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# **2014 GWCCA Planning Retreat Day One**

**September 25 & 26,  
2014**



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# Welcome and Agenda Review



# Benefits

- **January 2013 Health Insurance**
- **2014 Legislative approval/change for Flex Benefits**
- **Flex Benefits include:**
  - **Dental**
  - **Life Insurance**
  - **Vision**
  - **ST/LT Disability**



# Resolution

THEREFORE, BE IT RESOLVED by the Board of Governors of the Geo. L. Smith II Georgia World Congress Center Authority that:

The Executive Director expressly is authorized to continue to evaluate available options for the Authority's withdrawal from the state flexible employee benefits plan and enrollment in another flexible employee benefits plan.

**Staff recommends approval.**



# Organizational Analysis

# Background

- Retreat 2013
  - NSP – site coordination, Legacy events, new management relationship
  - Savannah International Trade and Convention Center
  - Campus Visioning
  - Potential Hotel Development
- Convention, Sports and Leisure



# GEORGIA WORLD CONGRESS CENTER AUTHORITY PRESENTATION OF KEY FINDINGS & RESULTS

SEPTEMBER 25, 2014



GEORGIA WORLD CONGRESS CENTER

THE ROBERT BOBB  
GROUP<sup>3</sup>

VENUE  
solutions group

# Discussion Topics

- **Research Steps**
  - Staff and management interviews
  - Follow-up discussions
  - Data review
  - Case Studies
- **Key Project Findings**
- **Primary Recommendations**



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# Key Project Findings

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# GWCCA Organizational Structure Review – **Authority and Industry Changes**

- New Stadium
- Headquarter hotel planning
- Savannah International Trade & Convention Center
- College Football Hall of Fame
- Potential parking deck addition
- Campus master plan
- Industry-wide focus on revenue/events
- Enhanced competitive landscape

# GWCCA Organizational Structure Review – Existing Conditions

Facility	GWCCA	MCCA	Morial	ICCLOS	NRG Park	MPEA
City	Atlanta	Boston	New Orleans	Indianapolis	Houston	Chicago

Major Center Operations						
Sales						
Major Public Space						
Project Development						
Offsite Facility Management						
Police Department						

# GWCCA Organizational Structure Review – **Key Findings**

- Management addressing changing GWCCA portfolio
- Management responding to industry changes/opportunities
- Further clarity of roles for ED/COO would be beneficial
- Administrative department approach is consistent with other large authorities
- With distinct venues, various operational silos have long been in place

# GWCCA Organizational Structure Review – **Key Findings**

- Revenue generating initiatives reflect current experimentation in the industry, but need to be focused
- Event Development Team (Authority Presents) is an appropriate response to industry trends and organizational opportunities
- With changes taking place, the focus for the COP in terms of events and operational approach needs to be sharpened
- Logistics (traffic/parking) could benefit from enhanced coordination

# GWCCA Organizational Structure Review –

## Key Findings

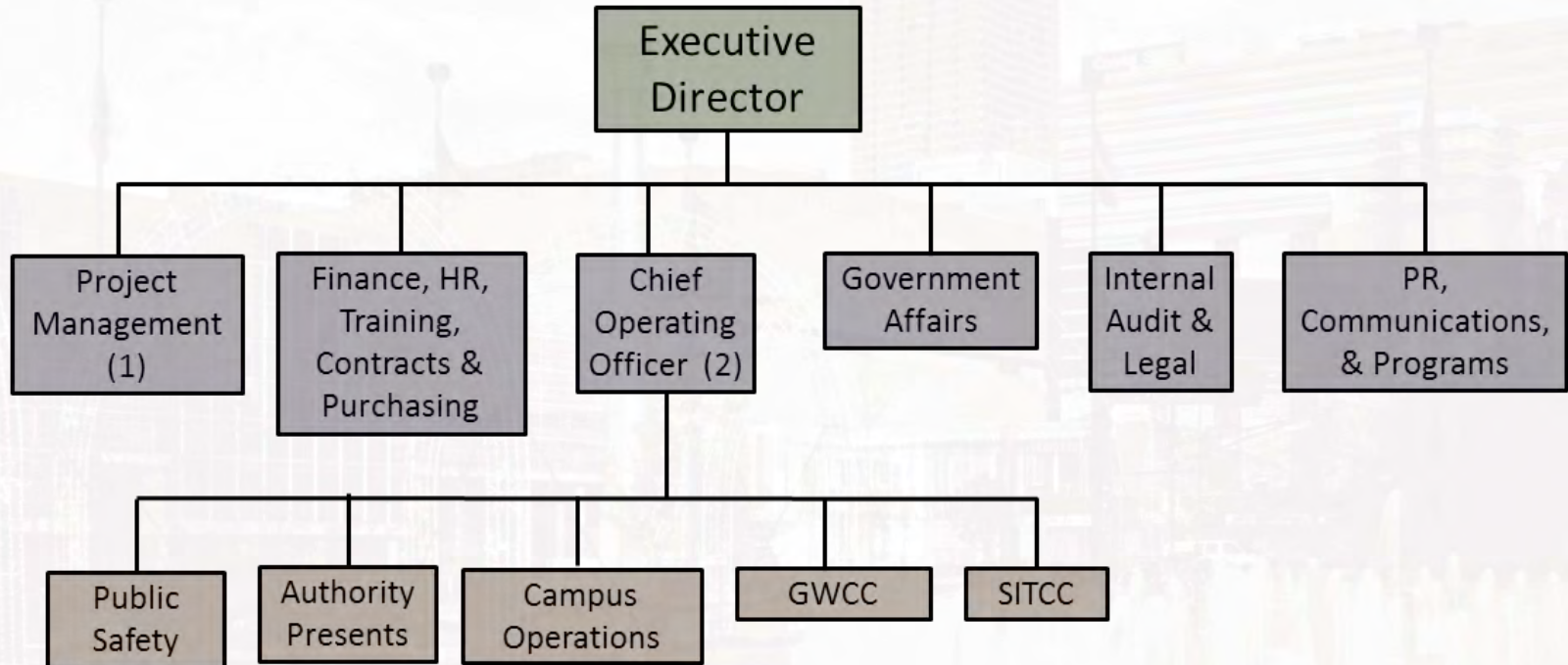
- Training efforts have ramped up, need for minor additions
- Compensation levels for entry level staff may need to be adjusted
- Minor staffing additions in the engineering, security and communications departments may be beneficial
- Further efforts to leverage economic impact message could be beneficial
- Dome decommissioning process appears to be going well

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# Primary Recommendations

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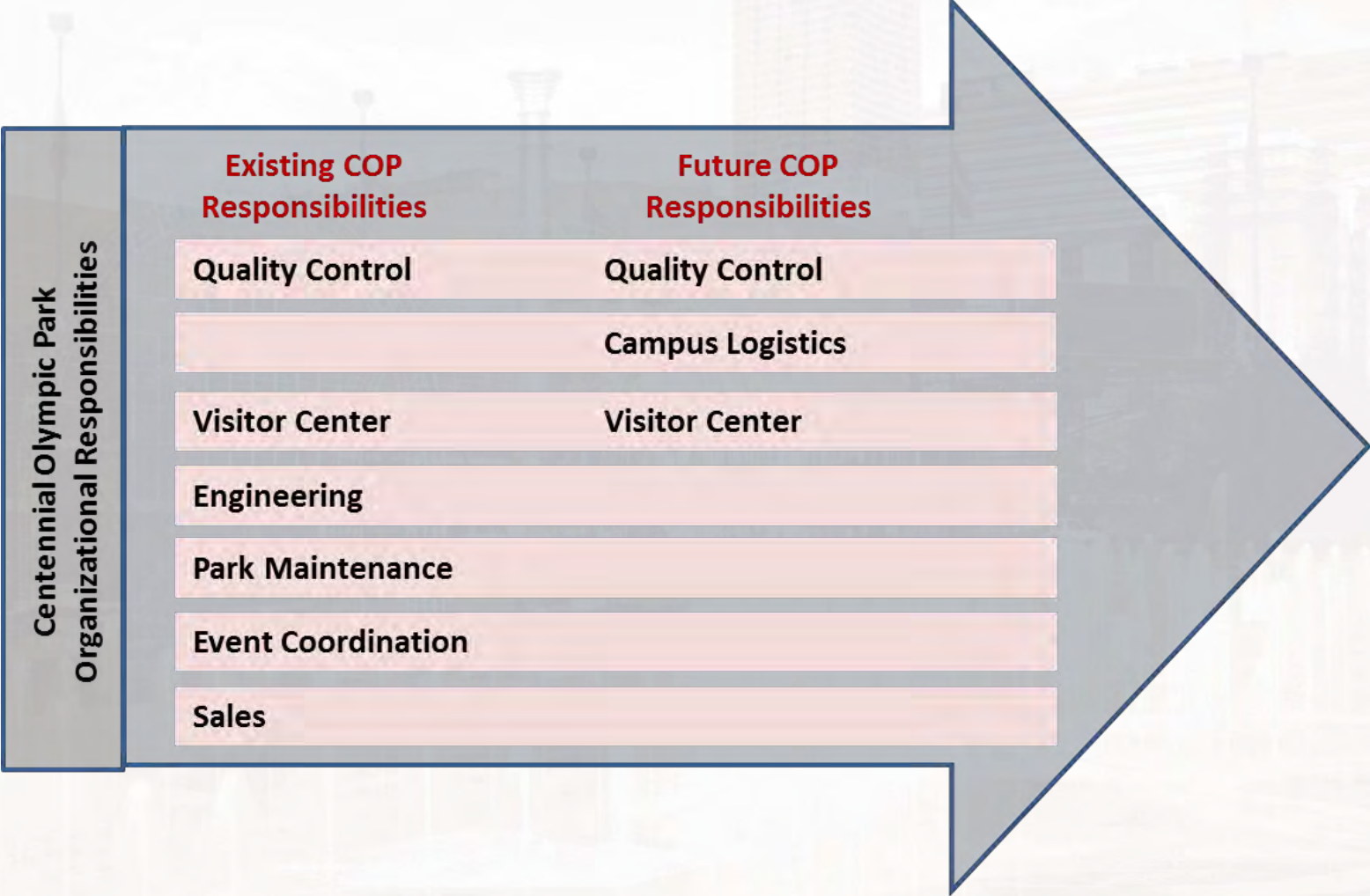
# GWCCA Organizational Structure Review – Primary Recommendations - Structure



- (1) This position could be contracted out to a private firm during periods of significant facility/hotel/campus development.
- (2) COO also handles various special projects assigned by Executive Director.



# GWCCA Organizational Structure Review – Primary Recommendations – COP/Grounds



# GWCCA Organizational Structure Review – **Primary Recommendations – COP/Grounds**

- Quality Control – directs staffing from Authority-wide departments (engineering, set-up, housekeeping, etc.)
- Campus Logistics & Safety – transportation logistics, working with local government, interaction with Public Safety and SCA administrator.
- Neighborhood Liaison – working with the Communications Director.
- Vendor Interaction – administer agreement with College Football H of F, parking; and manage visitor center.

# GWCCA Organizational Structure Review – Primary Recommendations – Revenue

- Existing efforts include advertising & sponsorship, new event development, and “yield management” initiative
- Refining the booking and discounting policy is important, and should consider:
  - Event production costs
  - Room night/tax generation
  - National exposure
  - Multi-year contract
  - Historical occupancy during dates

# GWCCA Organizational Structure Review – Primary Recommendations – Revenue

- Multiple departments/individuals have revenue responsibility
- Other large authorities are developing coordinated approaches to revenue maximization
- A two-phased approach should be considered for the GWCCA

# GWCCA Organizational Structure Review – Primary Recommendations – Revenue

- Phase 1

GWCC AGM develops a set of strategies, needed resources, policies, etc. for a department focused on revenue generation.

# GWCCA Organizational Structure Review – Primary Recommendations – Revenue



# GWCCA Organizational Structure Review – Primary Recommendations – Revenue

- Phase 1  
GWCC AGM develops a set of strategies, needed resources, policies, etc. for a department focused on revenue generation.
- Phase 2  
The appropriate organizational reporting approach is developed and implemented.
- Options for reporting include AGM, GWCC GM, Deputy Director or Director.

# GWCCA Organizational Structure Review – Primary Recommendations – Event Development

- With campus-wide focus, department reports to Deputy Director
- Pursue a diversity of events:
  - New conventions & tradeshow
  - Leverage GWCC event use in the park
  - Consumer events
  - Self-contained COP events (corporate, non-profit, community)
  - Entertainment events (small music/festivals to large stadium events)



# GWCCA Organizational Structure Review – Primary Recommendations – Event Development

- Develop clear set of controls on event financial risk
- Follow a mission:

*The Mission of the EDT is to attract events and functions to the GWCCA campus that support the organizational goal of generating economic impact, and that serve to activate all venues and space on campus with a diverse set of events, all while limiting Authority risk and generating departmental profit.*

# GWCCA Organizational Structure Review – **Primary Recommendations – Public Safety**

- Maintain existing uniformed police and security staff (through security manager) reporting line to Director of Public Safety
- One hub for scheduling
- Continue to work on event related communications between security and end users (GWCC, COP)
- Move greeters to GWCC Event Services

# GWCCA Organizational Structure Review – Primary Recommendations – Other Areas

- Enhance consistency and flexibility of purchasing process
- Minor staffing increases in engineering, full time security and communications
- Develop a brief, defensible set of Authority accomplishments
- Auditor to take a “deeper dive” into operational data for Authority contractors
- Consider long term provision of technology services
- Provide an operations budget for the sustainability department

# GEORGIA WORLD CONGRESS CENTER AUTHORITY PRESENTATION OF KEY FINDINGS & RESULTS

SEPTEMBER 25, 2014



GEORGIA WORLD CONGRESS CENTER

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# Next Steps

- Identify tasks and teams
- Develop schedule
- Implement plan





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# Georgia Dome Decommissioning



Or, what needs to happen  
over the next 887-1,009 days!

887 - March 1, 2017 – NSP opens

1,009 - June 30, 2017 – Expiration of  
multiple existing agreements and  
financial close out of the books

# Key Considerations

- Personnel
- Legacy Events transition
- Physical Assets/ Salvage Operations
- Final Year Operations
- Legal/ Financial
- Final Year Celebration





# Personnel

- Agreement provides for preferential hiring of existing Dome employees
- Multiple meetings with Stadco HR, GM and EVP/CMO regarding process/timing for selection of existing Dome staff
- Anticipate Stadco/ AMB S&E to hire 65-75 FT positions from Dome



# Personnel - continued

- Multiple internal meetings this summer with Dome staff to talk process/ timing/ available career paths
- To best prepare staff for desired paths, HR team has scheduled in October:
  - Training for interviewing skills
  - Resume writing training
  - Career Coaching
  - Retirement seminars (Group/ Individual)



# Personnel - continued

- Anticipate Stadco presentation to Dome staff in Oct (NSP org structure), December interviews and January 2015 conditional job offers
  - Background/ drug screen at conditional offer and again at time of start date
  - Successful performance in interim period



# Personnel - continued

- Total Budgeted positions: 133
- Based on discussions with current staff, their desired path breaks down as follows:
  - NSP – 40
  - GWCCA – 28
  - Retirements – 8
  - Undecided -15 / Vacancies - 14
  - Other – 6
  - \*Post 10.1.14 hires - 22 (14 - NSP/ 8 - ?)



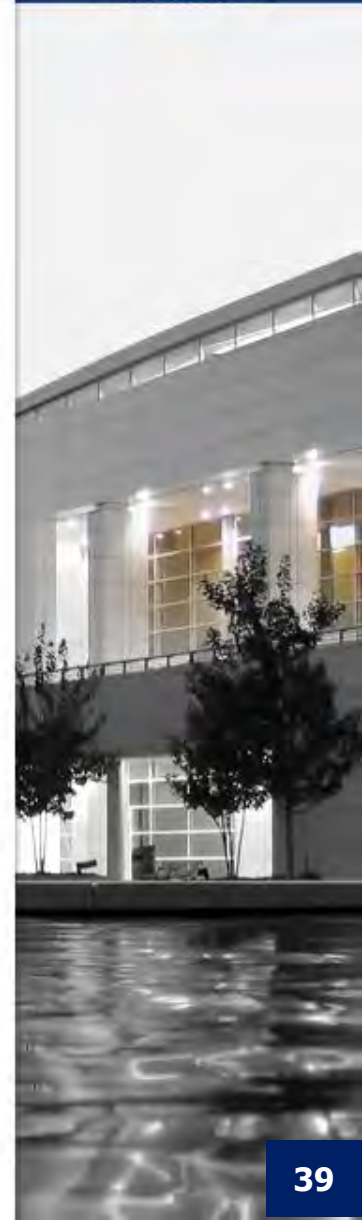
# Personnel – continued

- Timeline for hitting targeted goals:
  - Sept 15, 2014 – 119 FT
  - June 30, 2015 – 87 FT
    - (18 attrition & 14 GWCC transfer)
  - June 30, 2016 – 48 FT
    - (18 attrition, 14 GWCC transfer, 8 retirement)
  - *Allows flex for attrition, undecided and post Oct 1, 2013 hires*
  - Confident of process – monthly monitoring/ GWCC vacancies



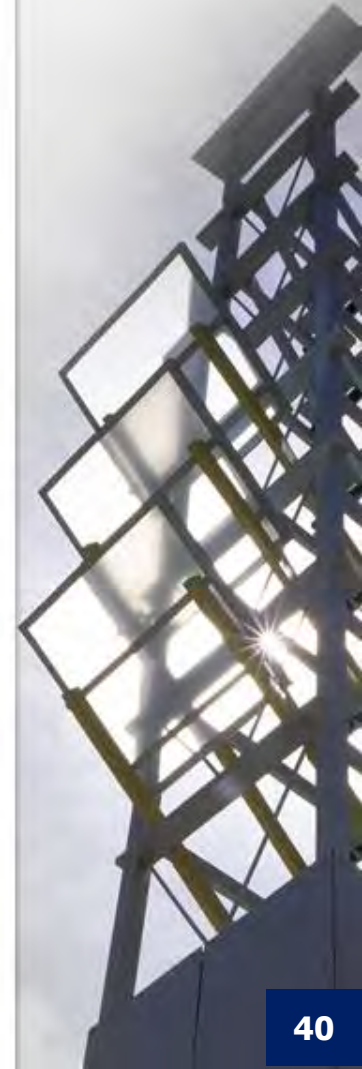
# Legacy Events

- By agreement, 15 current annual Dome events are designated as Legacy Events
  - “...Legacy Events will move to the NSP as soon as reasonably practical after the Substantial Completion Date.”
- As of today, 50% of these are in various stages of discussion with Stadco

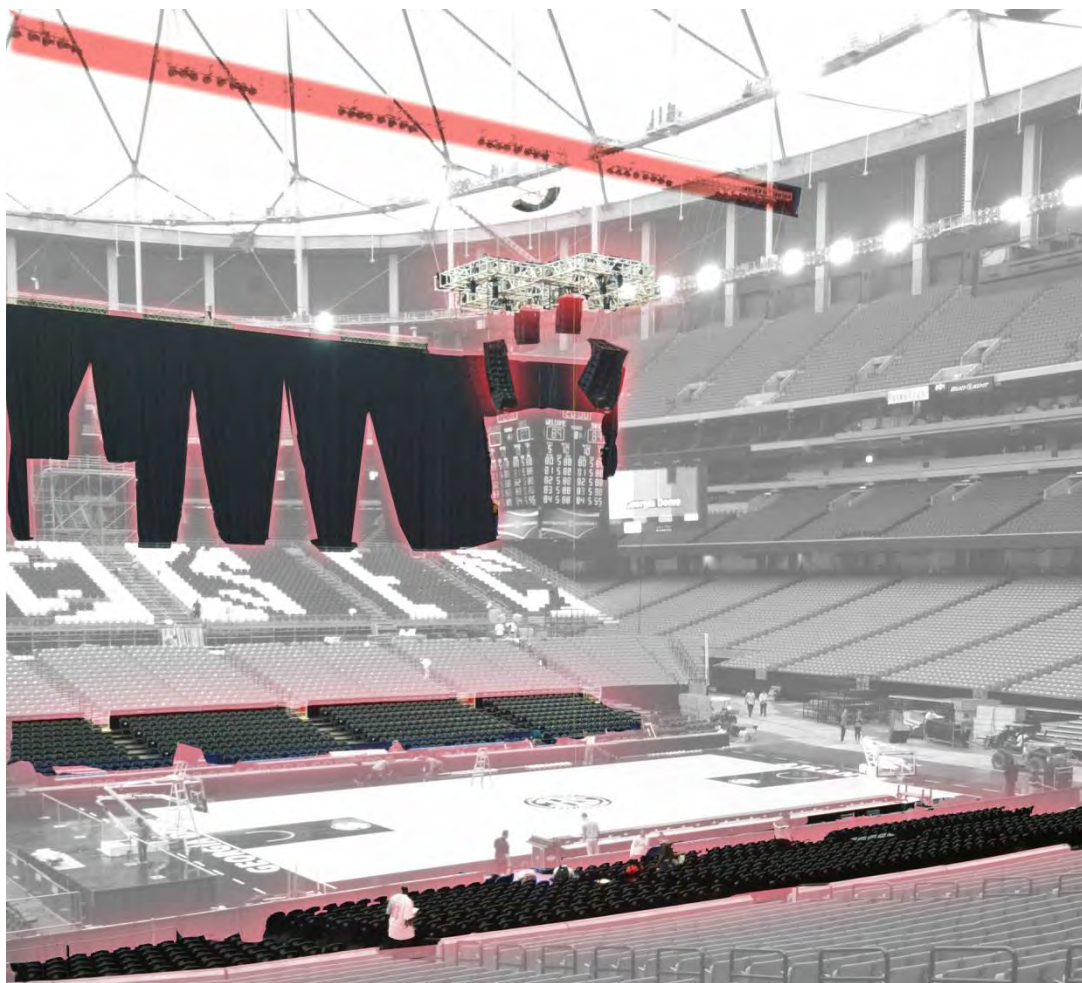


# Physical Assets/ Salvage Operations

- GWCCA has the right to any Dome asset if reused by the Authority within 12 months of Dome closing
- Can save GWCCA significant dollars in future equipment expense and create additional revenue generating sources
- Over next 18 months, we'll determine what to keep and where we'll keep it
- Process to occur during final year Ops



# Physical Assets/ Salvage Operations - continued





# Final Year of Operations

- Preliminary discussions w/ Stadco regarding solutions for final year ops
- Our desire – hire Stadco under a mgmt agreement to operate the Dome
- In this scenario, conceptually the remaining FT staff would become Stadco employees on 7.1.2016
- Business Terms, Quality Operating Standards and detailed Legal review
- GWCCA staff assigned for coordination



# Legal/ Financial

- Finalize arrangement/ agreement for final year of Operations
- Close out of all existing/ applicable agreements
  - Event License Agreements
  - Premium Seating & Sponsorship Agreements
  - Vendor Agreements
- Close out of books



# Final Year Celebration

- A comprehensive, integrated communications plan with the Falcons to celebrate:
  - 25 Seasons of Falcons Football
  - Celebrate the Long Time (Legacy) Events
  - Document History of Dome Events
  - World Records set in the Dome
  - History of Economic Benefits to State/ City
  - Finishing Strong/ Going Out on Top



# Summary – Key Dates & Next Steps

- Personnel – on-going – target July 1, 2016 by desired paths (NSP, GWCC etc)
- Legacy Events – on-going process
- Salvage of Assets – next 18 months
- Legal/ Financial – on-going process
- Develop Final Year Celebration and Communications Plans – TBD over next 12 – 18 months





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**Questions?**

# Potential Hotel Development Update

Presentation to the GWCCA Board of Governors  
September 25, 2014

1. Project History
  - Meeting Planner Survey Results
  - Impact on GWCC Financial Performance
  - Project Development Costs
  - IRR and Gap Analysis
2. Developer Tools and Economic Impact
3. Master Plan Process
4. Next Steps

## Fall 2013

- Three firms engaged to study the market and financial appeal of Hotel development on the GWCC Campus.
- Findings indicated that additional analyses were warranted.
- Results of these additional analyses are why we are here today.



## Results reinforced the initial findings that:

- The proposed Hotel would be well received by the majority of the existing users of the GWCC.
- The Hotel would improve downtown Atlanta as a convention destination - an important consideration as other competitive cities, such as Nashville and Dallas, have made significant infrastructure improvements in recent years.

# Impact on GWCC

## Financial Performance

**Rep-Year Estimates of Incremental Revenue, Expenses, and Profit at the GWCC  
Assuming Construction of an 800-room Convention Hotel (in 2014 \$)**

<i>Total Induced Demand (PKF estimate)</i>		160,000
<i>Induced group demand (PKF estimate)</i>		145,000
<i>% of induced group demand attending GWCC Trade Shows and Conventions</i>	x	<u>100%</u>
<i>Induced group demand attending GWCC Trade Shows and Conventions</i>		145,000
<i>Multiple occupancy factor (# of attendees per guest room)</i>	x	1.6
<i>Average length of stay (nights)</i>	/	<u>2</u>
<b><i>Induced Trade Show and Convention Attendees</i></b>	=	<b>116,000</b>
<i>Est. Average Revenue per Trade Show/Convention Attendee<sup>1</sup></i>	x \$	<u>25.64</u>
<i>Total Average incremental revenue</i>	=	<b>\$ 2,974,240</b>
<i>Incremental costs as a percentage of Revenue<sup>2</sup></i>	x	<u>45%</u>
<i>Total Incremental Costs (\$)</i>	=	<b>\$ 1,338,408</b>
<b><i>Net incremental income</i></b>	=	<b><u>\$ 1,635,832</u></b>

<sup>1</sup> Average revenue per trade show attendee was determined econometrically from historical income statements

<sup>2</sup> Incremental costs as a percentage of revenue per trade show attendee was determined econometrically from historical income statements

### Conclusions

- We project that the new Hotel will generate an additional 116,000 trade show and convention attendees at the GWCC in a typical year.
- We project an increase in GWCC revenues (because of the new Hotel) of approximately \$2.974 million (in current year dollars) in a typical year, which results in an increase in annual net income of \$1.636 million.

## Two Scenarios Considered:

1. Private Development:
  - GWCCA leases site for a nominal amount.
  - Parking provided by GWCC.
  - Access and Use agreement established.
  
2. Public Development:
  - Hotel 100% publicly owned.
  - Constructed by contractor engaged by GWCCA.
  - Professionally managed by hotel operator.

### Two Scenarios Summary:

1. Private Development
  - Total Development Cost: \$207 million
2. Public Development
  - Total Development Cost: \$245 million

Variance primarily due to higher capitalized interest and debt service reserve funds for public financing scenario.

### IRR Analysis:

- Typical private investor requires a leveraged IRR in excess of 20% for a new construction full-service hotel development.
- Assuming current market financing assumptions for the Private Development Scenario the leveraged IRR on a total equity contribution of \$93.2 million is 10.9%.

### **Economic Gap Analysis:**

- Approximately \$50 million, reducing the private equity requirement to \$43 million, would be necessary to achieve a leveraged IRR of 20%.
- Equity participation or incentives from a brand/management company can increase IRR or lower risk, some examples include Key money, reduced fees prior to stabilization and management performance guarantees (reduces operating risk).

### **Economic Gap Analysis:**

- 1. Georgia Tourism Development Act**
- 2. Property/Ad Valorem Tax Benefits**
- 3. State sales and use tax exemption on construction materials**



## Economic Gap Analysis:

### 1. Georgia Tourism Development Act

- Act defines “tourism attraction” to include “convention hotel and Conference Center”
- Rebate of State Sales Tax up to 2.5% of projects approved development costs – 10 years
- Requires approval
- Qualifications:
  - Tourist attraction and costs over \$1 million
  - Significant & positive economic impact to State
  - May not adversely affect existing employment
  - Will open to public at least 100 days per year
  - Attract at least 25% of visitors from out of State
  - If a lease, must be for a term of at least 30 years

## Economic Gap Analysis:

### 2. Property/Ad Valorem Tax Benefits

Based on structure of agreement:

**License:** Would eliminate Property tax to developer is estimated at \$1.7-2.5 million/year.

**Lease:** Requires Legislative committee approval  
Possible reduction of property tax

### Economic Gap Analysis:

#### 3. State sales and use tax exemption on construction materials

- Available for competitive Projects of Regional Significance
- Potential 4% of construction material cost
- Recently extended through June 2016

## Study performed by:

**Ken Heaghney**  
State Fiscal Economist  
Fiscal Research Center  
Andrew Young School of Policy Studies  
Georgia State University

## Findings:

The construction phase economic impact is estimated to be as follows:

- Total economic output increase of \$339.4 million;
- \$137.2 million in additional labor income;
- 2,781 in added jobs;
- \$8.3 million in additional state tax revenue;
- \$3.2 million in additional sales tax revenues for local governments.

These are one time benefits that persist during the construction phase.

## Findings (continued):

The annual economic impact once the Hotel becomes operational is estimated to be as follows:

- Total economic output increase of \$155.4 million;
- \$57.5 million in additional labor income;
- 1,676 in added jobs;
- \$4.3 million in additional state tax revenue;
- \$2.7 million in additional sales tax revenues for local governments;
- \$1.6 million in additional hotel/motel tax revenues for local governments;



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# Georgia Dome Site Study

9/30/2014

360 ARCHITECTURE

# GEORGIA DOME SITE STUDY

SEPTEMBER 18, 2014





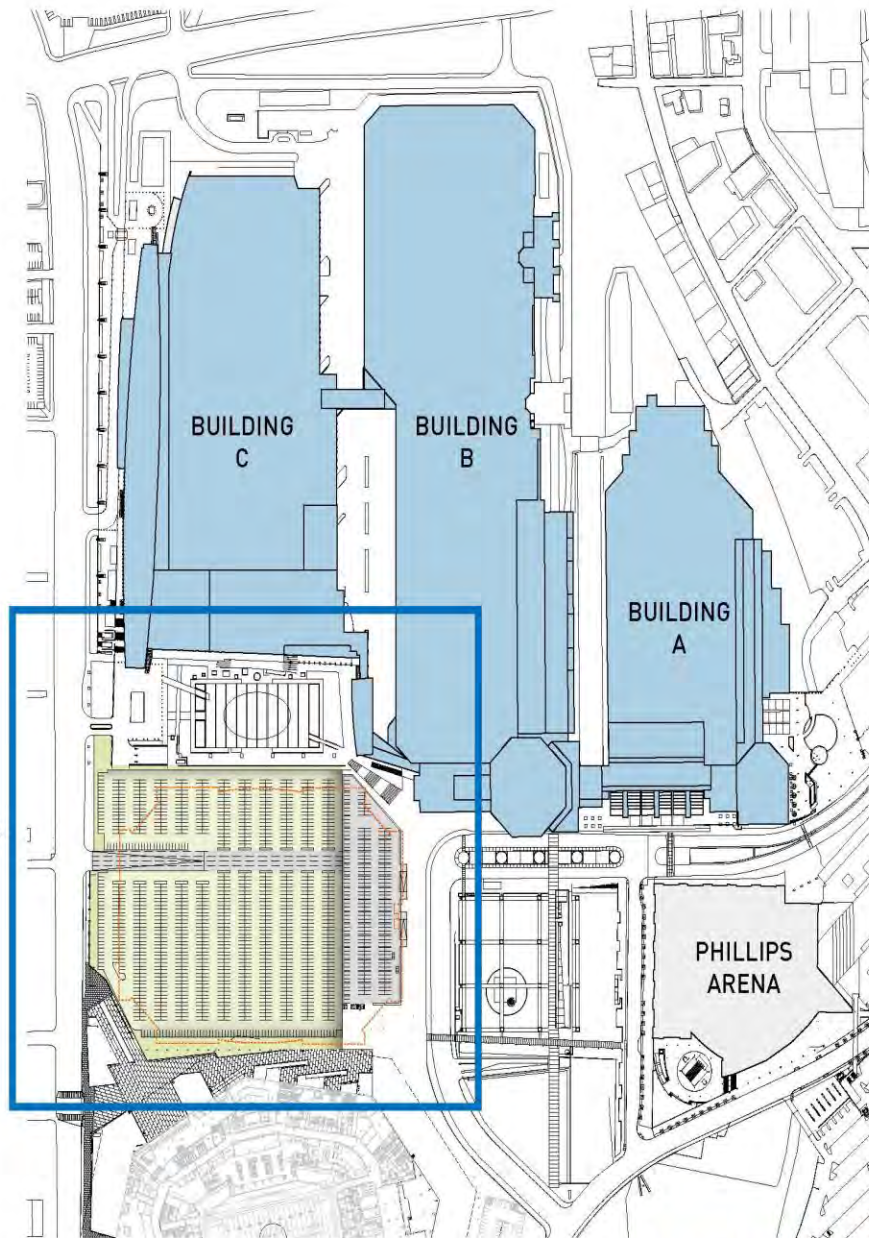


# **GWCCA CAMPUS MASTERPLAN**

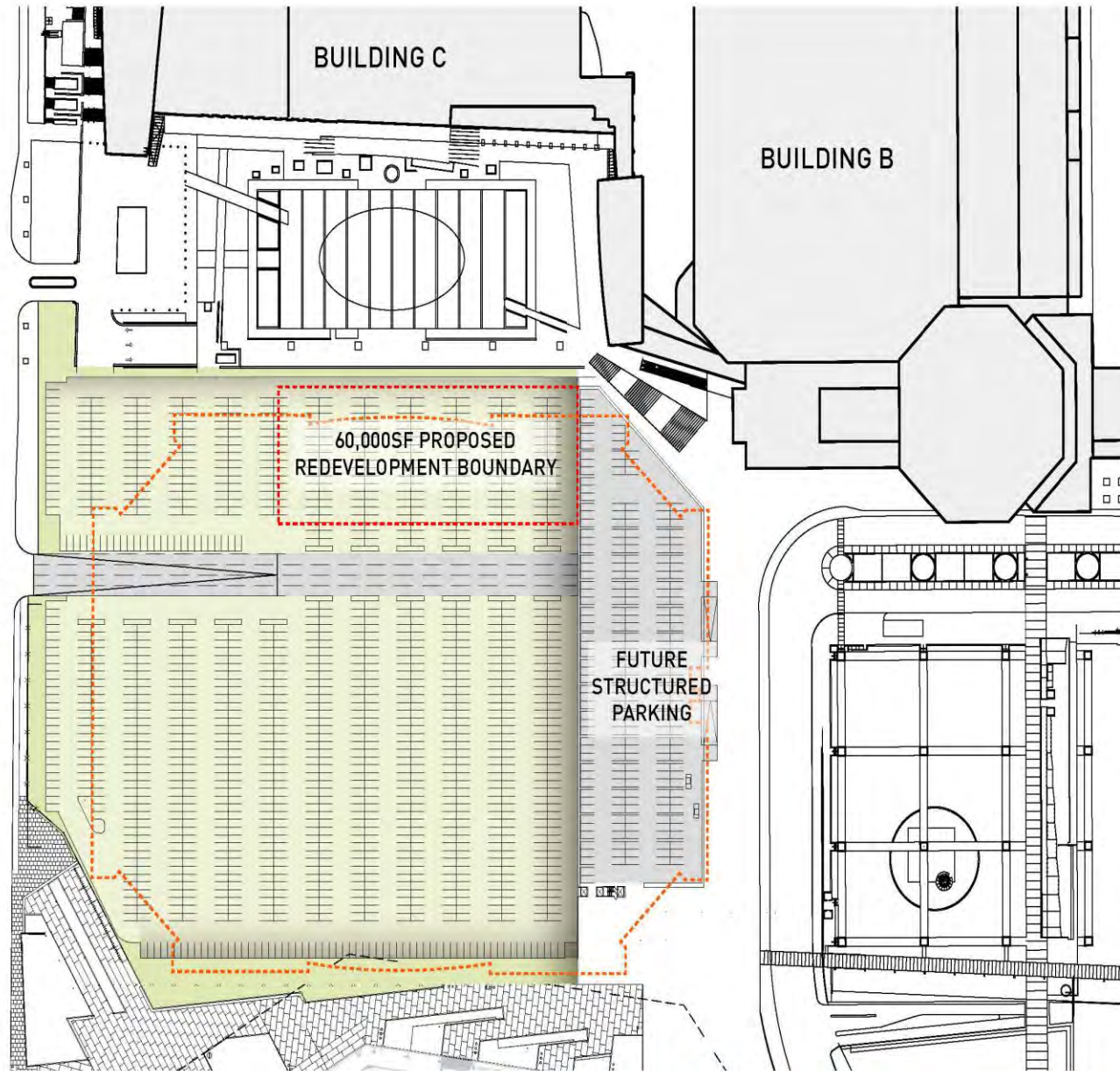
AUGUST 26, 2014

MEETINGS 3+4

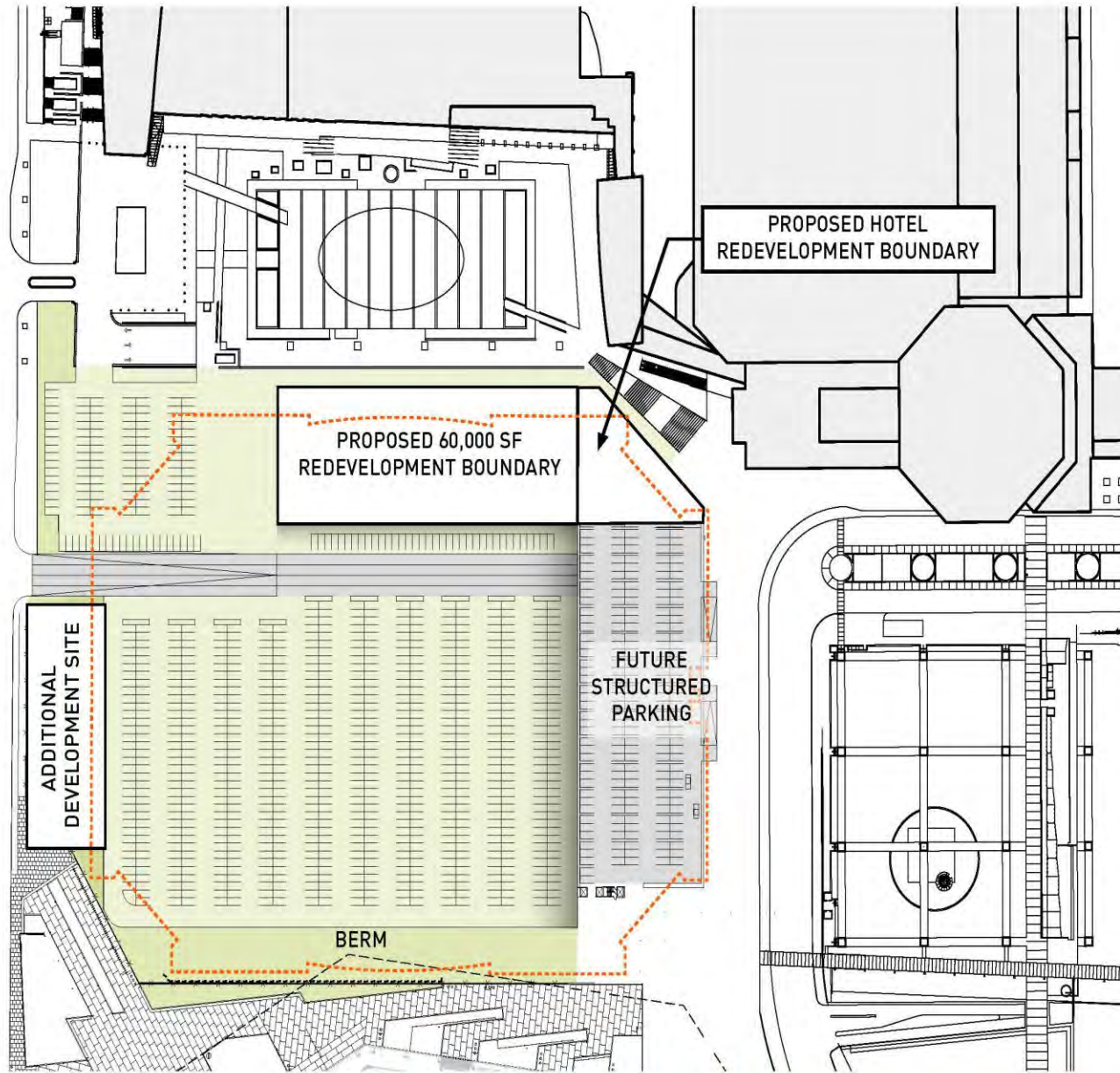
GEORGIA DOME SITE  
ENLARGED PLAN

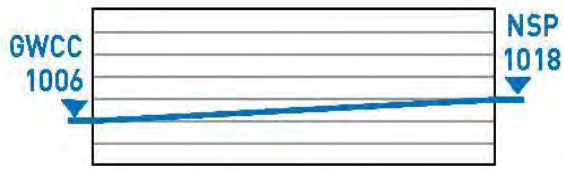


NORTHSIDE DR.

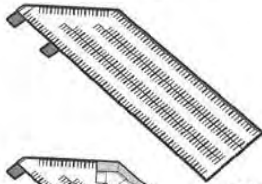


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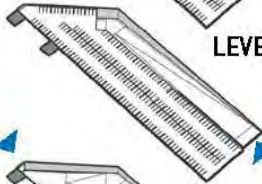




GARAGE SECTION



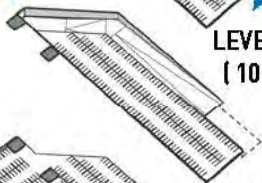
LEVEL 5-7



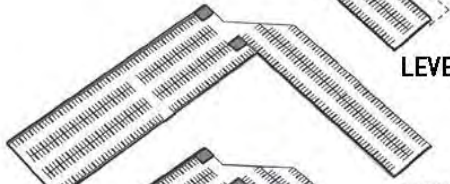
GWCC L2

NSP

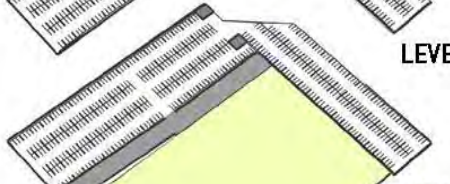
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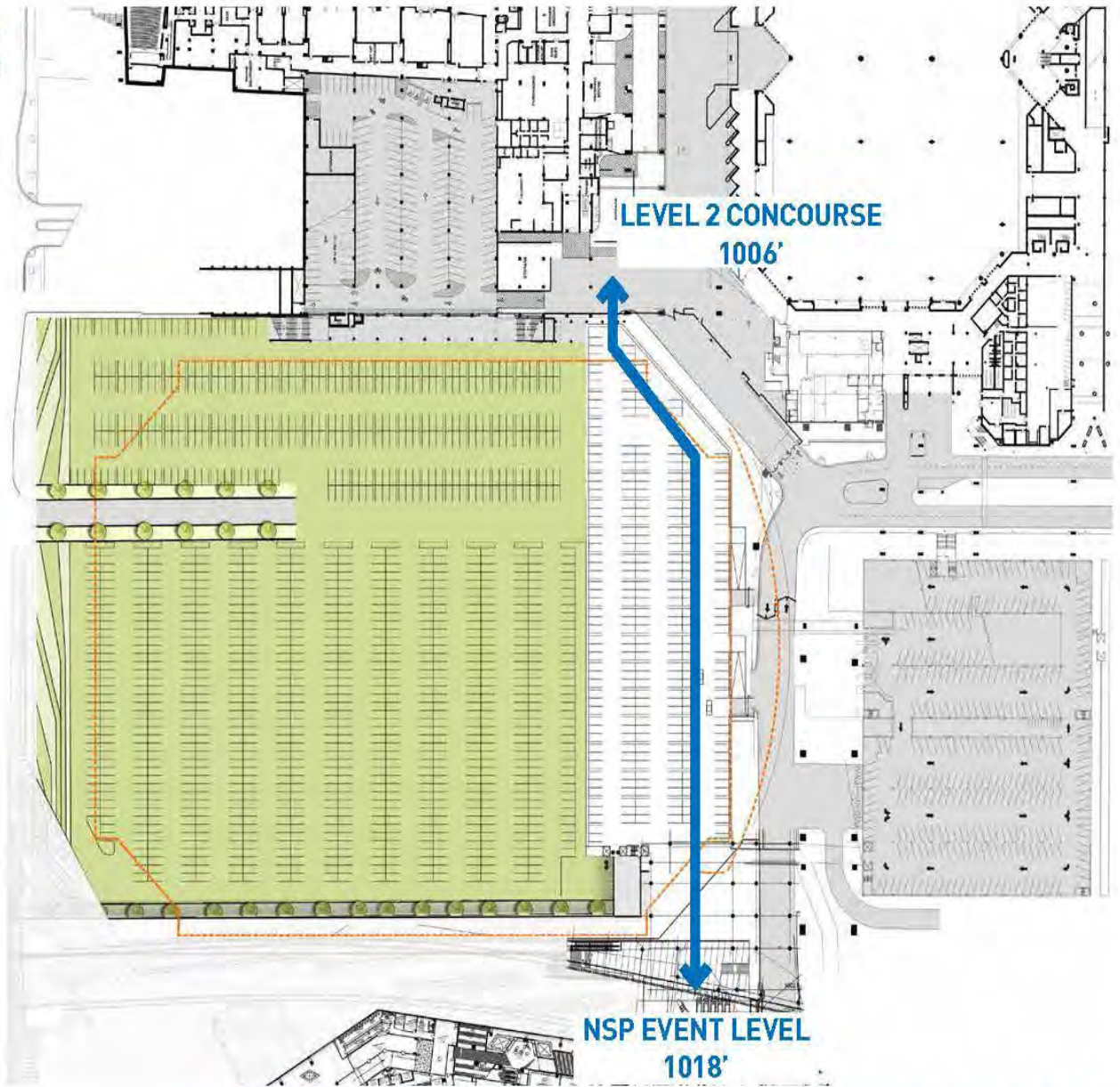
LEVEL 3



LEVEL 2



LEVEL 1  
(986')



**PROPOSED GWCC/NSP CONNECTOR // 22**

A blurred, grayscale image of a city skyline with several tall buildings and a street in the foreground. The image is out of focus, creating a bokeh effect.

# PROJECT PROGRAM DEFINITION

AUGUST 26, 2014

MEETINGS 3+4

HOTEL		
FUNCTION		NET AREA (SF)
<b>GUESTROOMS</b>		<b>297,500</b>
<b>BANQUET/MEETING SPACE</b>		<b>60,000</b>
<b>LOBBY</b>		<b>10,000</b>
<b>DINNING</b>	3 MEAL RESTAURANT - 350 SEATS * APPROX. 28SF	10,000
	2 MEAL RESTAURANT - 150 SEATS * APPROX. 28SF	4,500
	LOUNGE/BAR - 125 SEATS * APPROX. 28SF	3,500
	COFFEE BAR - 90 SEATS * APPROX. 22SF	2,000
	<b>TOTAL</b>	<b>20,000</b>
<b>GUEST AMENITIES</b>	RETAIL AREA	1,000
	KITCHEN	4,000
	POOL	6,000
	SPA	5,400
	BUSINESS CENTER	300
	FITNESS CENTER	700
	<b>TOTAL</b>	<b>17,400</b>

# HOTEL

FUNCTION		NET AREA (SF)	
BACK OF HOUSE	KITCHEN	MAIN PREP KITCHEN	13,400
		SATELLITE KITCHENS	5,900
		BANQUET KITCHEN	8,200
		<b>TOTAL</b>	<b>27,500</b>
	LAUNDRY	MAIN LAUNDRY AND VALET	4,500
		LAUNDRY MANAGERS OFFICE	100
		GUEST AMENITIES STORAGE	900
		<b>TOTAL</b>	<b>5,500</b>
	HOUSEKEEPING	TOTAL HOSEKEEPING DEPARTMENT	12,000
		EXECTIVE HOUSEKEEPER OFFICE	200
		ASST. EXEC. HOUSEKEEPER OFFICE	100
		OFFICE CORDINATOR	100
		LINEN STORAGE	1,700
		UNIFORM STORAGE AND ISSUE	900
		LOST & FOUND AND LUGGAGE STORAGE	500
		<b>TOTAL</b>	<b>15,500</b>
	ENGINEERING		<b>3,500</b>
	EMPLOYEE FACILITIES	EMPLOYEE CAFETERIA	600
		LOCKER ROOMS	3,900
		<b>TOTAL</b>	<b>4,500</b>



# HOTEL

FUNCTION			NET AREA (SF)
BACK OF HOUSE	STORAGE	BEVERAGE STOREROOM	1,700
		FOOD STORAGE	2,600
		BOXED LINEN STORAGE	2,600
		BULK STORAGE	3,400
		BOXED GLASS, CHINA, SILVER	900
		CARPET, FABRIC, FURNITURE, & WALLPAPER	2,600
		<b>TOTAL</b>	<b>13,800</b>
		MECHANICAL	<b>6,900</b>
	<b>TOTAL</b>	<b>77,200</b>	

## ADDITIONAL DEVELOPMENT SITE

FUNCTION	NET AREA
TBD	<b>100,000SF</b>

## OUTDOOR ACTIVITY ZONES

FUNCTION	NET AREA
ACTIVITY ZONES - 4	

## PARKING

FUNCTION	NET AREA
FUTURE STRUCTURED PARKING	
GAME-DAY SURFACE PARKING (GRASS)	



# CONCEPT DEVELOPMENT

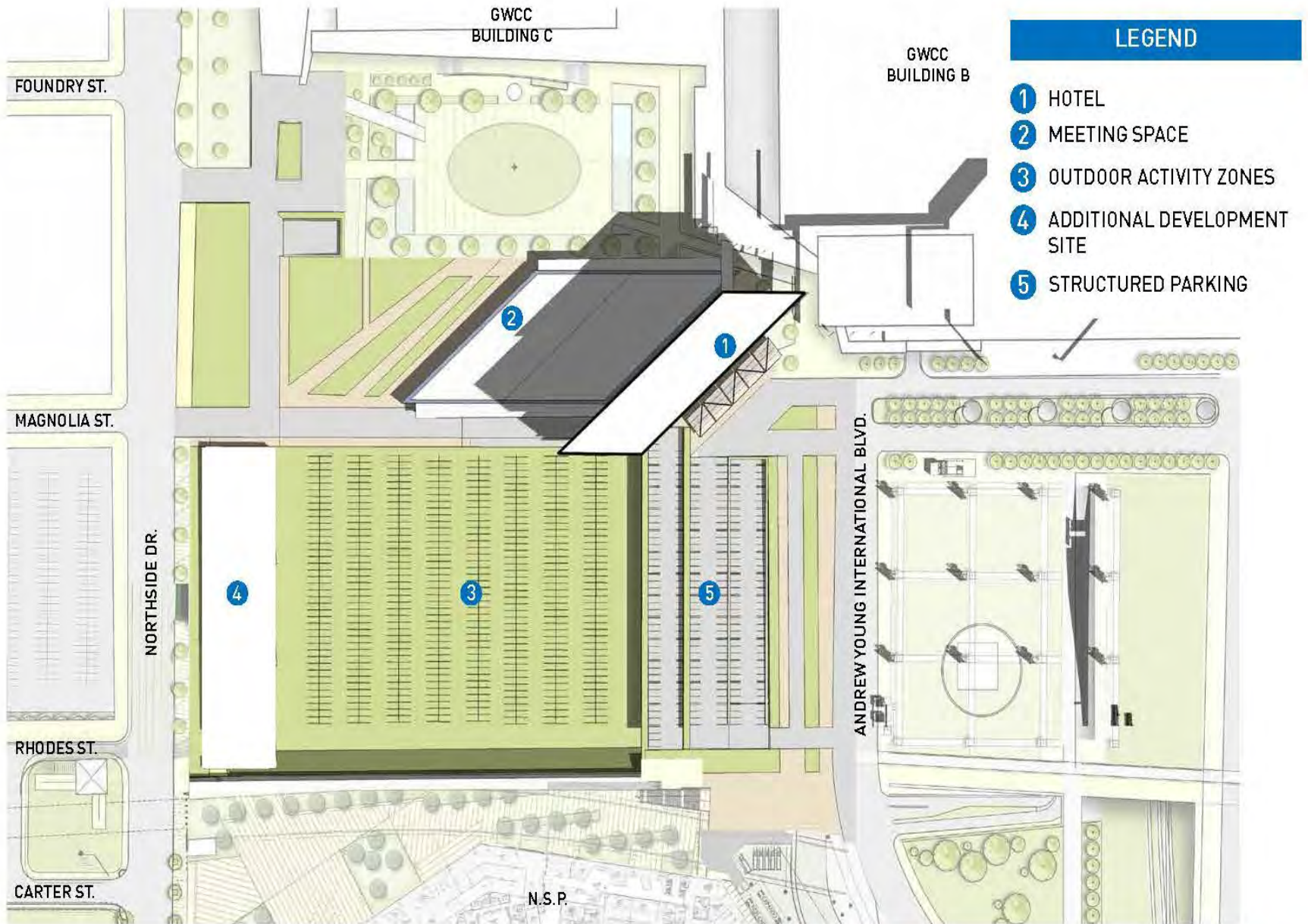
AUGUST 26, 2014

MEETINGS 3+4

- + 750 TYPICAL GUEST ROOMS
- + 50 GUEST SUITES
- + 60,000 SF MEETING SPACE
- + 1000 FUTURE STRUCTURED PARKING SPACES
- + HOTEL ENTRY FROM ANDREW YOUNG AND NORTHSIDE DRIVE
- + HOTEL ORIENTATION DIRECTS VIEWS TO THE CITY AND PLAZA
- + ROOF TOP POOL & RESTAURANT
- + ADDITIONAL DEVELOPMENT SITE ON NORTHSIDE DRIVE

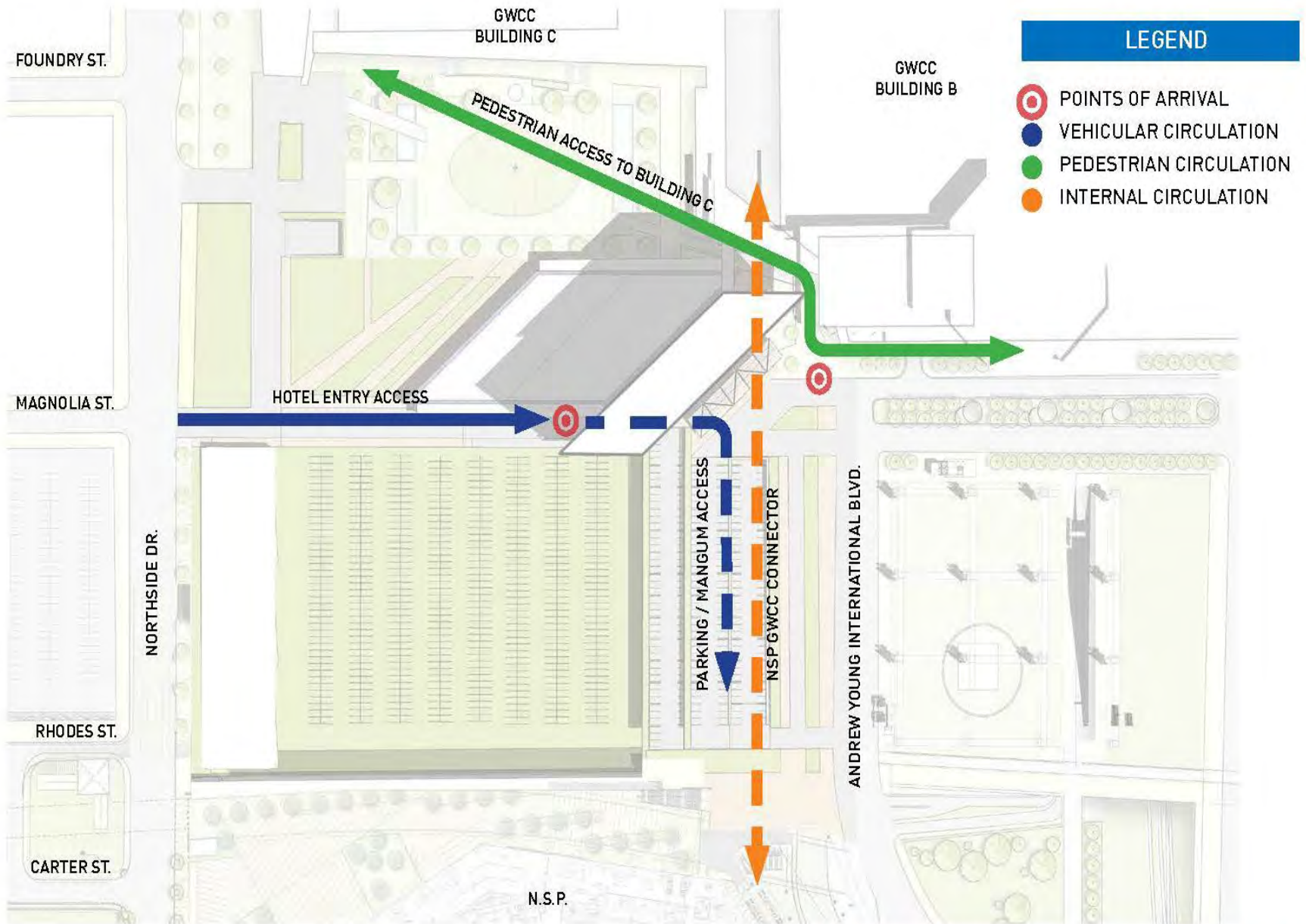


**CONCEPT 1** DIAGONAL



**LEGEND**

- 1 HOTEL
- 2 MEETING SPACE
- 3 OUTDOOR ACTIVITY ZONES
- 4 ADDITIONAL DEVELOPMENT SITE
- 5 STRUCTURED PARKING





**CONCEPT 1** SOUTHWEST PERSPECTIVE // **32**



**CONCEPT 1 NORTHWEST PERSPECTIVE // 33**





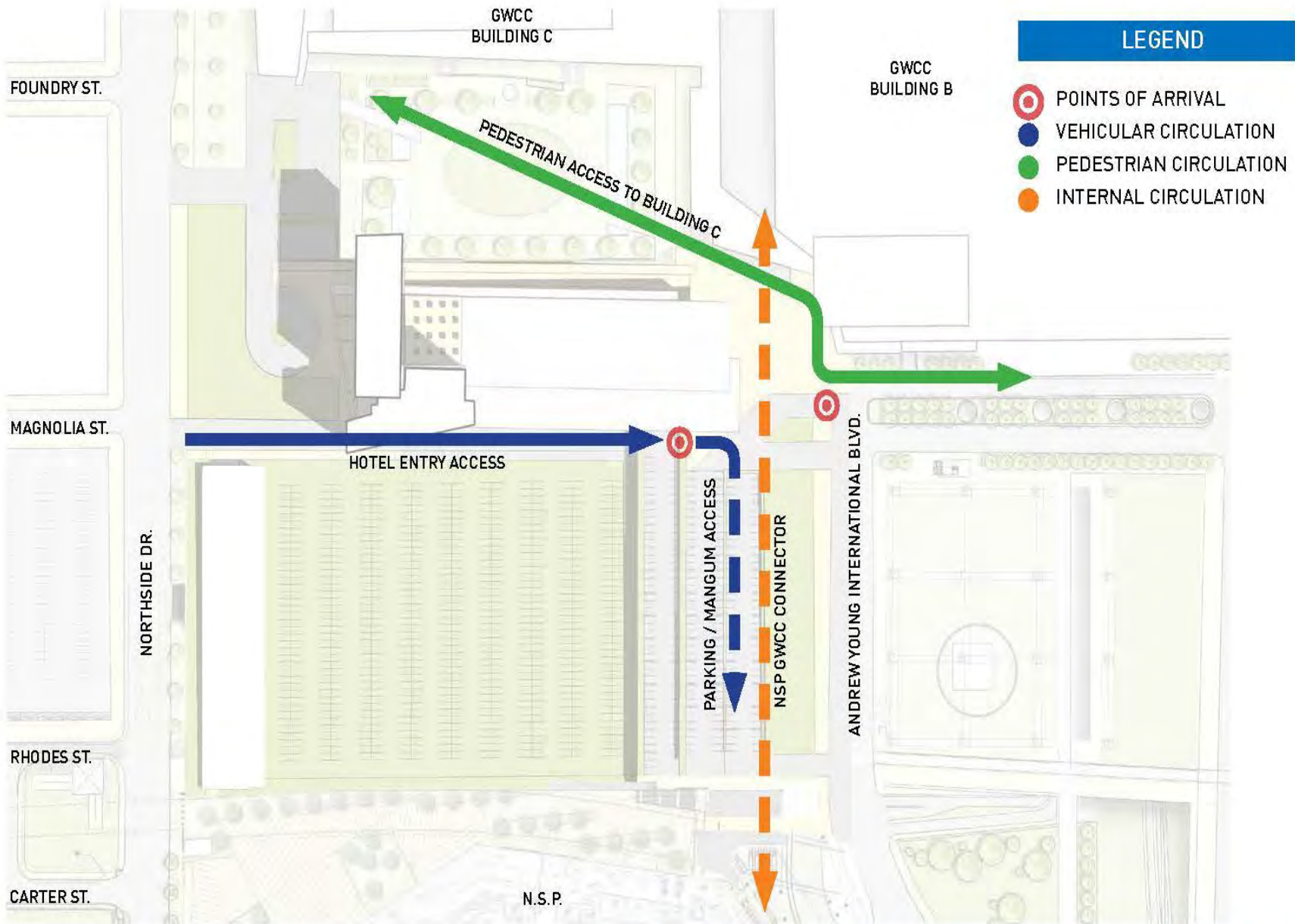
**CONCEPT 1** SOUTHEAST PERSPECTIVE // **34**

- + 750 TYPICAL GUEST ROOMS
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- + 1000 FUTURE STRUCTURED PARKING SPACES
- + HOTEL ENTRY FROM ANDREW YOUNG AND NORTHSIDE DRIVE
- + HOTEL ORIENTATION SCREENS VIEWS TO OUTDOOR ACTIVITY ZONE
- + ROOF TOP POOL & RESTAURANT
- + ADDITIONAL DEVELOPMENT SITE ON NORTHSIDE DRIVE



**CONCEPT 2** MID-BLOCK







**CONCEPT 2** NORTHWEST PERSPECTIVE // 38



**CONCEPT 2** SOUTHWEST PERSPECTIVE // 39



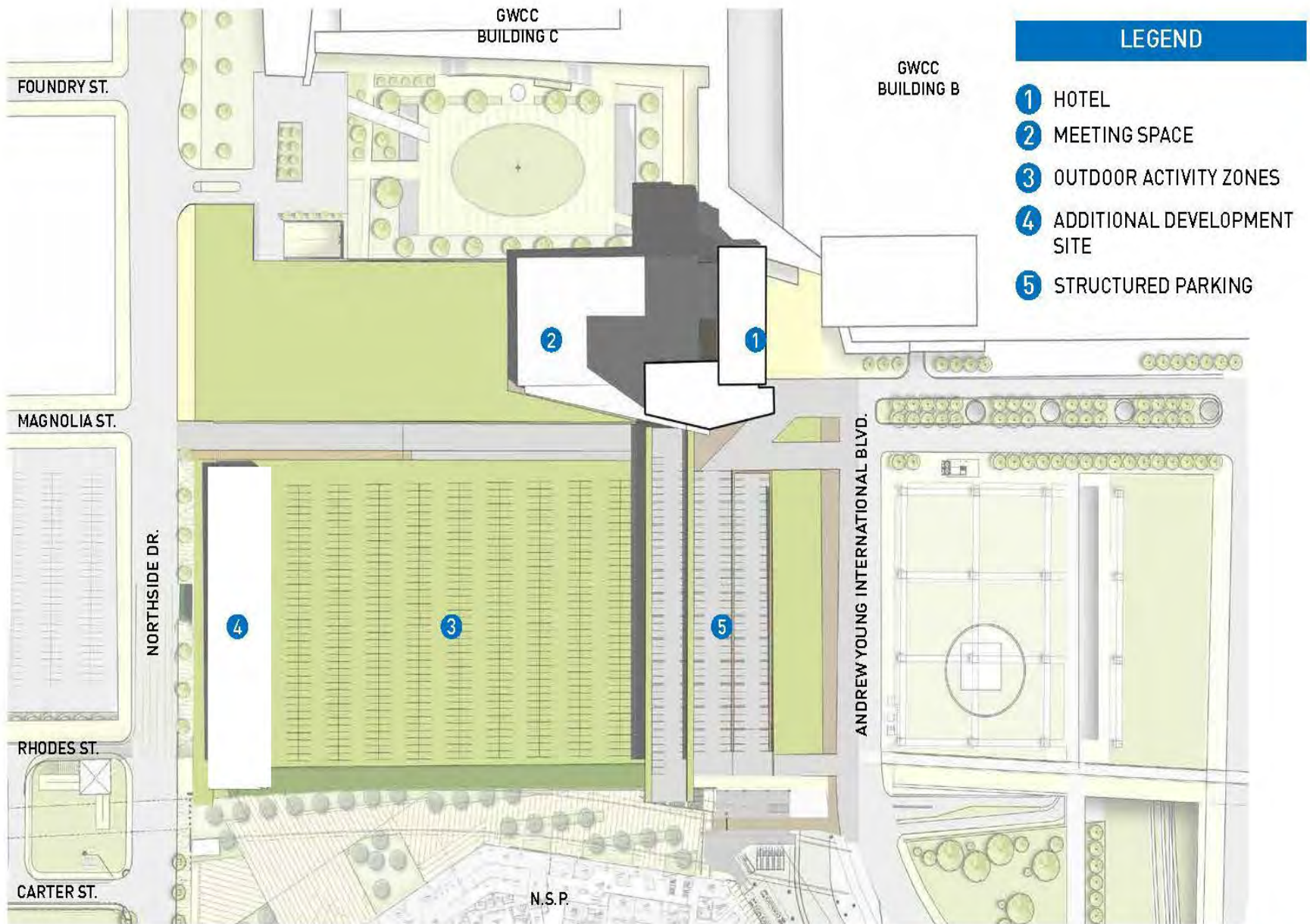
**CONCEPT 2** SOUTHEAST PERSPECTIVE // 40

- + 750 TYPICAL GUEST ROOMS
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- + 60,000 SF MEETING SPACE
- + 1000 FUTURE STRUCTURED PARKING SPACES
- + HOTEL ENTRY FROM ANDREW YOUNG AND NORTHSIDE DRIVE
- + HOTEL ORIENTATION SCREENS VIEWS TO OUTDOOR ACTIVITY ZONE
- + ROOF TOP POOL & RESTAURANT
- + ADDITIONAL DEVELOPMENT SITE ON NORTHSIDE DRIVE



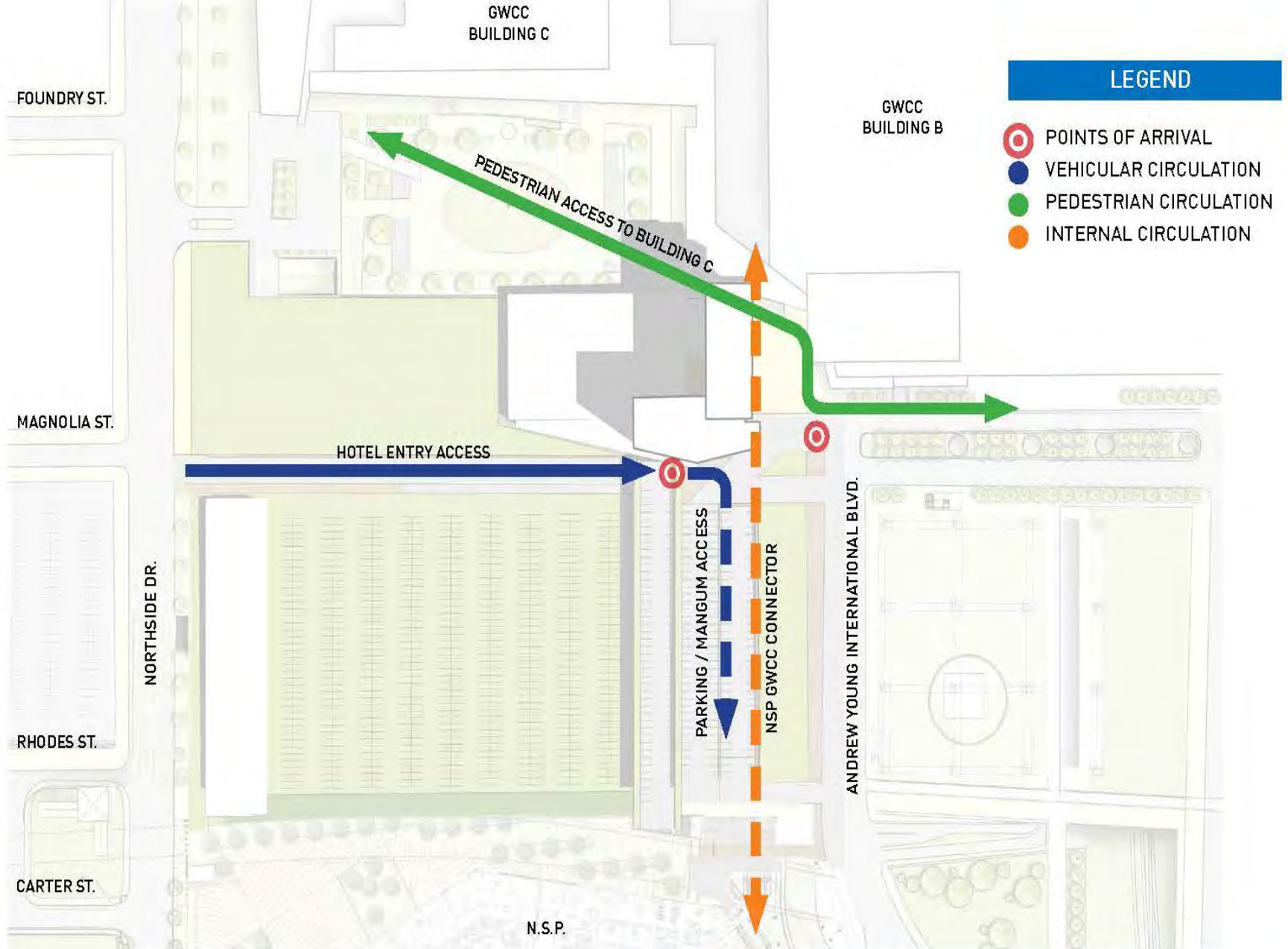
## CONCEPT 3 NORTHEAST





**LEGEND**

- 1 HOTEL
- 2 MEETING SPACE
- 3 OUTDOOR ACTIVITY ZONES
- 4 ADDITIONAL DEVELOPMENT SITE
- 5 STRUCTURED PARKING





**CONCEPT 3** NORTHWEST PERSPECTIVE // 44



**CONCEPT 3** SOUTHWEST PERSPECTIVE // 45



**CONCEPT 3** SOUTHEAST PERSPECTIVE // 46



**CONCEPT 3** PLAZA PERSPECTIVE // 47



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# Next Steps

# Developer Procurement Request for Qualifications / Request for Proposal (RFQ/RFP)

- Advertisement on Georgia Procurement Registry and appropriate hotel/developer industry publications/sites (January 2015).
- **Step One- RFQ** (Appx. 45-50 day process):
  - RFQ provides **general** known and/or possible GWCCA hotel program information and GWCCA’s desired results to potential respondents, and requests detailed Developer *Statements of Qualifications (SOQ)*.
  - RFQ communicates evaluation process information, utilizing “universal” criteria categories:  
Stability; Experience/Qualifications; Past Performance; Suitability
    - Development experience with Hotel Projects of this scale
    - Ability to provide equity and overall financing for Project
    - Public/Private development experience including booking policy
    - Thoughts on branding and management perspective and their experience
  - **Developer’s SOQs** are scored and ranked, with highest ranking Developers determined eligible to Receive Request for Proposals (RFP).





# Developer Procurement Request for Qualifications / Request for Proposal (RFQ/RFP)



- **Step Two- RFP** (Appx. 80-90 day process)
  - RFP provides **comprehensive** known and/or possible GWCCA hotel program and site information and **GWCCA's updated** desired results to potential respondents.
  - RFP requests detailed Proposals for Hotel Development from finalists:
    - Proposed Development Plan with Proposed Team/Partners
    - Proposed Financial Plan
  - RFP provides detailed proposal process (interviews, program information, specimen Agreement and proposal evaluation criteria).
  - Selection Committee selects best proposal and, if Board approves, GWCCA negotiates Development Agreement.





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# Questions



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# **NSP Traffic Management/ Parking Update**

# Today's Presentation

- Identify Changes to the GWCCA Campus / Downtown
- Event Statistics
- **3 P's**
  - Proactive
  - Prepared
  - Persistence



# South Side of Campus



**6 Months Ago**



# South Side of Campus



**Today**

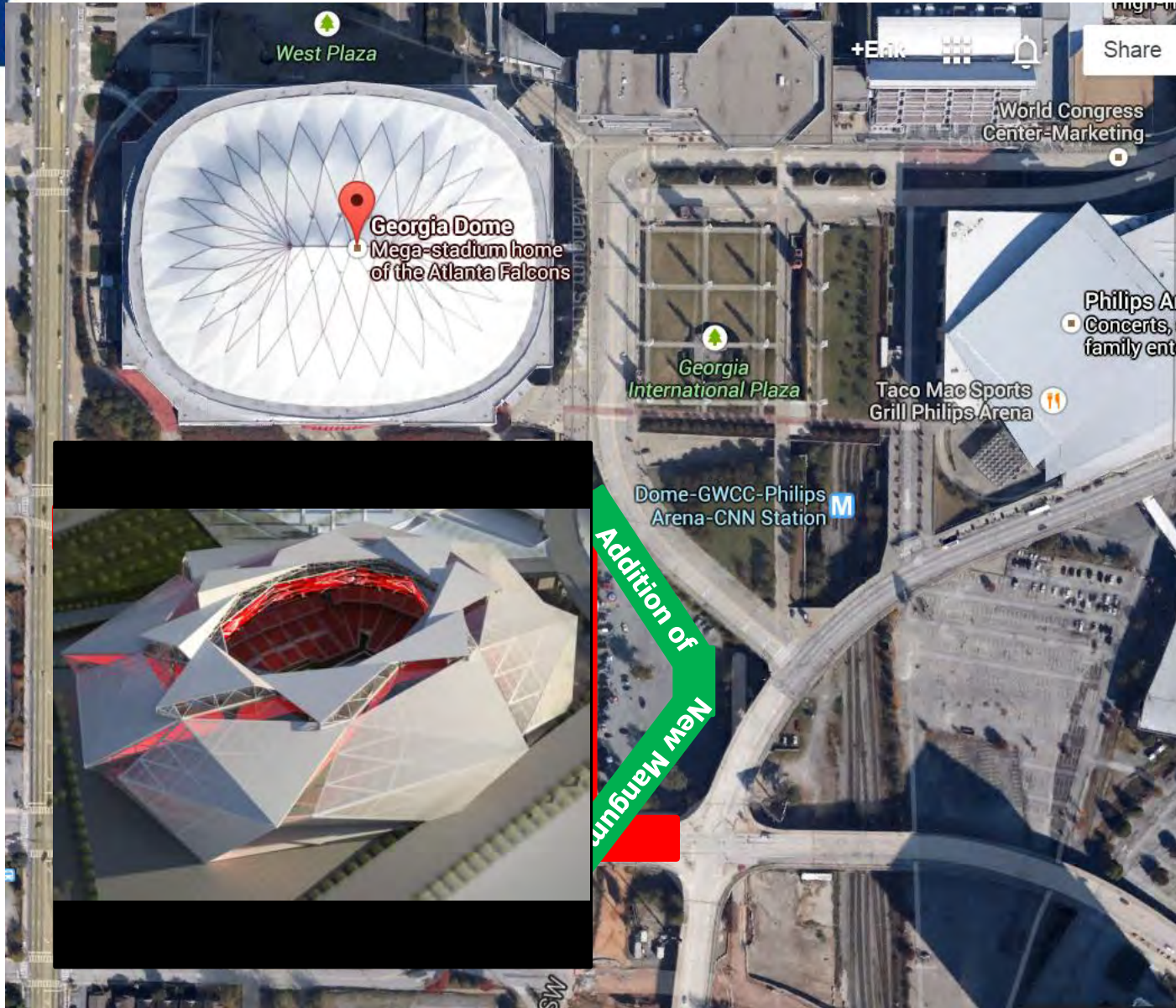


# Changes – Last 6 Months

- Eliminated major roads
  - (MLK, GA Dome Drive, Hunter, Spring Street)
- Loss of 11% of parking on campus
- **Confusion** for those who haven't seen it yet



# Changes – Last 6 Months

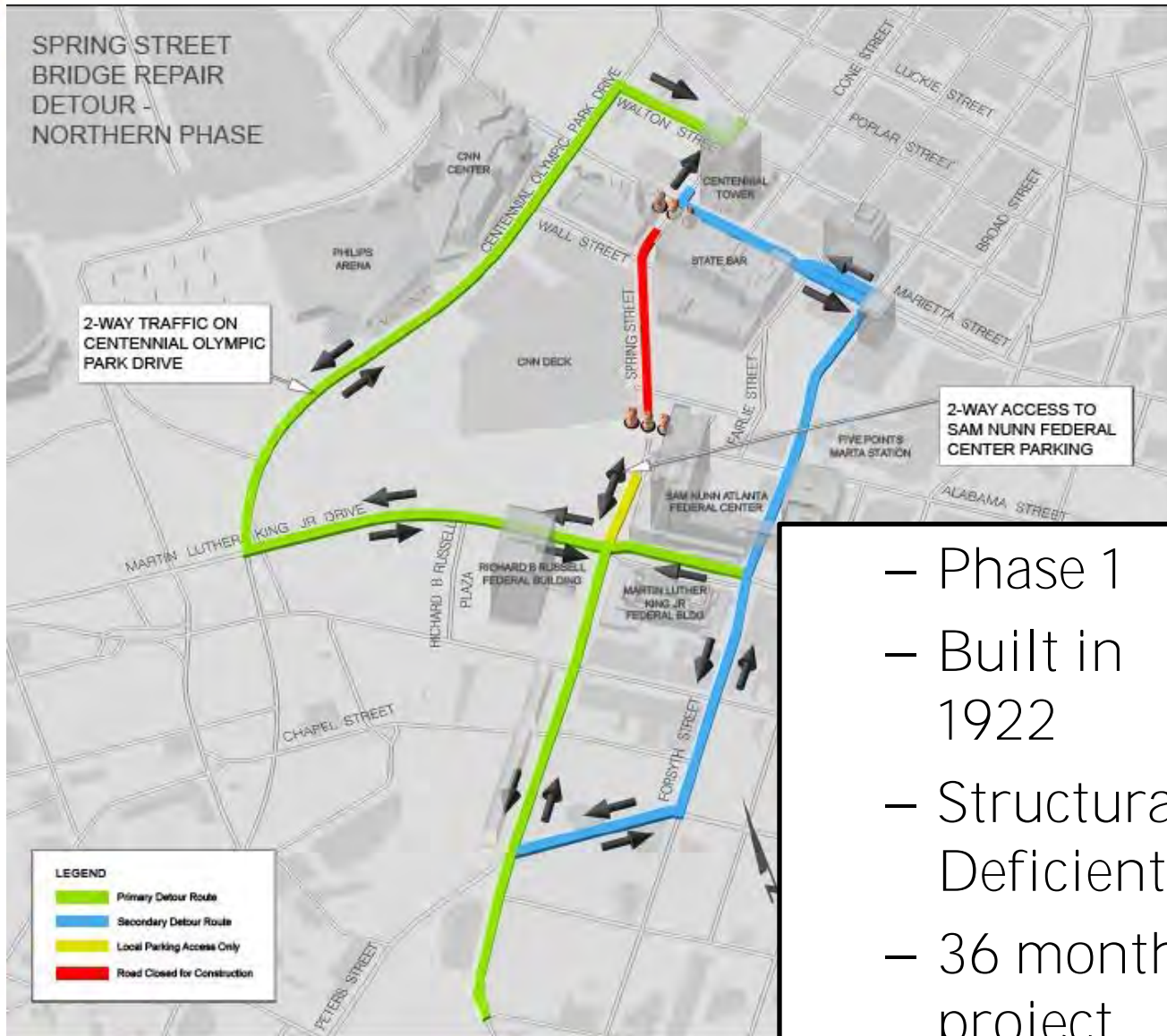




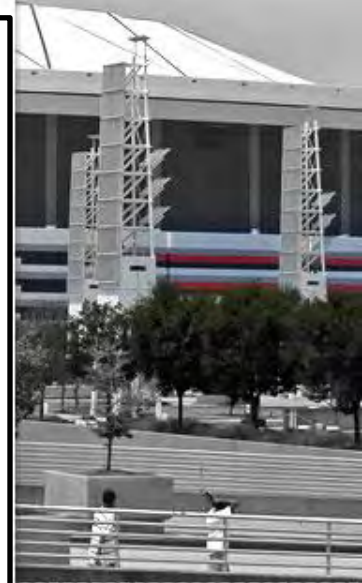
# Changes – Last 6 Months



# Changes – Last 6 Months



- Phase 1
- Built in 1922
- Structurally Deficient
- 36 month project



# Event Statistics On The Run Tour



- Attendance – 49,759
- Crowd remains until end of event
- MARTA ridership – 27.9%
- Local/One time audience



# Event Statistics

## Preseason Falcons Game



- Attendance – 45-50k
- Crowds disperse before game ends
- MARTA ridership
  - 2014 Preseason Average – 30.9%
  - 2013 Preseason Average – 24.9%
  - 2012 Preseason Average – 22.4%



# Event Statistics

## Regular Season Game



- MARTA ridership
  - 2014 Opening Day – 29.0% (67,162)
  - 2013 Opening Day – 23.7% (62,902)
  - 2012 Opening Day – 22.6% (63,288)



# Proactive Approach

- Bi-Weekly Meetings with City of Atlanta Dept. of Public Works
- Meetings with Stakeholders
- Planning Sessions with GDOT
- Strategy for Promoting MARTA
  - Raving Fans Initiative: Arrival and Departure
- Hired Parsons Brinckerhoff to Study Traffic Conditions



# Prepared

- Advance Communication of Plans
- Event Day Traffic Management
- Implemented Parsons Brinckerhoff Findings



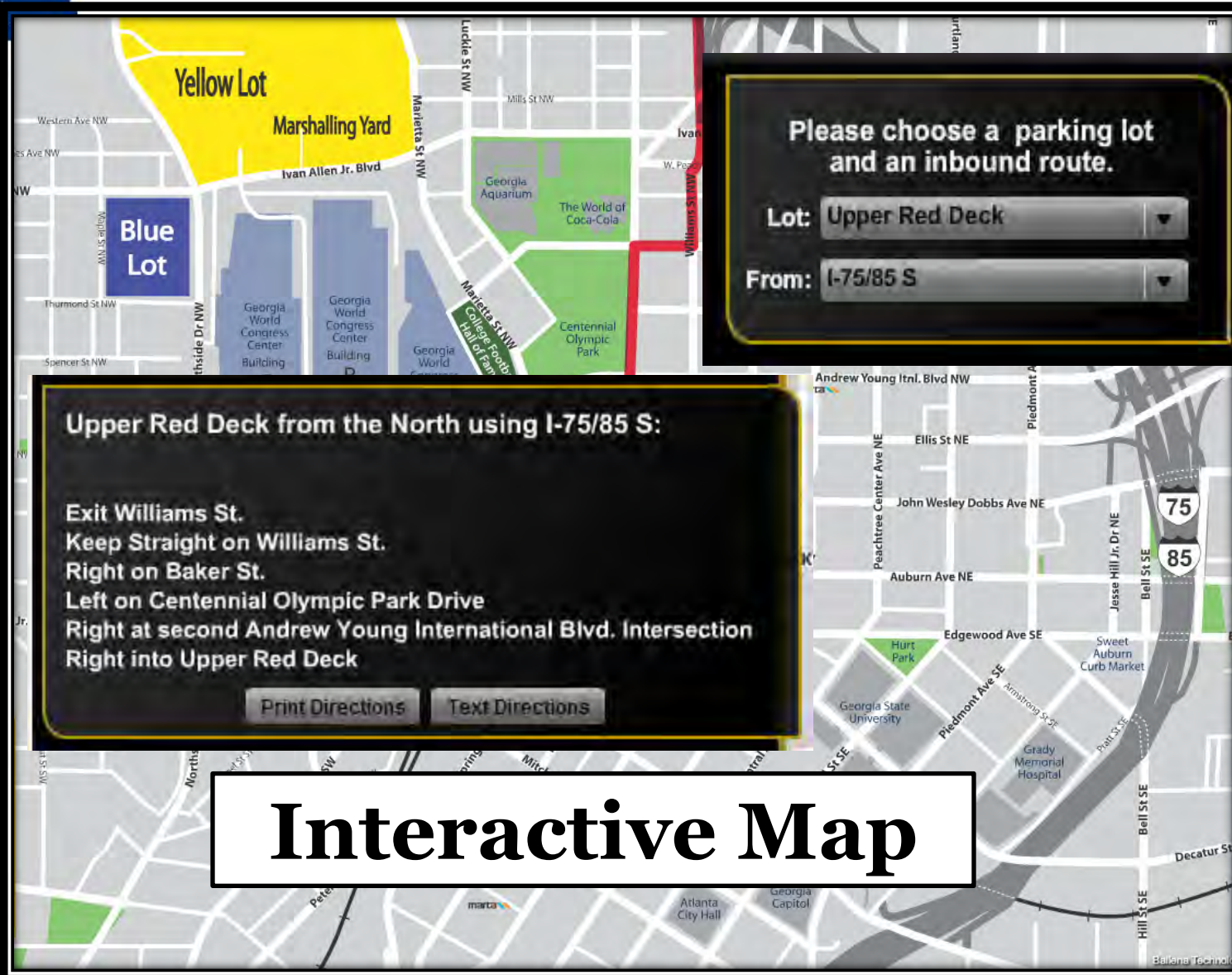
# Prepared

- Communication
  - Presented revised plans to the Executive Member Advisory Board
  - Designed Interactive Map to assist guests finding GWCCA Parking
  - Use of PR and Social Media





# Prepared



**Yellow Lot**  
**Blue Lot**

**Marshalling Yard**

Georgia Aquarium  
The World of Coca-Cola  
Centennial Olympic Park

**Upper Red Deck from the North using I-75/85 S:**

- Exit Williams St.
- Keep Straight on Williams St.
- Right on Baker St.
- Left on Centennial Olympic Park Drive
- Right at second Andrew Young International Blvd. Intersection
- Right into Upper Red Deck

Lot: **Upper Red Deck**




From: **I-75/85 S**

[Print Directions](#) [Text Directions](#)

## Interactive Map



# Prepared – Website

Events & Ticketing
Event Booking
Premium Seating
Guest Services
About the Dome


### Directions and Parking

- MARTA
- Driving Directions
- Parking


Home > Guest Services > Directions and Parking

## Directions & Parking


MARTA



Driving Directions



Parking



[Feedback](#) | [Contact](#) | [Employment](#) | [GWCC.com](#) | [Centennialpark.com](#) | 
 [f](#) [t](#) [t](#) Follow @GeorgiaDome

All Events

- Atlanta Falcons
- GSU Panthers
- Ticketing

Event Booking

- Type of Event
- Event Space and Rates
- Event Services
- Calendar

Premium Seating

- Membership
- Special Offers
- Contact
- Executive Suites

Guest Services

- Directions and Parking
- A-Z Information Guide
- A-Z Food and Beverage List
- Falcons Concessions Specials


About the Dome

- Community Relations
- Contact
- Dome Tours
- Employment Opportunities


## SPRING STREET DETOUR

DOWNTOWN  
ATLANTA  
BEGINNING FALL  
**2014**

CLICK FOR MORE INFO  
AND DETOUR MAP



Georgia Department of Transportation



# Prepared – Facebook



The Georgia Dome



Erik

Home 1



The Georgia Dome

23 hours ago · Edited

The best play of the game is getting home safely! Miller Lite and MARTA are giving away 15,000 Breeze tickets to fans heading to the Georgia Dome to see the Atlanta Falcons take on the Buccaneers tonight. Grab a ticket at the HE Holmes, Indian Creek, College Park, or Lindbergh MARTA stations for a ride to the game. For more details, visit [www.itsMARTA.com](http://www.itsMARTA.com).

Also be sure to sign up to be a designated driver at any gate of the Dome for today's game [#FalconsDesignate](#)

Unlike · Comment · Share



You and 2 others like this.

✓ Suggest Edits

APPS



You and 2 others like this.



Write a comment...



**Matt Penoyar** There was NO parking at two Marta locations that we went to. We had to park at West End Marta station. Have you ever been there at 12:30 a.m.? It's lovely, you should try it.




# Prepared – Twitter


 **The Georgia Dome** @GeorgiaDome · 14h

 The Georgia Dome retweeted

 **Kara Durette** @FalconsKara · 19h

Be clear on gameday safety! Leave big bags at home today #TBvsATL

 The Georgia Dome retweeted

 **Falcons Traffic** @FalconsTraffic · 19h

Avoid Marietta St. Fire Department is still on scene. Major Delays!!

  1  

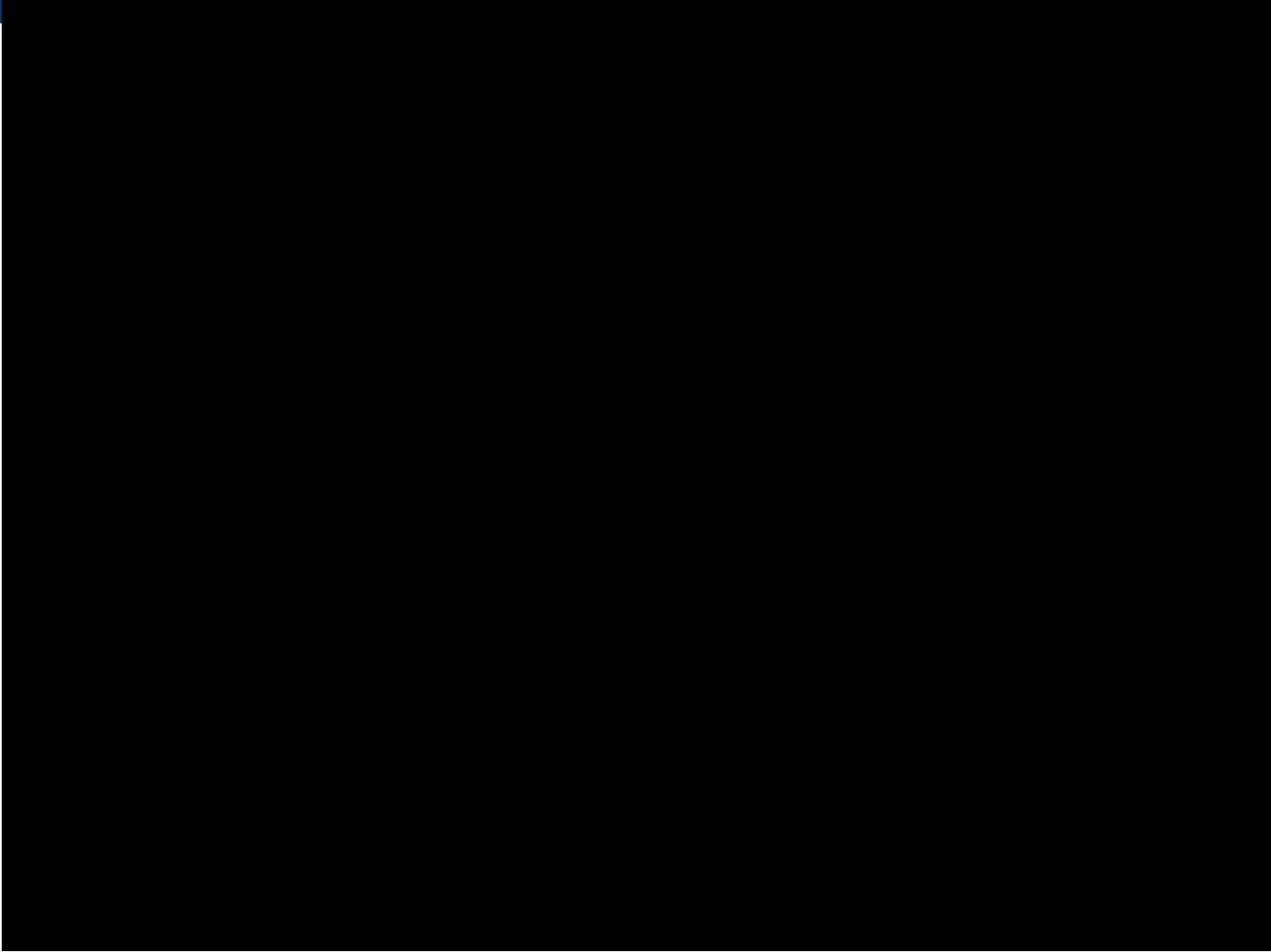


  1  

[View more photos and videos](#)



# Prepared



# Prepared



## Operations Center

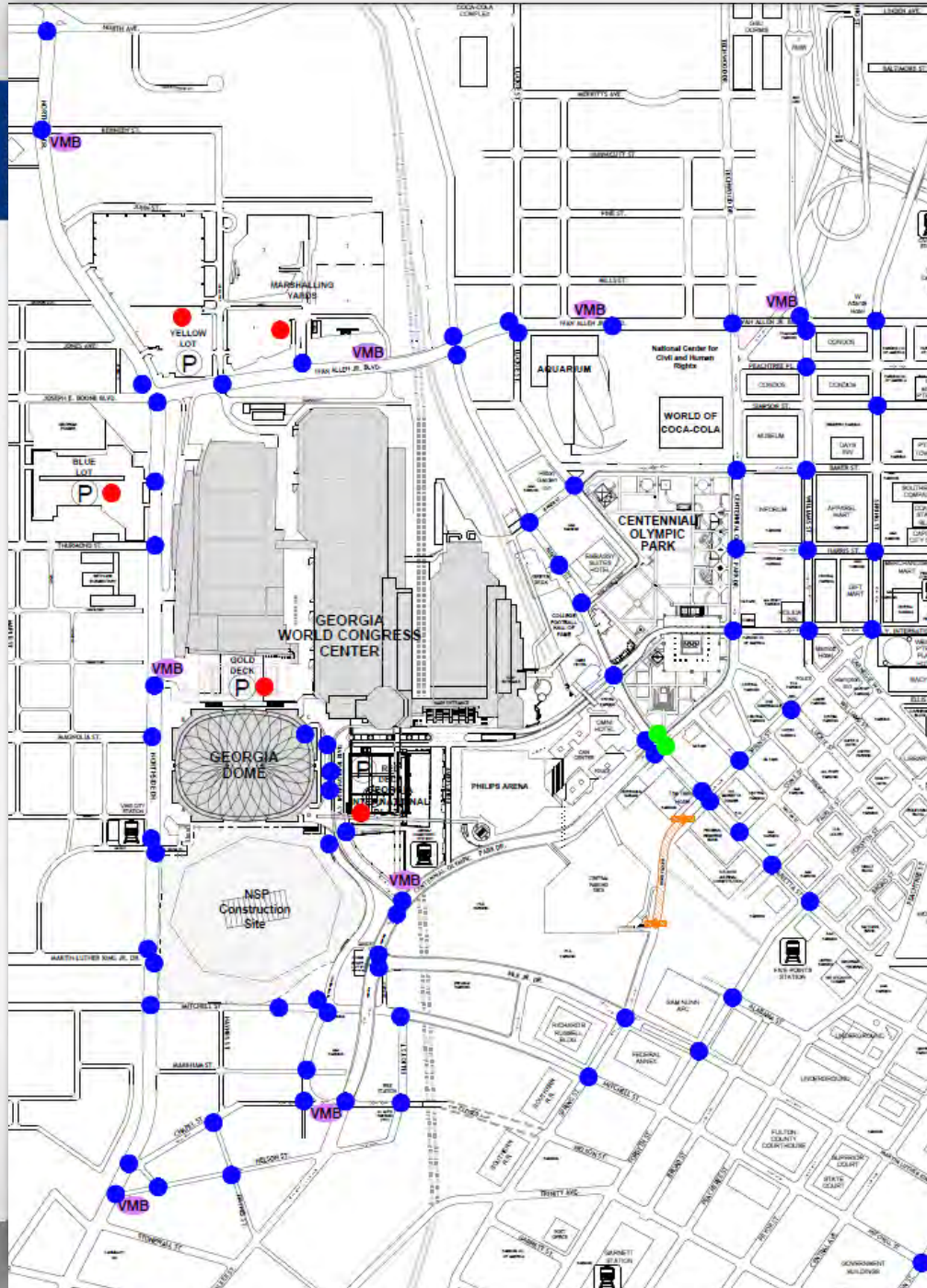







# Prepared

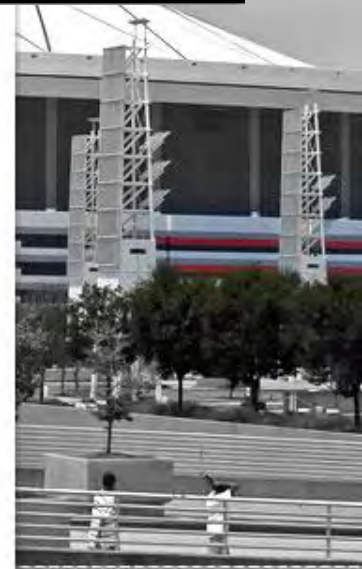
- Event Day Traffic Management
  - GWCCA Operations Center Opens for ingress and egress
  - Representation
    - APD
    - MARTA
    - AFCEMA
    - Communications
    - Parking
    - GWCCA PD
    - **Radio Partner dedicated to “live” traffic reports**
    - Social Media - @FalconsTraffic



- Falcons Dot Map
- Ingress Plan

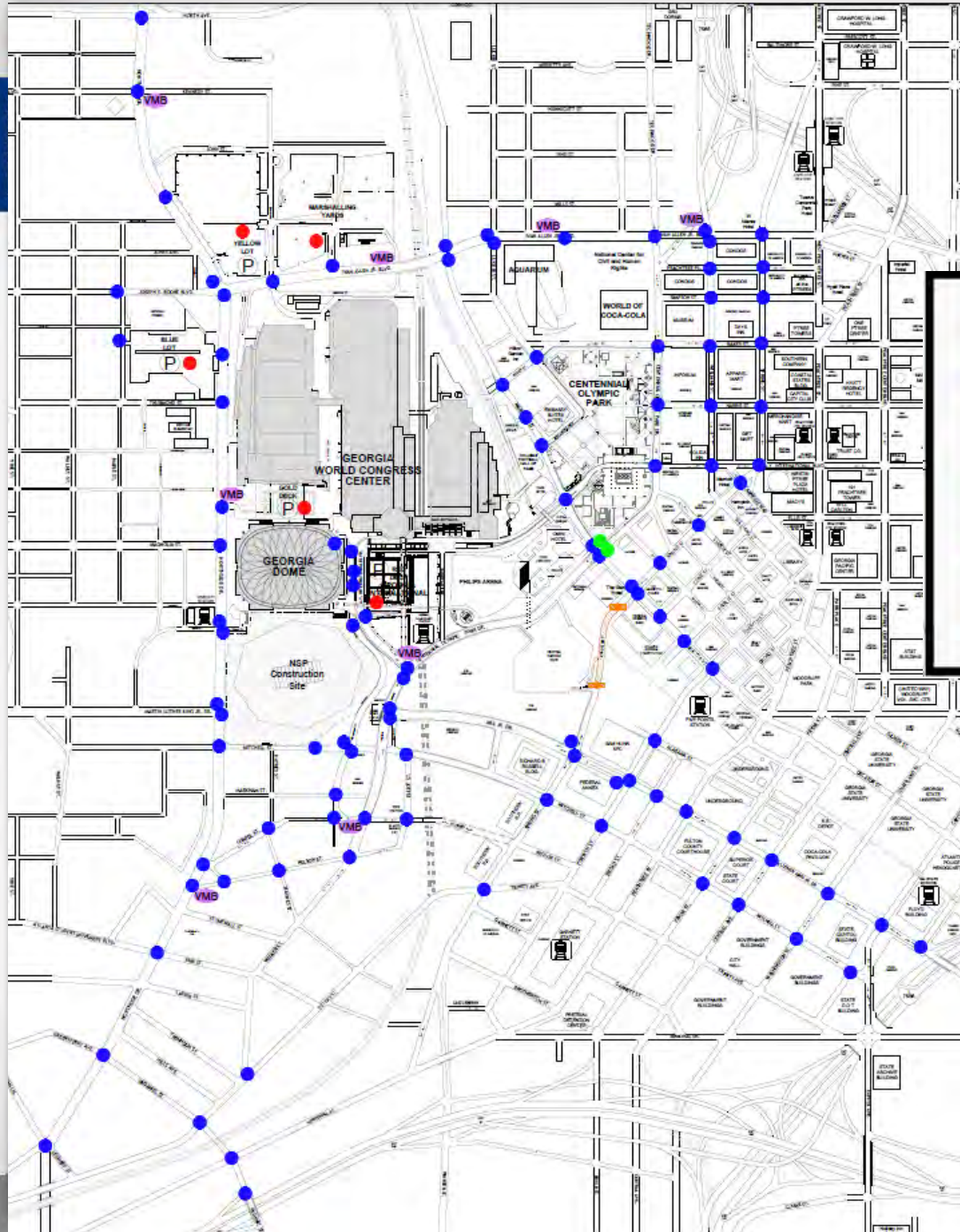







	<b>GWCCA Personnel</b>
	<b>APD Personnel</b>
	<b>CSC Personnel</b>
	<b>Variable Message Board</b>
	<b>Road Closed</b>





- Falcons Dot Map
- Egress Plan



	<b>GWCCA Personnel</b>
	<b>APD Personnel</b>
	<b>CSC Personnel</b>
	<b>Variable Message Board</b>
	<b>Road Closed</b>



# Prepared

- Implementation of Parsons Brinckerhoff Findings



# Why is Traffic Management Important? Why Now?

- Key to fan experience
- Complaints from previous years, particularly long delays exiting the gulch
- Changes caused by the new stadium
  - Loss of parking
  - Closure of MLK, GA Dome Drive
  - Understanding parking & access for NSP
- Fans accustomed to known routes
- New set of fans at future site



# Study Team and Events

- GWCCA staff and officers very efficient yet very committed to making improvements
- Parsons Brinckerhoff performed TMC, ground & aerial reviews of traffic for 4 recent events:
  - 7-25 – Beyoncé On-The-Run Concert
  - 8-8 – Falcons Pre-Season vs. Dolphins
  - 8-23 – Falcons Pre-Season vs. Titans
  - 9-7 – Falcons Home Opener vs. Saints



# Success Stories

- Reversing MLK
- Upper Red Deck Access
- TMC / Officer Coordination and Response to Issues
- Saints Game Operations



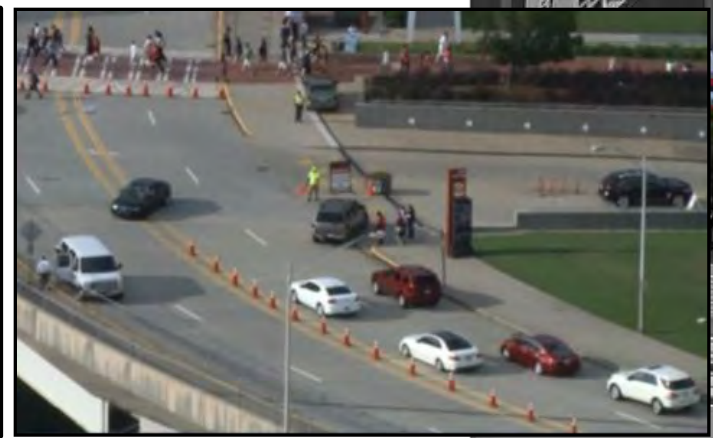
# Reversing MLK during Egress

- Implemented for 1<sup>st</sup> pre-season game
- Substantially better gulch clearance time
- Outbound traffic flow great on MLK/Mitchell Street to interstates
- Important during Spring Street Phase II



# Upper Red Deck MLK Ingress

- Added new feature to contra-flow on COP; WB MLK traffic can enter Upper Red Deck
- Working on details of signing/pass check
- Complicated by recent two-way COP
  - Saints Game showed importance of operation



# TMC/GWCCA Officer Response

- Good communication from TMC
  - possible due to full camera coverage
- Many issues resolved on the fly
- Officers adaptive to change





# Saints Game Operations

- “Worst” traffic: 70,000+ leaving at once
- Staff received multiple e-mail “at-a-boys” about traffic success
- Marta use up 5% from previous years



# Challenges & Opportunities

- Northside Drive
- Drop-**Off's** / **Pick-Up's**
- New Access Routes
- Coding Future Parking and Access Routes



# Traffic on Northside

- Will always be problematic (front door)
- Worse for events with a lot of drop-offs
- Worked on synchronization of pulling traffic/pedestrians at multiple intersections
- Considering bridge over Northside to NSP



# Drop-off/Pick Up Plan

- Refinement of routes and staging for bus/**taxi's/limos**/paratransit
- Develop designated areas and routes for drop-off/pick-up, particularly concerts
- Communicate different levels of operations for different events



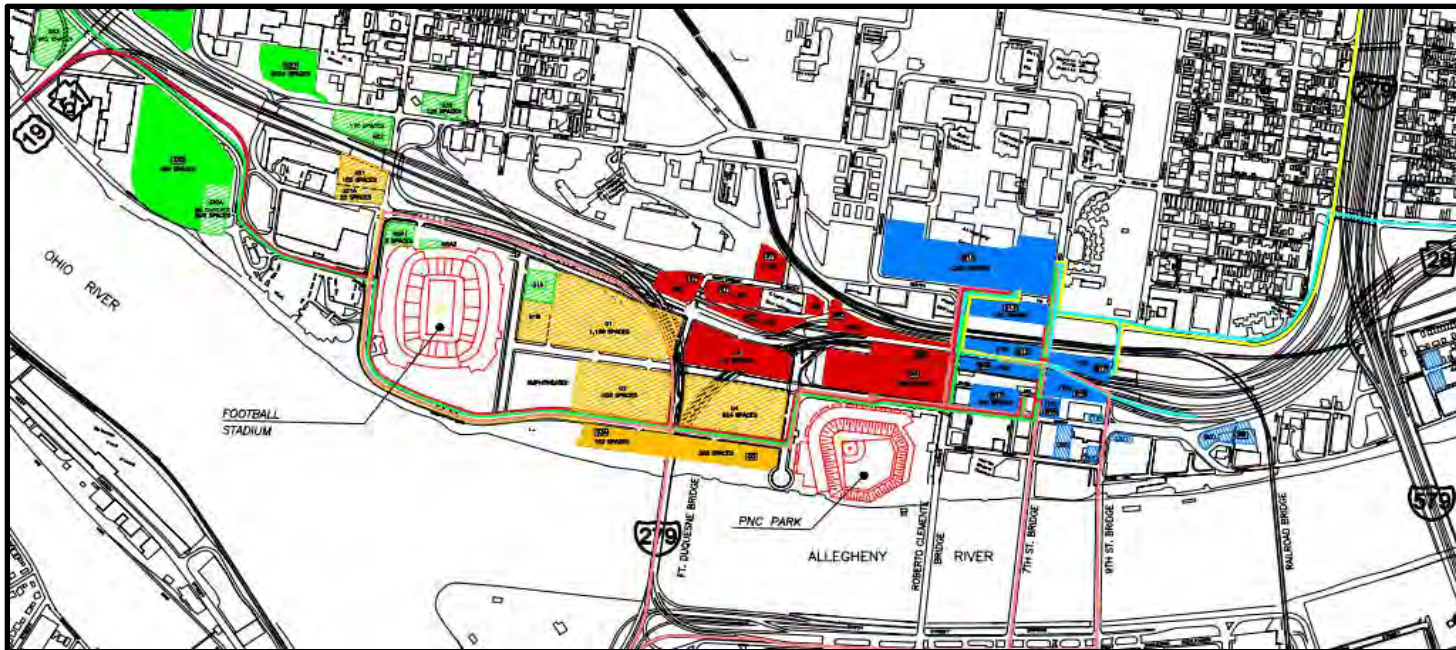
# New Parking/Access Routes

- Parking is shifting south and east
- New parking decks for CFHOF, NSP site
- TMP will evaluate new access corridors
  - Baker/John Portman route to CFHOF Deck
  - Spring Street interchange at I-20



# Color Coding of Parking

- In a coming season, color coding of lots:
  - Establish access corridors from freeways



# Persistence

- Learn from Experiences
  - **One size doesn't fit all**
- Continue to customize plans based on where guests are traveling from
- Keep open lines of Communications with Stakeholders





# Questions?







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# Park Vision Update



## Background:

- AECOM contracted in 2011 to develop visioning plan.
- Accessibility, monetization and capital improvements identified as key areas of focus.
- User survey was conducted.
- Park committee recommendations: Close AYIB, produce renderings, deduct landscaping, explore on-street parking, and fundraise.
- Met with Chamber leadership to discuss Park vision.
- Received funding of \$1.1m for CapEx project of Reflection Pool rehabilitation, to begin November of 2014.



## Background continued:

- Authority senior leadership recommendation: explore renderings with smaller new construction on current Chamber footprint and option for no permanent structure.
- Continued conversations with private sector for both annual sponsorship and project specific monies.
- Local experts, private sector leadership and foundations have been updated on progress and have provided feedback.
- August 18, 2014 Park Committee meeting held to update committee members and discuss potential next steps.
- September 2, 2014 submitted CapEx request for three (3) Park projects: permanent closure of AYIB, new Baker Street entrance and Southern Company Amphitheater upgrades.



**Multi-Use Space - \$6M**



**Baker Street Entrance - \$1.5M**



# Centennial Plaza - \$2M



# **Southern Company Amphitheater**

**- \$2.65M**



**Park Administration Building - Option 1 - \$25M  
Acquisition, demolition, new structure, limited  
underground parking, hardscape and  
landscape**





**Park Administration Building - Option 2 -  
\$20M Acquisition, demolition, new  
structure, hardscape and landscape**



**Park Administration Building - Option 3 - \$1.6M**  
**Infrastructure to match existing**

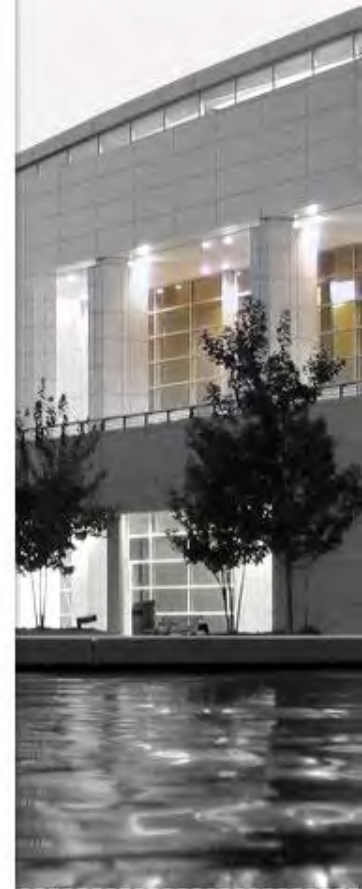
**Option 3a - temporary event structure and**  
**necessary infrastructure (costs - TBD)**



# PROJECT SUMMARY



Multi-use space	\$6M
Additional Space	\$15M (+\$9M)
Baker Street Entrance	\$1.5M
Centennial Plaza	\$2.0M
Southern Co. Amphitheater	\$2.65M
Park Administration	
Option 1	\$25M+
Option 2	\$20M+
Option 3	Land plus \$1.6M
Option 3a	\$TBD



# PARK CAP-EX PROJECTS FY16

1. Centennial Plaza = \$2.0m
2. Baker Street Corner = \$1.375m
3. Southern Company Amphitheater = \$2.645m



# QUESTIONS?

