants. Alexander Haas is committed to the high level of personal service that is required for your fundraising success. Our team approach to service provides that multiple Partners will be involved with the project. In addition, we are the only national firm whose consultants all work out of a central office and, thus, have continuous access to professional staff support and peer review. In this way, you are assured that your project is receiving the absolute best the Firm has to offer.

Our philosophy espouses three elements that are critical to museum fundraising success and we feel that it is our duty as counsel to help our clients maximize their potential in these areas:

- A strong, well-articulated case for support;
- A sound, written strategy for success; and
- Volunteer and staff leadership committed and trained for fundraising success.

Additionally, we focus our philosophy of museum service around cornerstones in which we feel are essential in developing long-term partnerships with our clients which produce desirable and favorable results.

1. Alexander Haas provides counsel, training, and other services that engage your entire development staff at all levels in our work with you.

2. Alexander Haas does not bill hourly for our services, but on a flat fee that provides our clients with unlimited access.
3. Alexander Haas develops unique plans of actions and strategies customized to fit your museum's specific situation.
4. We are not afraid to tell our clients what they need to hear, not necessarily what we feel they want to hear.

### **Your Most Important Campaign**

Whether this is your first campaign or twenty-first, THIS is the most important campaign. Beyond its financial impact on your ability to accomplish your mission, this campaign will establish the direction and strength of the momentum that will carry you for years to come, and it will also establish the foundation upon which all future fundraising efforts will be built.

We recognize the importance of this campaign and that the selection of counsel is a critical factor in your success. We also understand that choosing counsel can be a complicated and risky proposition. At Alexander Haas we are focused on getting results and have sought ways to allow you to evaluate our results, assure you of results, and help to reduce the "risk" associated with any fundraising campaign.

### **The Giving Institute Membership**

In order to help you distinguish between the client lists, handpicked references and marketing materials that are part of all firms' standard package, our membership to the Giving Institute serves as an objective, third-party to validate our commitment to results. The Giving Institute membership is, essentially, the "Good Housekeeping Seal of Approval" for the fundraising consulting field. Since 1935, the Giving Institute and its member firms have embraced and embodied the core values of ethics, excellence, and leadership in advancing philanthropy. The Giving Institute uses an extensive and diligent process for selecting and screening its members, including surveying all past clients. Over the past 70 years, fewer than five percent of fundraising consulting firms in the U.S. have completed this process and been granted membership.

Every five years, the Giving Institute re-qualifies its members and conducts a random survey of all of a member firm's clients served during that period. This helps the Giving Institute to ensure that members are consistently and continuously meeting its high membership expectations. Alexander Haas was re-qualified in 2008, with an overall rating of 98% of our surveyed clients stating that they would retain the Firm again or recommend us to others. Alexander Haas is the only Southeastern member firm of the Giving Institute.

Saint Johns River Community College Thrasher-Home Center for the Arts  
Saint Joseph's Mercy Foundation  
Saint Jude's Recovery Center  
Saint Luke's Hospital Foundation  
Saint Mark's Episcopal Church and Day School  
Saint Mary's College  
Saint Paul Christian Academy  
Saint Simons Land Trust  
Saint Simons Presbyterian Church  
Saint Vincent Hospital Foundation Salem Academy and College  
SALT Block Foundation  
Salvador Dali Museum  
The Salvation Army—USA Southern Territory  
San Jose State University  
Sandhills School  
Sarasota Memorial Healthcare Foundation  
Savannah Country Day School  
Savannah Symphony Orchestra  
Self Family Arts Center  
Sergeant York Historical Association  
Seven Stages Theatre  
Sheltering Arms Child Development & Family Support  
Sherman College for Straight Chiropractic  
Shorter College  
Simpson College  
Sisters of Mercy Services  
Sloss Furnaces National Historic Landmark  
Skyland Trail  
Smithsonian American Art Museum  
South Carolina Governor's School for the Arts and Humanities  
South Carolina Museum Foundation  
S.E. Georgia Regional Medical Center  
Southern Center for International Studies  
Southern Illinois University/Public Policy Institute  
Southern Highland Craft Guild  
Southern Normal School  
Southern Regional Medical Center  
Southern Research Institute  
Southern University  
Southwest Christian Hospice  
Spartanburg Technical College Foundation  
Spelman College  
The Spencer Theater for the Performing Arts  
Spoleto Festival  
Sports Medicine Foundation  
The Spring  
Spring Hill College  
Springmaid Villa Art Museum  
Spruill Center for the Arts  
State University of West Georgia  
Stewart Center  
Stevens Institute of Technology  
Stowe Botanical Garden  
Syncure, Inc.  
Tallahassee Memorial Healthcare Foundation  
Tampa Bay History Center  
Taubman Museum of Art  
Telfair Museum of Art  
Tellus: The Northwest Georgia Science Museum  
Tennessee Aquarium  
Tennessee Board of the Friends of Sequoyah  
Tennessee Technology University  
Tennessee Wesleyan College  
Texas A&M— Corpus Christi  
Texas A&M — George Bush School of Government & Public Service  
Texas A&M University  
Texas Tech University  
Theatre Virginia  
Theatrical Outfit  
Thomas University  
Thomwell Home And School for Children  
Tophat Soccer  
Trees Atlanta  
Trinity Episcopal Church and School  
Trinity School  
Tubman African American Museum  
Tryon Fine Arts Center  
Union College New York

United Church of Santa Fe  
United Negro College Fund  
U. S. Marshals Museum  
University Health Systems Foundation  
University of Alabama  
University of Alabama—Birmingham  
University of Buffalo Foundation  
University of Central Florida Foundation  
University of Georgia  
University of Georgia School of Law  
University of Georgia/College of Family & Consumer Sciences  
University of Illinois – Chicago  
University of Louisiana—Monroe  
University of Louisville  
University of Montevallo  
University of North Carolina—Charlotte  
University of the Ozarks  
University of Rochester  
University of South Alabama  
University of South Carolina  
University of Tampa  
University of Tennessee System  
    College of Engineering  
    Department of Men's Athletics  
    School of Business Administration  
University of Tennessee, Chattanooga  
University of Tennessee Eye Institute  
University of Tennessee, Knoxville  
University of Tennessee, Martin — Health Science Center  
University of Texas—San Antonio  
University of West Florida  
University of West Georgia  
Utah Valley University  
Valdosta State University Foundation  
Valdosta Technical Institute  
Valley Rescue Mission  
Valencia Foundation  
Village Atlanta  
Virginia Military Institute—Keydet Club  
Virginia Zoological Society  
Voorhees College  
The Walker School  
Walters Art Museum  
Walton Rehabilitation Hospital  
Warren Wilson College  
Washington State Historical Society/Washington State History Museum  
The Webb School  
Weems Academy  
Wellmont Foundation  
Wesleyan College  
West Point Fund, U.S.M.A.  
West Virginia University Foundation  
West Virginia Wesleyan College  
Western Kentucky University  
Westminster College  
WFAE/University Public Radio Foundation  
Whitefield Academy  
Wichita State University  
William Woods University  
Wilmington College  
Winston-Salem State University  
Witte Museum  
Winthrop University  
Wofford College  
Women's Resource Center to End Domestic Violence  
Woodruff Arts Center  
Worcester Art Museum  
Wynnbrook Christian School  
YMCA of Albany — Lee Branch  
YMCA of Greenville  
YMCA of Hartsville  
YMCA of the Triangle Area  
YWCA of Birmingham  
Young Audiences of Atlanta  
York Place  
Young Audiences of Atlanta  
Young Harris College  
Zoo Atlanta

## Our Clients continued

Jackson Zoological Park  
Jacksonville Community Council, Inc.  
Jacksonville University  
Jacksonville Zoo  
James Madison University  
Jekyll Island Foundation  
Jerusalem House  
The Jewish Hospital Foundation  
Judson College  
Kannapolis Education Foundation  
Kansas State University Foundation  
Kent State University  
Kents Hill School  
King College  
LaGrange College  
Lamar University  
Landmark Christian School  
Latin American Association  
Leadership Learning Academy  
Levi Hospital  
Life Path Hospice  
Literacy Action  
Lively Arts Center  
Louisville Collegiate School  
Lutheran Towers  
MAP International  
Madison-Morgan Cultural Center  
Magnolia Manor  
The Make-A-Wish® Foundation of Georgia and Alabama  
Marcus Institute  
Marist School  
Maritime Center for the Gulf of Mexico  
Marshall School of Business, University of Southern California  
Marshall University  
Martin Methodist College  
Mary Baldwin College  
The Maternal & Child Health Institute, Inc.  
McColl School of Business—Queens College  
McNay Art Museum  
Mecklenburg Aquatic Club—Charlotte  
Medical College of Georgia  
Memorial Arts Gallery of the University of Rochester  
Memorial Health Foundation  
Mennello Museum of American Art  
Mercy Medical Center  
Meredith College  
Methodist Home for Children and Youth  
Metro Atlanta Recovery Residence  
Metropolitan Atlanta Council on Alcohol & Drugs  
Miami Art Museum  
Michigan Tech University  
Mid-America Science Museum  
Mid-Florida Medical Service  
Middle Tennessee State University  
Midtown, Inc.  
Mint Museum of Art  
Mississippi University for Women  
Moffitt Cancer Center  
Monique Burr Foundation for Children  
Montana Tech Foundation  
Montgomery Academy  
Montgomery Area Council on Aging  
Montreat College  
Morehead State University  
Morehouse School of Medicine  
Morris Museum of Art  
Mount Paran Christian School  
Mount Vernon College  
Mountain Brook City Schools Foundation  
Muscookee County Library  
Museum of the Cherokee Indian  
Museum of Design Atlanta  
Museum of New Mexico Foundation  
Museum of International Folk Art, Museum of Indian Arts & Culture, New

Mexico History Museum, New Mexico Museum of Art, Palace of the Governors  
Naples Botanical Garden  
National Families in Action  
National Health Museum  
National Infantry Museum  
National Museum of Women in the Arts  
National Women's History Museum  
National University  
Nature Conservancy of Arkansas  
Nature Conservancy of Georgia  
Nature Conservancy of Mississippi  
Nature Conservancy of South Carolina  
Nexus Contemporary Art Center  
Norfolk State University  
North Carolina Environmental Defense  
North Georgia College and State University  
Northern Kentucky University  
Northern Virginia Community College  
Odyssey Family Counseling Center  
Oglethorpe University  
Ohio Christian University  
Ohr-O'Keefe Museum of Art  
Old City Park  
Old Dominion University  
Orlando Museum of Art  
Orlando Science Center  
Otterbein College  
Our House  
The Oxford American  
Palmetto Baptist Health Foundation  
Panama Canal Museum  
The Parks at Chehaw  
Paul Quinn College  
Penland School of Crafts  
Pfeiffer University  
Phi Kappa Phi Honor Society  
Piedmont Hospital Foundation  
Planned Parenthood of Southwest Central Florida  
Please Touch Museum  
Polk County Association for Handicapped Citizens  
Polk Museum of Art  
Port Columbus/Woodruff Museum of Civil War Naval History  
Precious in HIS Sight  
Presbyterian College  
Price Tower Arts Center  
Project Open Hand  
Project Read  
Provident Health Foundation, Inc.  
Pulaski Academy  
Queen's University of Charlotte  
Rabun Gap-Nacoochee School  
Randolph School  
Reinhardt College  
Renewal Center of the South  
Reynolda House Museum of American Art  
Rhodes College  
River Edge Behavioral Health Center in Macon  
Riverside Military Academy  
Riverside Presbyterian Church and Day School  
Riverside Theatre, Inc.  
Ronald McDonald House of Durham  
Ronald McDonald House of Greater Chattanooga  
Ronald McDonald House of West Georgia  
Rowan University  
Sacred Heart Hospital Foundation  
Saint Andrews Sewanee School  
Saint Frances Hospital Foundation  
Saint George's Independent School  
St. James' Episcopal Church  
Saint John's Church in Savannah

Corporation for Public Broadcasting  
 Alabama Public Television – Birmingham, AL  
 AETN – Conway, AR  
 KAMU – College Station, TX  
 KERA – Dallas, TX  
 KET – Lexington, KY  
 KTXT – Lubbock, TX  
 KWBU – Waco, TX  
 WCTE – Cookeville, TN  
 WHUT – Washington, DC  
 WKSU – Kent, OH  
 WLAE-TV – Metairie, LA  
 WMTJ – San Juan, Puerto Rico  
 WPBA – Atlanta, GA  
 WTVI – Charlotte, NC  
 Covenant House Georgia  
 1996 Cultural Olympiad  
 Cumberland Science Center  
 Cummer Museum of Art & Gardens  
 CURE Childhood Cancer  
 Daily Bread Food Bank  
 Dallas Museum of Art  
 Daniel Foundation  
 Darlington School  
 Decatur Education Foundation  
 Dekalb College  
 Dekalb Historical Society  
 Delta State University  
 Destination Cleveland County  
 Diabetes Trust Fund  
 Bobby Dodd Coach of the Year Foundation  
 East Carolina University  
 Eastern Band of the Cherokee Nation  
 Eastern Michigan University  
 Ebenezer Baptist Church  
 Eli Broad School of Business at Michigan State University  
 Emmaus House  
 Emory University School of Law  
 Episcopal Church of the Nativity  
 Episcopal High School  
 Epstein School  
 Erlanger Medical Center  
 The Etowah Foundation  
 Families First  
 Fellowship Christian Schools  
 Fernbank Museum of Natural History  
 Ferrum College  
 The Fine Arts Center of Kershaw County  
 First Congregational Church  
 First Presbyterian Church of Atlanta  
 First United Methodist Church of Smyrna  
 The Flannery O'Connor – Andalusia Foundation  
 The Fletcher School  
 Flint Riveraquarium  
 The Florida Aquarium  
 Florida Holocaust Museum  
 Florida Southern College  
 Florida State University  
 Forest Hill Church  
 Fort Valley State University  
 The Dian Fossey Gorilla Fund International  
 The Fox Theatre  
 Foxfire Fund  
 Franklin Road Academy  
 Frederica Academy  
 Frick Art & Historical Center  
 Friends of E.A.R.T.H./Kellogg Foundation  
 Friendship Baptist Church  
 Friendship House  
 Fuller Craft Museum  
 Fulton County Education Foundation  
 Galloway School  
 Gannon University  
 George Mason University  
 Georgia AGAPE  
 Georgia Appleseed  
 Georgia Aquarium  
 Georgia Cancer Coalition  
 Georgia Center for Nonprofits  
 Georgia College & State University  
 Georgia Conservancy  
 Georgia Council on Economic Education  
 Georgia Court-Appointed Special Advocates (CASA)  
 Georgia Equality Project  
 Georgia Foundation for Technical & Adult Education, Inc.  
 Georgia Historical Society  
 Georgia Institute of Technology  
 Georgia Justice Project  
 Georgia Legal Services  
 Georgia Mountains History Museum at Brenau University  
 Georgia Nurses Association/Foundation  
 Georgia Public Broadcasting  
 Georgia Society of CPA's  
 Georgia Southern University  
 Georgia State University Foundation  
 Georgia Trust for Historic Preservation/Hay House  
 Gibbes Museum of Art  
 Girl Scout Council of Cahaba  
 Girl Scout Council of Cumberland Valley  
 Girl Scout Council of Middle Mississippi  
 Girl Scout Council of Northeast Georgia  
 Girl Scout Council of Northwest Georgia  
 Girl Scouts of Greater Atlanta  
 Girl Scouts of Southwest Georgia - Albany  
 Girl Scouts of Suncoast Council  
 Girl Scouts of the USA  
 Girl Scouts, USA/Juliette Gordon Low House  
 Girls, Inc. of Chattanooga  
 Girls, Inc. of Columbus  
 Girls, Inc. of Santa Fe  
 Girls Preparatory School  
 Goizueta School of Business/Emory University  
 Goodwill Industries  
 Grace Episcopal Church  
 Grady Health System  
 Graveyard of the Atlantic Museum  
 Greater Birmingham Humane Society  
 Greensboro Day School  
 Greenville County Library  
 Greenville Symphony Orchestra  
 Hartford Art School  
 Hatcher Garden & Woodland Preserve  
 HCA Hope Fund  
 Harn Museum of Art, University of Florida  
 The Health Adventure  
 Helen Keller Eye Research Foundation  
 Hermann Grima Gallier Historic Houses  
 High Museum of Art  
 High Point Area Arts Council, Inc.  
 High Point Regional Health System  
 Hillels of Georgia  
 Hilton Head Island Foundation  
 Historic Oakland Foundation  
 Historic Pocahontas  
 History Museum of Upcountry South Carolina  
 History Colorado  
 Holy Innocents' Episcopal Church  
 Hospice of Montgomery  
 Hospice of the South  
 Houston Ballet  
 Hubbard House  
 Huntington College  
 Huntsville—Madison County Botanical Garden  
 Hurricane Warning! Center  
 I Have a Dream Foundation  
 Indiana University  
 Institute of American Indian Art  
 Institute of Humane Studies at George Mason University  
 Isidore Newman School  
 Jackson Preparatory School



# Our Clients

Achievers International Georgia  
Agnes Scott College  
AID Atlanta  
AIDS Action Council  
Aiken Preparatory School  
Alabama Children's Hospital  
Alabama Shakespeare Festival  
Alabama State University  
Alabama Zoological Society  
All Saints' Episcopal Church  
The Alliance for Christian Media, Atlanta  
Alliance Theatre  
Alzheimer's Association, Atlanta—Area Chapter  
American Association of Museums  
American Association of Occupational Health Nurses  
American Craft Council  
American Institute of Professional Geologists  
American Kidney Fund  
American Red Cross, Central South Carolina Chapter  
American Red Cross—Georgia Flood Relief  
American Red Cross, Greater Carolinas Chapter  
American Red Cross—Hurricane Relief  
American Red Cross, Metropolitan Atlanta Chapter  
American Red Cross, Savannah Chapter  
Andean Rural Health Center  
Andrew College  
Animal Supporters of the Columbus Region  
Appalachian School of Law  
Arizona State University  
Arkansas Arts Center Museum  
Armstrong Atlantic State University  
Arthritis Foundation, Georgia Chapter  
Arts & Science Council of Charlotte/Mecklenburg  
Atlanta Ballet  
Atlanta Botanical Garden  
Atlanta College of Art  
Atlanta History Center  
Atlanta Humane Society  
Atlanta Opera  
Atlanta Girls' School  
Atlanta Interfaith AIDS Network  
Atlanta's Inn for Children  
Atlanta Legal Aid Society  
Atlanta Organizing Committee for the 1996 Olympics  
Atlanta Paralympic Organizing Committee  
Atlanta Pet Rescue and Adoption  
Atlanta Symphony Orchestra  
Atlanta Women's Foundation  
Auburn University  
Augusta Preparatory Day School  
Austin Children's Museum  
Austin Peay State University  
BB King Museum  
Baptist Health Foundation  
Baptist Hospital East  
The Barber Vintage Motorsports Museum  
The Bascom  
Benedict College  
Berea College  
Bethesda Hospital Association  
Birmingham Episcopal Campus Ministries  
Birth Education Training Acceptance (BETA)  
Bishop Gadsen Episcopal Retirement Community  
Bishop Museum of Natural History  
Boy Scouts of America, Atlanta Area Council  
Boys Scouts of America, Blue Ridge Mountains Council  
Boy Scouts of America, Central Georgia Council  
Boy Scouts of America, Cherokee Area Council  
Boy Scouts of America, Gulf Coast Council  
Boy Scouts of America, East Carolina Council  
Boy Scouts of America, Flint River Council  
Boy Scouts of America, Greater Alabama Council  
Boy Scouts of America, Greater St. Louis Area Council  
Boy Scouts of America, National Capital Area Council  
Boy Scouts of America, North Florida Council  
Boy Scouts of America, Northeast Georgia Council  
Boy Scouts of America, Shawnee Trails Council  
Boy Scouts of America, Tukabatchee Area Council  
Boy Scouts of America, Tuscarora Council  
Boy Scouts of America, Westchester-Putnam Council  
Boys & Girls Clubs of America  
Boys & Girls Clubs of Augusta  
Boys & Girls Clubs of Bristol  
Boys & Girls Clubs of Central Alabama  
Boys & Girls Clubs of Metropolitan Atlanta  
Boys & Girls Clubs of Middle Tennessee  
Boys & Girls Clubs of Montgomery  
Boys & Girls Clubs of Southeast Georgia  
Brevard Music Center  
Bridgewater College  
Brock University  
Butler Longhorn Museum  
Caldwell Theatre  
Calvary Baptist Day School  
Camp Twin Lakes  
Cannon School  
Cape Fear Academy  
CARE  
Carolina Day School  
Carson-Newman College  
The Carter Center  
Catawba College  
CDC Foundation  
Center for the Arts, Vero Beach  
Center for Developmental Services  
Center for the Puppetry Arts  
Center for the Visually Impaired  
Centerstone Community Health Centers  
Central Michigan University Foundation  
The Cherokee Children's Home  
Charleston Day School  
Charlotte Latin School  
Charlotte/Mecklenburg Education Foundation  
Chattahoochee Valley Community College  
Chattanooga State Technical College  
The Children's Museum of Alabama  
The Children's School  
CHRIS Kids, Atlanta  
Christian City  
Christian Council of Metropolitan Atlanta  
Christian Medical and Dental Association  
City Rescue Mission  
Ron Clark Academy  
Clemson University  
Coastal Carolina University  
Coastal Georgia Land Trust  
The College Fund—UNCF, Atlanta-Area Office  
Columbia International University  
Columbia Museum of Art  
Columbus Archives-History Center & Metropolitan Columbus YMCA  
Columbus Community Projects Foundation  
Coca-Cola Space Science Center, The Columbus Museum, Columbus State University School Dept. of Music, Columbus Symphony Orchestra, Historic Columbus Foundation, Liberty Theatre, Rivercenter for the Performing Arts, Springer Opera House, Woodruff Museum of Civil War Naval History  
Columbus Regional Medical Foundation  
Columbus State University  
Community Foundation of Greater Greenville, Inc.  
South Carolina Children's Theatre, Greenville County Library, The Children's Museum of the Upstate  
Congregation Dor Tamid  
Congregation Or Hadash  
Converse College  
Cooperative Baptist Fellowship

## **The Catskill Resort Museum**

The Catskill Resort Museum is designed to not only recall the glory days of the resort era, but also attempts to replicate elements of that bygone lifestyle.

Physically, the Museum's design refers to one of the great resorts, the Cliff House. The stone cliff walls of the first level will integrate daylighting strategies that harken back to the era. A waterfall and Plaza will grace the entrance and reinforce the Museum's sense of place. The second level of the facility opens onto a landscaped green roof and offers stunning vistas of the Catskills. Balconies and verandas on each side of the facility will allow patrons to relax and enjoy the view as they would have from a resort of the era.

The facility is comprised of approximately 42,000 square feet of interactive exhibit space, an auditorium, a lecture hall, and a Hall of Fame for the plethora of talent that performed the Catskill Resort circuit for decades. There is also a Gift Shop and a small Café that will overlook a private Garden.

The auditorium can seat upwards of 400 patrons; and is capable of hosting events outside of the normal Museum hours of operation, without compromising Museum security. The Museum envisions importing the same type of performances from New York and elsewhere that performed during the resort heyday. The Lecture Hall will host smaller events and will support the Museum with film screenings and visiting lecturers.

The interactive exhibit areas are woven into the space between the Lecture Hall and Auditorium, creating a synergy for the enjoyment of the entire Museum.

# Building the Economy through Culture

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CONSIDERATION OF CATSKILL RESORT MUSEUM FOR ELLENVILLE  
MILLION'S PLAN B FOR ECONOMIC DEVELOPMENT

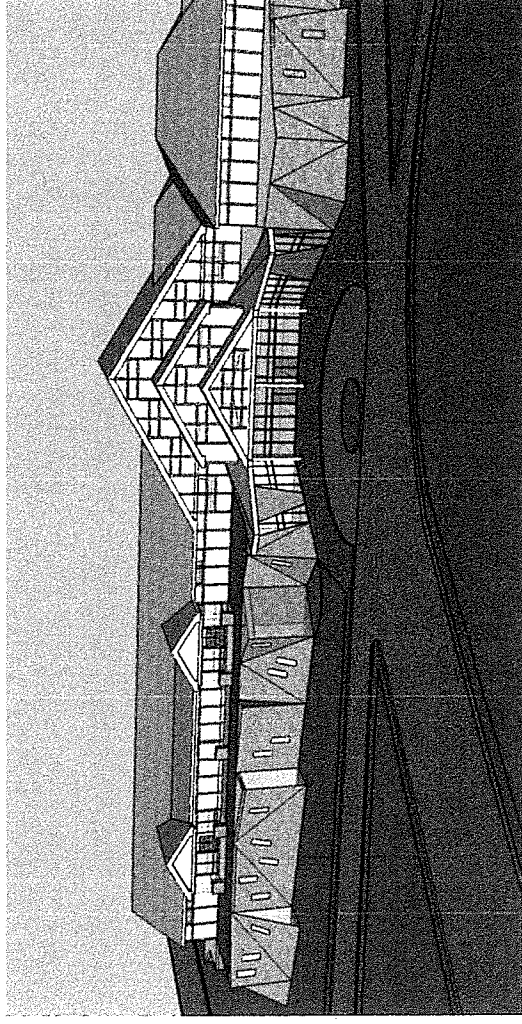


CATSKILLRESORT



# What is the Catskill Resort Museum?

- ▶ A 501©3 nonprofit organization dedicated to resurrecting the Catskill Resort era, preserve those memories, and spread awareness of its impact on 20<sup>th</sup> century American Culture
- ▶ Been in the works since 2010
- ▶ Proposed location: Still working out details! location TBD
- ▶ Estimate Cost of the Project: \$40 Million
- ▶ Institutional Advancement: Alexander Haas
- ▶ Anticipated Open Date: Spring 2020



CATSKILL RESC

# What is the Catskill Resort Museum?

## The Museum

- 42,300-square-foot museum designed to evoke the spirit of the grand resorts
- 6,400 sq. ft. auditorium for live performances
- 3,300 sq. ft. lecture hall for movies, seminars, & live performances
- 4,300 sq. ft. Hall of Fame
- 11,000 sq. ft. exhibit space on two floors
- 2,900 sq. ft. gift shop
- 5,000 sq. ft. office space on two floors

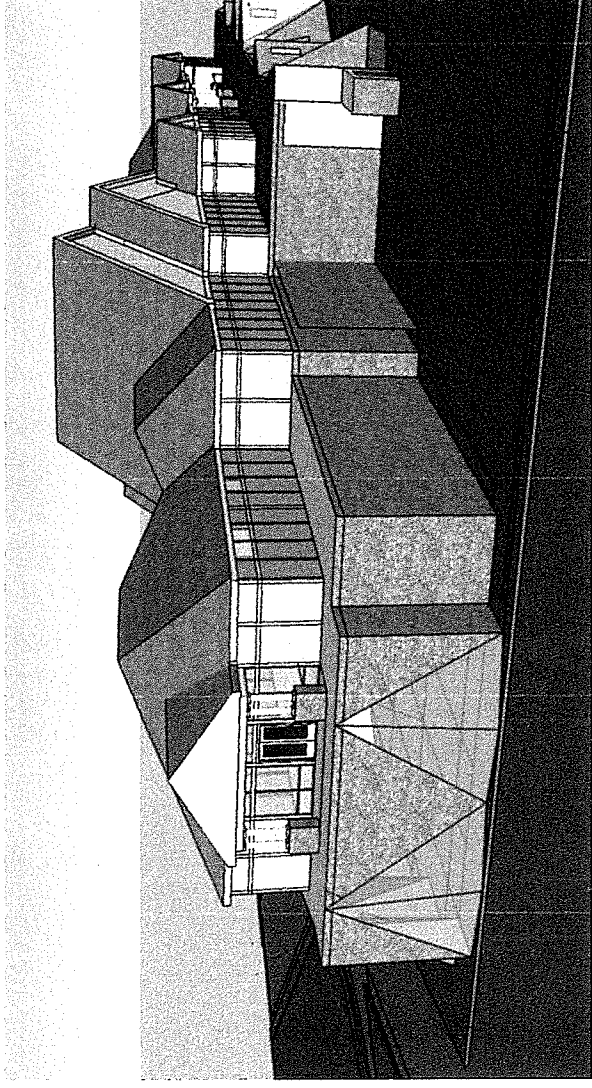


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# What is the Catskill Resort Museum?

## Museum Features

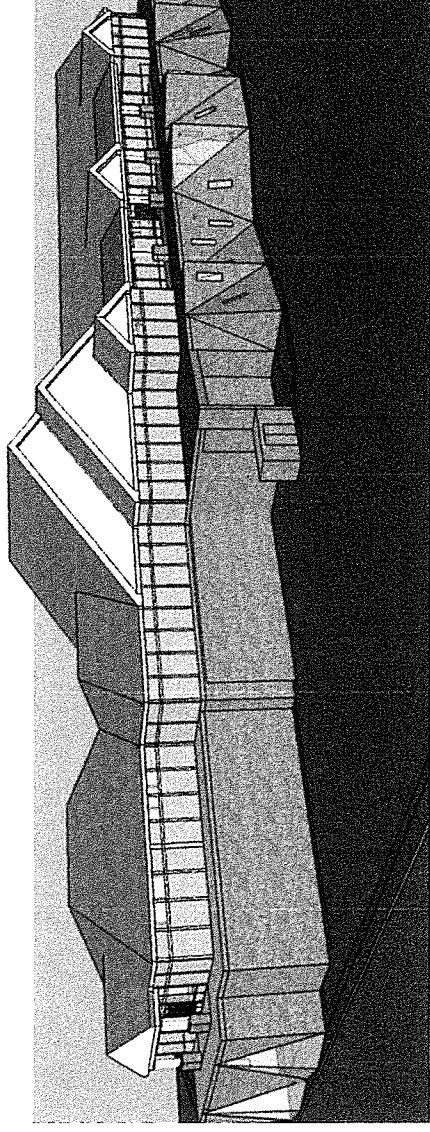
- Two-story lobby & exhibit area
- Second-story outdoor spaces & verandas
- Two-story waterfall
- Green, walkable roof
- Exhibits to include:
  - Interactive Kiosks
  - Films
  - Full-Scale Bungalow containing artifacts resembling peak time of Borsch Belt
  - Much More!



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# Economic Impact of Museums

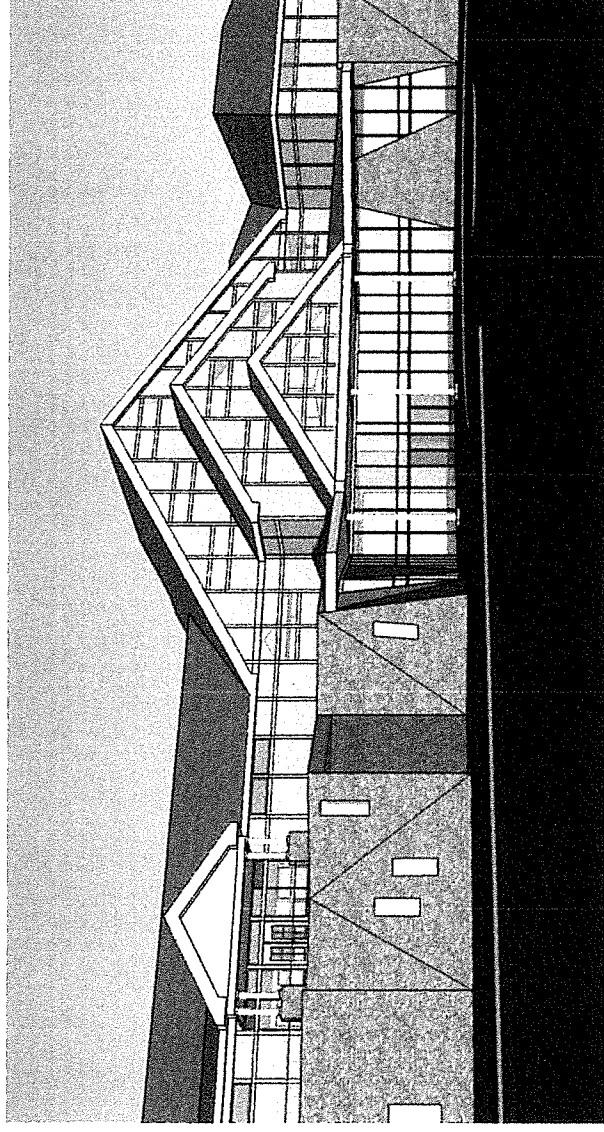
- Museums are JOB CREATORS
  - Employing 400,000
  - Contributing \$21 billion to the economy
  - Contribute billions more in job creation by attracting tourists, promoting economic development and making communities more desirable for employers
- Museums rank TOP 3 in family vacation destinations
  - Attracting more than 165 million tourists annually from around the world,
  - Bolstering large tourism industry in local communities



CATSKILL RESC

# Economic Impact of Museums

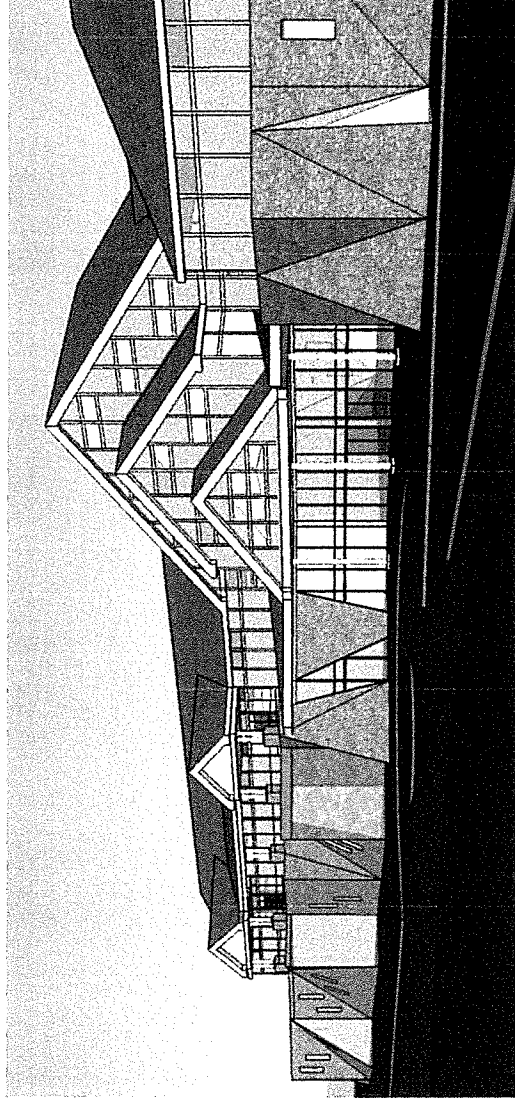
- **Museums = BIG TOURISM INDUSTRY**
- Cultural & heritage travelers spend 63% MORE than other leisure travelers
- Demographic of the cultural & heritage traveler is younger, wealthier, more educated and more technologically savvy when compared to those surveyed in 1996.
- Use a hotel, motel or B&B -- 62 percent vs. 55 percent
- Are more likely to spend \$1,000+/-: 19 percent vs. 12 percent
- Travel longer: 5.2 nights vs. 3.4 nights
- Will take 2 to 3 trips like this a year





# Economic Impact of Museums

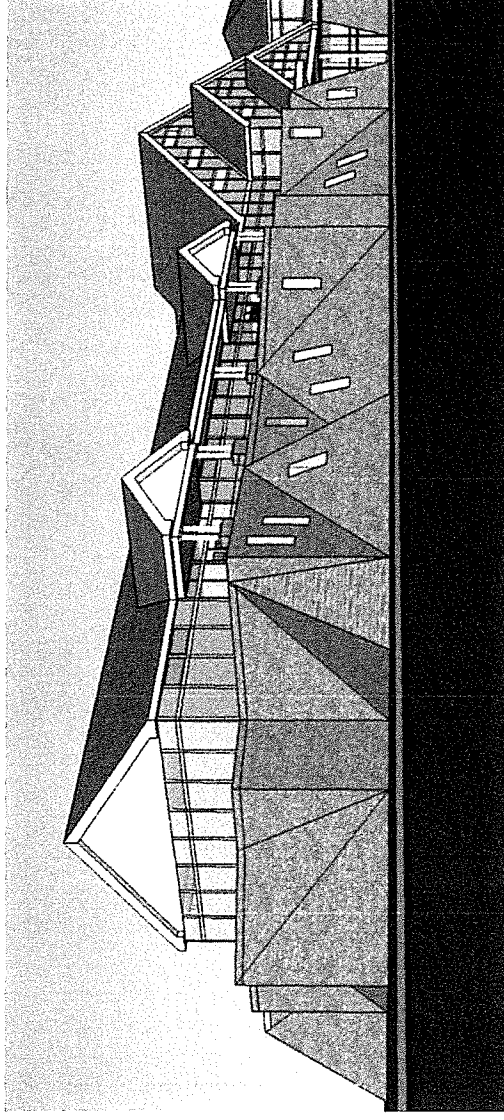
- Museums = TAX REVENUE
- The U.S. Bureau of Economic Analysis finds that arts & culture production constitute 3.2% of the nation's entire economy ~\$504 billion industry
- Gov'ts that support the arts see, on average, a ROI of more than \$7 in taxes for every \$1 that the gov't appropriates



# Where the Project Stands.

## ➤ Institutional Advancement

- Ft. Lauderdale Fundraising Event: Expected to Raise \$10k
- Need to raise \$40 million
  - Alexander Haas | one of the leading fundraising consulting firms in the nation
  - Successfully conducted counsel & fundraising campaigns for nearly 1,000 organizations
  - Campaign goals for these organizations have ranged from \$1 million to more than \$1 billion
- Proposal for Catskill Resort Museum to raise \$40 million is ~ \$125k
- Alexander Haas full proposal can be viewed at: [www.kkprnyc.com/catskillresortmuseum](http://www.kkprnyc.com/catskillresortmuseum)

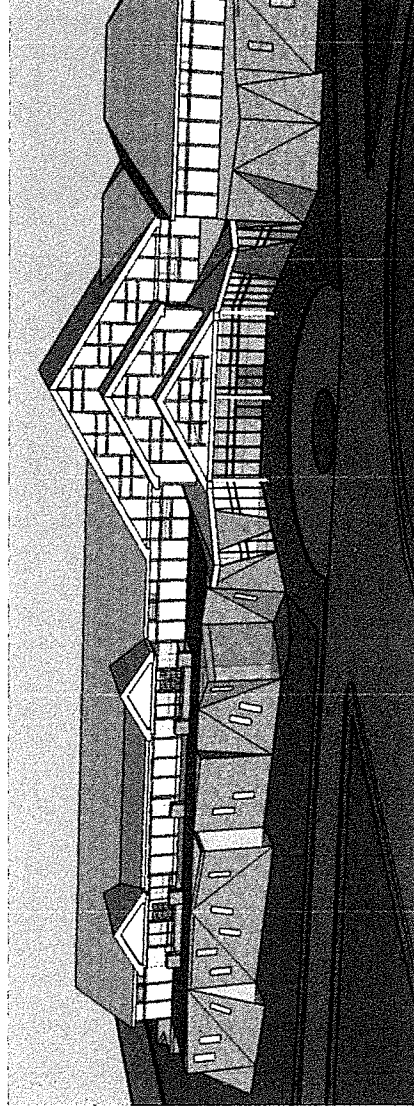


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# Our Ask...

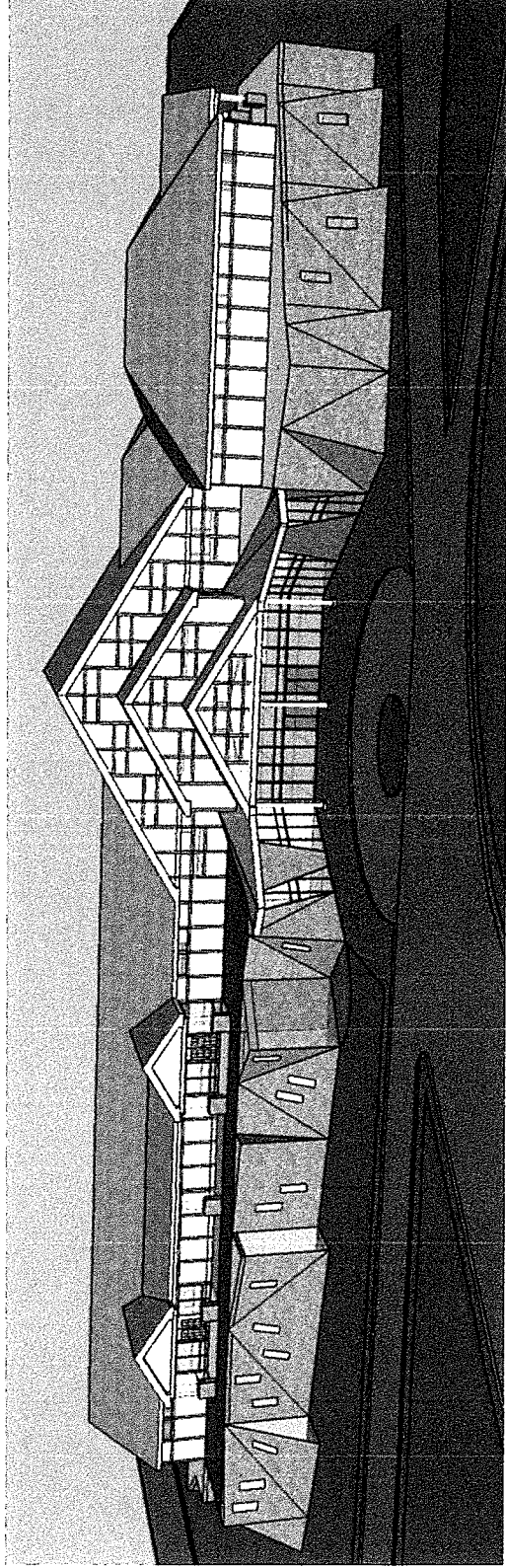
## Invest in Your Community

- Give community support
- Get Involved
- Advance the Catskill Resort Museum \$125k to get the fundraising it needs to build the community



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# Thank You for Your Consideration



Presentation Prepared by:  
KKPR Marketing & Public Relations



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