



EXPERIENTIAL LEARNING CENTER | BUSINESS PLAN







**Experiential Learning Center**  
**BUSINESS PLAN**  
*January 2012*

Presented by  
King Studios

3800 Victory Parkway  
Cincinnati, OH 45207  
513.745.1016

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[kingstudios.org](http://kingstudios.org)

This document was produced by members of the King Studios Board and Advisory Council with significant guidance from Xavier University faculty members Tom Clark and Ginny Frings.

All King Studios renderings by SHP Leading Design

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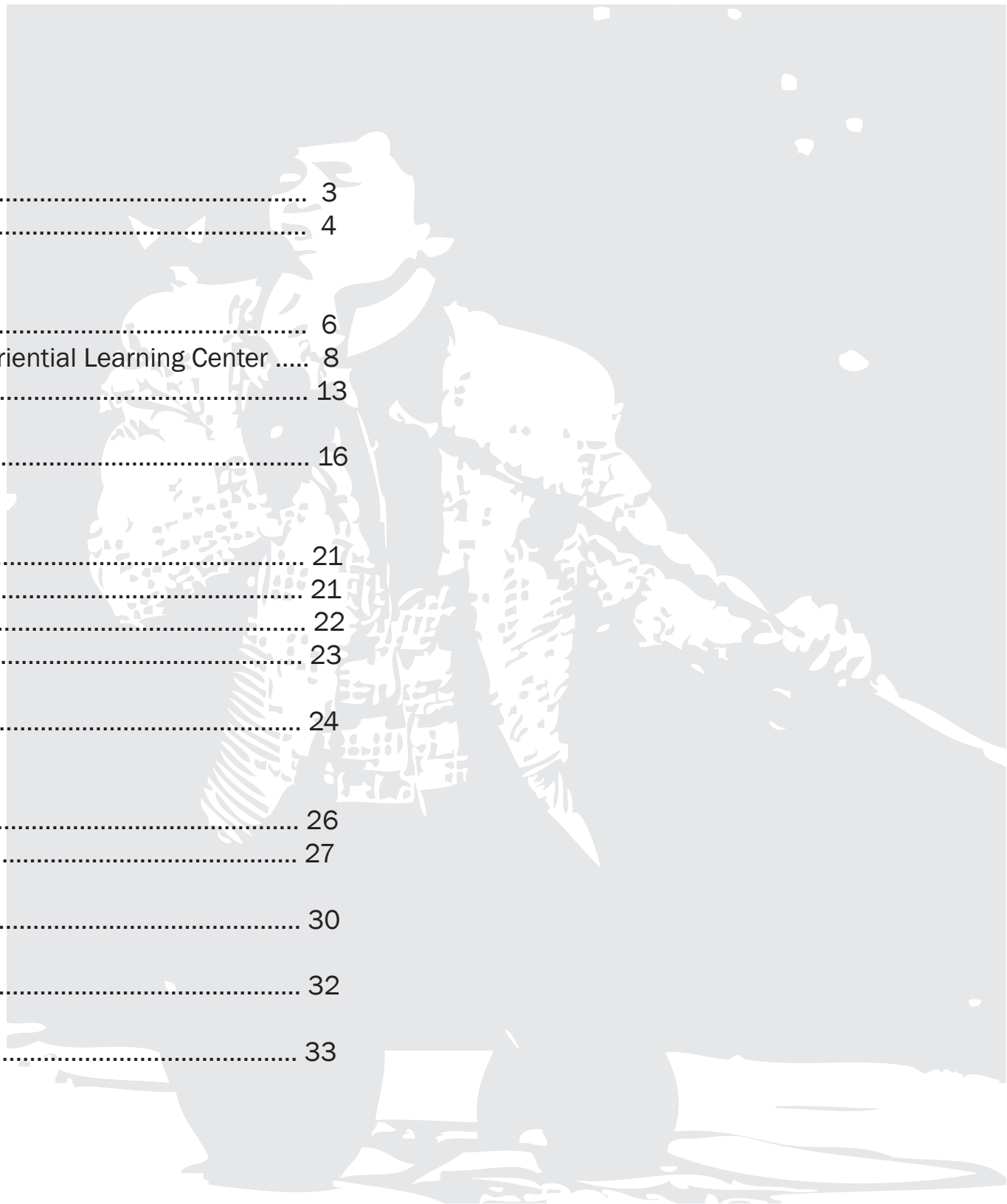
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## Mission



“There are three cities that have a rightful claim to be the birthplace of rock: Memphis, New Orleans and Cincinnati.”

*-Terry Stewart, former Rock and Roll Hall of Fame President*

The King Studios Experiential Learning Center (King Studios) commemorates the unique cultural and social contributions made by historic King Records in the neighborhood of Evanston in Cincinnati. King was instrumental in the history of the civil-rights movement in two important ways: it created a racially integrated work place, and it integrated a diverse set of musical traditions.

The King Studios Experiential Learning Center will share that rich history in contemporary ways that engage the community and the world in the legacy of King. King Studios will:

1. Provide culturally relevant access to King’s unique history of musical and artistic collaborations, a workplace that was racially diverse, and a business model that integrated everything from creating and producing music, to pressing records and distribution.
2. Teach the fundamentals of music entrepreneurship to middle school, high school and university students.
3. Encourage and teach residents to create art that reflects their cultural heritage and promotes intercultural understanding among diverse students and patrons.

King Studios is dedicated to reviving and preserving the rich history and legacy of King Records and engendering its spirit in the present through music, art, history, and entrepreneurship education. The primary focus of King Studios is to develop the King Studios Experiential Learning Center, a facility where the past and present are connected through distinct and related experiential learning activities. The new King Studios is to be built in a strategic location along Montgomery Road just three blocks from its original location at 1540 Brewster Ave. The new location will allow King to be the center of positive revitalization on the Montgomery Road corridor and provide great visibility in the community.

A part of this experience that is being planned is to develop a walking tour that connects the new facility on the corner of Montgomery and Brewster with the original King Records building at 1540 Brewster Ave. The King Studios board recognizes the unique value of King Records at 1540 Brewster Avenue and supports any effort to preserve the original site for the purpose of memorializing King Records.



*"King Records is as important to Cincinnati as the Ohio River."*

*-Larry Nager, music historian and author*

## **KING RECORDS HISTORY**

The King Records story is worth telling and preserving because it was profoundly significant to American music culture. The King Studios Experiential Learning Center will reveal this unique story of African-American and Appalachian artists and Jewish entrepreneurs coming together in the Queen City and working cooperatively under one roof to create songs that dramatically changed the shape of Popular Music in the 20th century. Country, Rhythm & Blues, Bluegrass, Jazz, Gospel, Rockabilly, Soul, Pop, and Funk were all recorded, manufactured, warehoused, and marketed inside King Records at 1540 Brewster Avenue in the Cincinnati neighborhood of Evanston and exported around the globe.

King Records was the brainchild of Syd Nathan, the owner of a record shop in Cincinnati's West End. The migration of African-Americans and Appalachians from the south to Cincinnati in the late 1930s and early '40s inspired him to create the King label in 1943. In response, Nathan founded a company that would record and promote music being neglected by the major labels in the mid '40s - Country and Rhythm & Blues.

With vision, drive and determination, Nathan created a complete, vertically integrated operation with its own recording studio, pressing plants, art department, and international-distribution system. At one point, King had become the sixth-largest record label in the United States.

Nathan was committed to getting the best talent available to work together to produce and market music. He was confident the music could have broad popular appeal and was a pioneer in hiring a multicultural workforce. In 1947, a group of racially diverse employees began working together in all departments. He also encouraged black and white musicians to appreciate each other's talents by playing together in the studio, laying the groundwork



Syd Nathan

for rock and roll, a blending of Gospel, Country, and R&B music.

Country singers such as Grandpa Jones and Cowboy Copas recorded music at King Records. With its talented sales representatives and distribution team, King helped introduce R & B music to white audiences. It was this music that influenced The Everly Brothers, Jerry Lee Lewis, Buddy Holly and Elvis Presley as teenagers. King was the birthplace of many classic titles in the American Songbook: Good Rockin' Tonight, Freight Train Boogie, Blues Stay Away from Me, Kansas City, Train Kept a Rollin', Honky Tonk, Fever, The Twist, Papa's Got a New Bag, and Hideaway. It was also at King Records that a young, unknown singer, signed in 1956, exploded onto the international music scene in the 60s. His name was James Brown, the Godfather of Soul and the Grandmaster of Funk. Cold Sweat, which has been cited as the first true funk song, was recorded by James Brown at 1540 Brewster Avenue in 1967.

In short, the story of King Records is inspirational, one in which African-American, Appalachian and Jewish-Americans came together to achieve music history. By taking a collective, synergistic approach that mixed Country & Western and Rhythm & Blues music, these groups, through interracial artistic and business cooperation, challenged the dominant music forms of the 1940s and forever transformed American popular music.



*Grandpa Jones*

This amazing musical history happened at 1540 Brewster Avenue in the heart of Evanston. The stories of neighborhood children fascinated by the activities at King are best exemplified by a neighborhood teenager named Bootsy Collins. Bootsy's love of music coupled with his proximity to King Records landed him on tour with James Brown and the Famous Flames. Today he is enshrined in the Rock and Roll Hall of Fame.

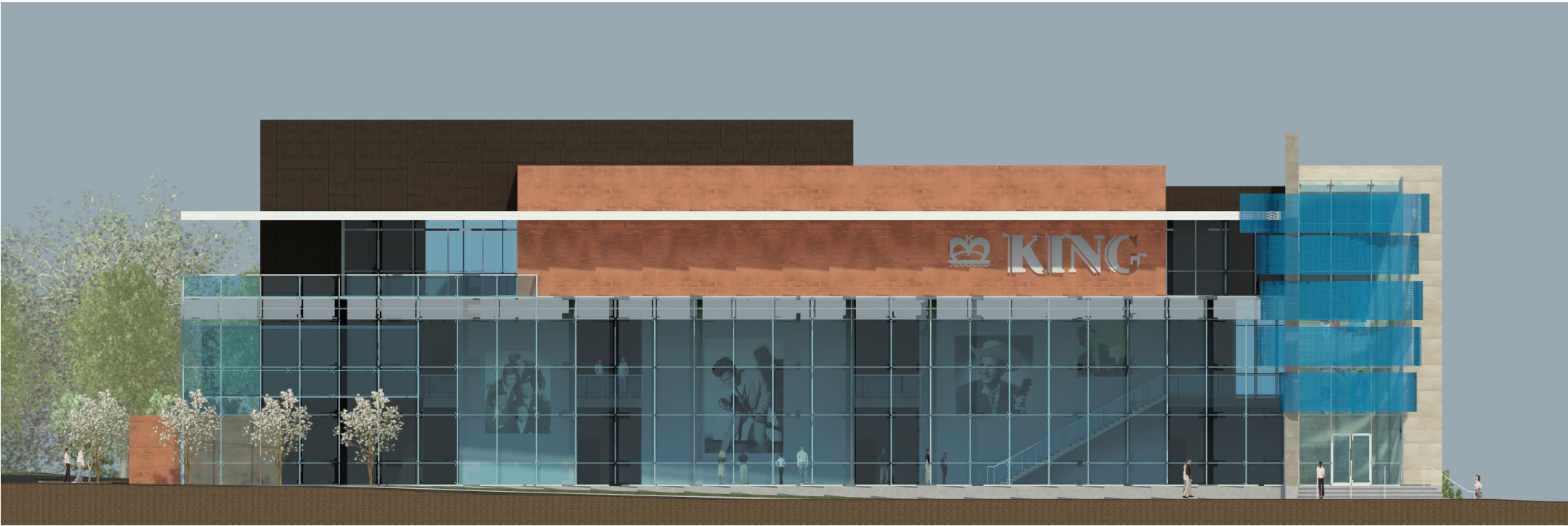
Otis Williams was born and raised in Cincinnati, Ohio and his band The Charms, formed at Cincinnati's Withrow High, were one of King Record's more prolific artists, scoring 2 gold records and 9 hits.

Professional musicians such as Philip Paul came to Cincinnati to work at King. Mr. Paul and other King artists still live in and contribute to the Evanston community.

# A COMPELLING VISION

## JOINING THE PAST TO THE PRESENT

The King Studios Experiential Learning Center is designed as a space where the past and present are connected through distinct and related experiential learning activities, integrating art, music, entrepreneurship and history. This is consistent with the King Records story, one of artists from diverse backgrounds working cooperatively to create new kinds of music.



*Proposed King Studios design at Montgomery and Brewster in Evanston.*

The studio will be built on the unique combination of three powerful assets: a historic record label, a proud urban neighborhood and a community-engaged university.

Cincinnati's Evanston community is making a significant investment in its economic future. This revitalization is fueled by new buildings on Dana Avenue at nearby Xavier University, as well as the new Red Cross headquarters and Keystone Parke office complex. The King Studios Experiential Learning Center will be located just a few blocks from the original home of historic King Records, in the heart of the Montgomery Road business district. It will feature the dynamic integration of music and art education, entrepreneurial training and cultural history, all under one roof.

In 2010, a group of dedicated partners launched an ambitious campaign to share the story of King Records with the national and international community through the development of a brand-new facility. The King Studios Experiential Learning Center will be housed in a state-of-the-art learning facility located a few blocks from the original site of King Records in the neighborhood of Evanston in Cincinnati, Ohio.

By locating the new facility in a neighborhood with social, historical and musical connections to King Records, King Studios not only celebrates the past but also allows the history and legacy of King Records to live on in the present by helping shape the future of students and music enthusiasts in Evanston and the surrounding community.

The King Studios Experiential Learning Center is being developed by a new non-profit, 501(c)(3) organization dedicated to reviving and preserving the rich history and legacy of King Records and engendering its spirit in the present through music, art, history, and entrepreneurship education.



*Aerial view of the future King Studios site (identified by red border) along the Montgomery Rd. business corridor in Evanston.*

## **DESCRIPTION OF KING STUDIOS EXPERIENTIAL LEARNING CENTER**

King Records was about innovation, ingenuity, integration, and it was an active, creative, fun place. King Studios will respect that legacy and tell the story of King the way it is meant to be told. The new King Studios will create an energetic environment of experiential learning for students, educators, residents and visitors. It will include a memorial experience that is interactive and engaging, a live recording studio and an energetic community-arts center.

### **1 Memorial Experience**

An interactive learning center dedicated to telling the story of King Records as a source of racial reconciliation, business and cultural innovation and a basis for the origin of rock and roll music.

### **2 Recording Center**

A working recording studio in collaboration with Ultrasuede Studio and community-based music centers. The recording studio will cultivate young entrepreneurs in music recording, composition, performance, audio production and management by serving as a learning laboratory for high school and university students with an interest in music production and performance.

### **3 Community Arts Center**

A community-based, non-profit art studio that provides Evanston residents and members of surrounding communities the opportunity to discover the life-changing power of creating art. The studio will be an academic resource for educators from local schools and area universities.

## The King Memorial Experience

An interactive learning space dedicated to telling the story of King Records as a source of racial reconciliation, business and cultural innovation, and a basis for the origin of rock and roll. The King Studios Experiential Learning Center will provide visitors with an interactive experience to understand the history of King Records and Cincinnati's musical roots. With in-depth information on musical artists from James Brown to the Stanley Brothers and Merle Travis to Wynonie Harris, it will attract a wide range of music enthusiasts.



The objectives of the Memorial Learning Center are:

- To highlight the musical and cultural history and impact of King Records through interactive exhibits.
- To generate sustainable earned revenue from a combination of membership and admission fees, programming, outreach, retail sales, use of space for rentals and special events.
- To secure new funding sources including endowments, foundation grants, government grants and private and corporate donations.
- To have 375 total paid annual memberships.
- To serve 1,500 children and young and older adults annually through our outreach programs.

The King Studios Board and partners are currently working on community outreach and education. Archival work is also being done by videotaping the stories of surviving King affiliates. This effort is in conjunction with CET and Lightborne for the purpose of producing a documentary about King Records. These efforts are also being supported by contributions from Artswave, the Greater Cincinnati Foundation and the National Endowment for the Arts.



## The King Recording Center

The recording center will be a working recording studio that will cultivate young entrepreneurs in music recording, composition, performance, audio production and management by serving as a learning laboratory for middle school, high school and university students with an interest in music production and performance.

John Curley, owner and operator of Ultrasuede Studio, is eager to bring his successful recording experience into the King Studios facility in order to help develop and manage the recording center. Under Mr. Curley's direction, the recording facilities at King Studios will breathe new life into recording under the King name on a daily basis. King Studios will be an educational magnet for Cincinnati residents and many others in the region and beyond. Syd Nathan's vision of diversity is our inspiration to become a cultural umbrella under which artists of all backgrounds will gather to create music together.

The new King Studios recording center will be another opportunity to create a connection between Syd Nathan's innovative model at the original King and Mr. Curley vision towards the future of music. This activity will allow King to continue to make music at King Studios in ways that continue to push the envelope and integrate a diversity of influences.

The objectives of the Recording Studio are:

- To use studio personnel and equipment to enhance the educational objectives and offerings of King Studios.
- To provide a hands-on learning experience for students interested in music composition, performance and audio production.
- To provide internships, workshops, entrepreneurship opportunities for students and to enhance Xavier University course offerings in music business.
- To augment and enhance existing music-related programs in the Cincinnati area, offering a "next-level" of learning and experience.
- Ultrasuede Studio, in partnership with King Studios, will serve as the "professional-level" tier providing real world professional opportunities for those seeking to begin a career in the field.





*Ultrasuede's current location: the historic QCA Studio A in Camp Washington.*

Ultrasuede Studio is in the process of developing a summer workshop audio-course offering for XU students. Mr. Curley is currently a member of the King Studios Education subcommittee whose charge is to develop the education curriculum for the King Studios facility. The education subcommittee is currently developing standards-based outreach curriculum for students. Mr. Curley is also a volunteer at Cincinnati's Music Resource Center.

In the new space the recording studio will build on the tradition of King Records by bringing together Cincinnati's diverse music community – Rock, Blues, Soul, R&B, Jazz, Funk, Hip Hop, Folk and others – under a shared umbrella of artistic energy and collaboration. It will provide apprenticeship programs for youth interested in the recording arts and help in the development of minority entrepreneurs interested in the music business. King Studios will also serve as a classroom for XU students, enhancing the existing course offerings for the music department.

### **Community Arts Center: The Flavor of Art Studio**

The Flavor of Art Studio is an operating, non-profit art studio that provides community members in Evanston and the surrounding area the opportunity to discover the life-changing power of creating art. The art studio will be an academic resource for educators from local schools and area universities. It provides a neighborhood art studio for pre-teens, teens,

The objectives of the Flavor of Art Studio are:

- To create high-quality arts experiences for pre-teens/teens, adults, seniors, and under-served residents from Evanston and surrounding communities.
- To promote community arts as a resource for education, professional development, and community building.
- To serve local art teachers and university students pursuing careers as artists and art educators.

and senior citizens and under served residents from Evanston and the surrounding communities. The Flavor of Art Studio is currently working with local schools and recreation centers to provide arts education to students. The studio has implemented innovative programming such as creative writing, community-arts days and art exhibitions. It has been instrumental in working to bring a community mural dedicated to King Records to the Evanston Business District. The studio is also working with local artists and Xavier professors to teach art to young people and local residents. Flavor of Art Studio Director Anzora Adkins is a member of the King Studios Board and Education subcommittee.

In a new space The Flavor of Art will expand the level of programming that has helped dozens of residents of Evanston and surrounding communities discover and experience the life-changing power of making visual art. The studio opened in the summer of 2007, with support from Evanston community leaders, the Cincinnati Police Department, Xavier University, United Dairy Farmers, the Skyler Foundation, Artworks, the Haile Foundation and Huntington Bank. It offers free courses for youth and senior citizens and actively works with neighborhood schools and recreation centers.



## NEW FACILITY DEVELOPMENT

In order to more fully implement the vision of King Studios a new facility is being planned. The new King Studios is to be built in a strategic location along Montgomery Road just three blocks from its original location at 1540 Brewster Ave and two blocks from Xavier University. The new location will allow King to be the center of positive revitalization on Montgomery Road and provide great visibility in the community. It is the intent of the design team that elements of the original building will be integrated into the new project and that the original site will be memorialized and respected as part of the new experience.



The new Montgomery Road location will provide a great anchor to revitalization efforts in Evanston that complements nearby improvements, including Xavier University's Hoff Academic Quad and mixed-use development project, the Keystone Parke office development, and the Surrey Square commercial renovation in Norwood, and new housing and retail at DeSales Corner.

The location of King Studios on Montgomery Road is an extremely important and visible site within the Evanston Community and the City of Cincinnati. The exterior building design reflects the importance of the site by creating a new, exciting and engaging building that is respectful of the physical, historical and cultural context of the community and the programs that it houses.

The glass facade on Montgomery Road invites the community to engage the facility by observing the active gallery and performance spaces. Inside the building the relationships of the art, educational, recording and exhibit spaces have been carefully considered to create a dynamic, creative environment that fosters collaboration and communication.

The King Studios Experimental Learning Center is a state-of-the-art facility that is designed to integrate the needs of the memorial space, the recording center and The Flavor of Art Studio in an environment that inspires creativity, fosters collaboration and engages with local, national and global communities.



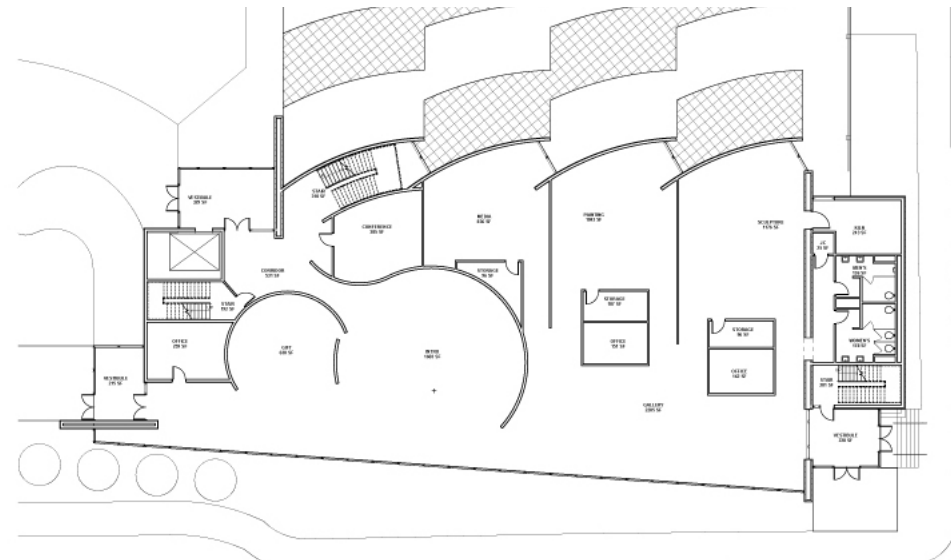
In 2009, through a series of design charettes, the program of space needs for the facility evolved. Valuable insights were gathered from a diverse set of participants including Evanston community leaders, Xavier University, the Flavor of Arts, museum designers, recording studio experts and facility managers. The final program defined a 3,200-square-foot facility inclusive of spaces for the Flavor of Arts, the memorial space, the recording studio, and shared performance and gallery spaces.



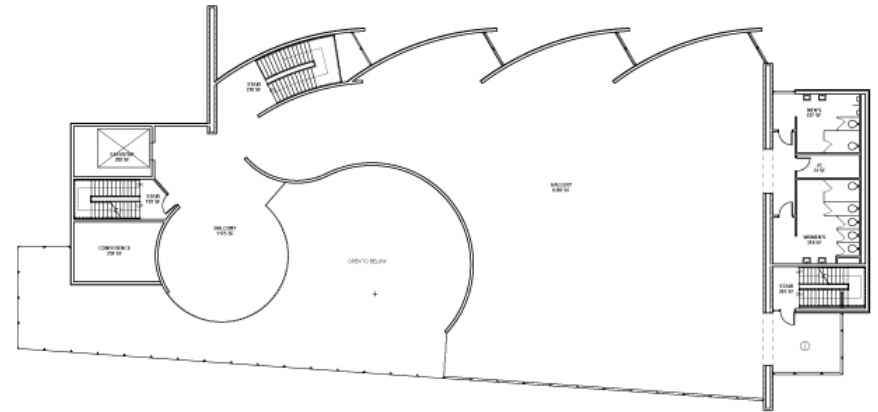
Based on the 2009 preliminary building program the probable construction cost was estimated to be between \$13.0M and \$14.0M.

Estimated Development Costs	
General Construction	\$9,840,000
Soft Costs	\$2,460,000
Site Acquisition	\$1,200,000
<b>TOTAL</b>	<b>\$13,500,000</b>

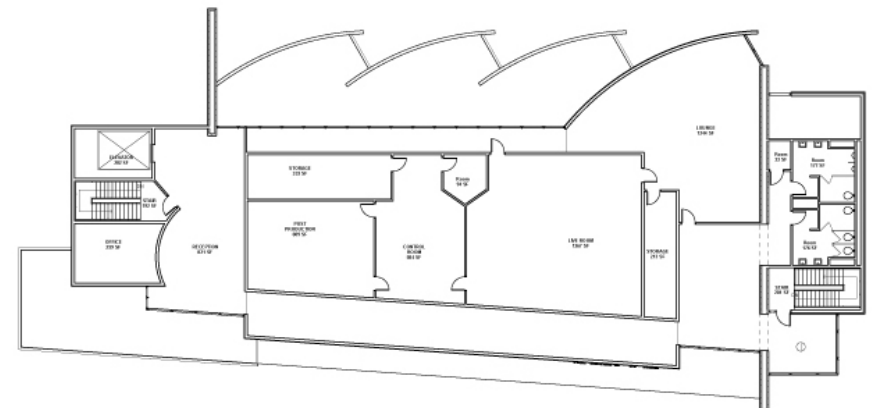
Since the charrette, the King Studios Board and advisory group have refined the facility program to be more inclusive and collaborative. In recognition of these refinements the Board will conducted a design charrette in the first quarter of 2012. The purpose was to align the facility's design and construction budget with the current vision of The King Studios Experiential Learning Center.



*King Studios 1st Floor entry and Flavor of Art site plan concept.*



*King Studios 2nd Floor Experiential Learning Center site plan concept.*



*King Studios 3rd Floor recording studio site plan concept.*

# STRONG BOARD AND PARTNERS

This ambitious project has been motivated by a very strong board and group of active partners that bring the passion and expertise to the table to accomplish great things. The King Studios Board is a strong partnership between the Evanston community, the musical community, the Xavier community and a committed group of professionals and local residents.

## **King Studios Board**

Bootsy Collins, Honorary Chair – Rock and Roll Hall of Famer  
Anzora Adkins, Neighborhood Chair – President Evanston Community Council  
Liz Blume, Secretary /Treasurer – Community Building Institute Director  
Russell Driver, Business Affairs Chair –and Procter & Gamble  
Steve Halper, Program Chair – nephew of Syd Nathan  
Philip & Juanita Paul, King Records Musician, Historian and Session Player  
Brian Powers, Music Historian – Cincinnati Public Library  
Sean Rhiney, Eigel Center Director – Xavier University  
Otis Williams, King Records Musician, singer of King Rec Otis Williams and The Charms, and Historian

## **ADVISORY COUNCIL (11)**

Chris Anderson, Associate Professor – Xavier University History Department  
John Curley, Ultrasuede Studios, Proprietor  
Tom Fernandez, SHP Leading Design, Executive Vice President  
Russell Hairston, Senior Community Development Analyst – City of Cincinnati  
Nancy Hackett, Eigel Center and CBI admin – Xavier University  
Richard LaJeunesse, Attorney – Graydon Head  
Tim Riordan, Dayton, Ohio City Manager  
Chris Schadler, Senior Associate – Community Building Institute at Xavier University  
Jim Tarbell, Arts Chair –former City Council member

## **STRONG PARTNERSHIPS**

In addition to the Board and formal advisory council there are a number of other partners that are instrumental in making the vision for King a reality.

### **Evanston Community**

The commitment of the Evanston Community comes in many forms for this project. The strong leadership of the Evanston Community Council and the Executive Committee are what have driven this project from the start. The president of the Community Council has been the leader and champion of this idea from its inception. The community is leading the effort in fund development and generating enthusiasm in the community with everyone from original King Record's studio musicians such as Phillip Paul (a long-time Evanston resident) to area schools and property owners.



### **Xavier University**

Xavier has been an active partner in the development of this project. The support of the Community Building Institute has provided overall project management and logistics support during these early years of project development. There has also been wonderful support from academic departments; the Art Department has provided support and hands-on teaching at the The Flavor of Art Studio. Xavier art faculty will be an important part of the ongoing operation of the The Flavor of Art Studio in the new building and will provide part of the support to that facility. The history department has been working with the Public Library to document the story of King and do research and work on historical documentation. The education department has provided support and guidance on creating curriculum that is age-appropriate and meets State of Ohio standards for school students. The College of Business has provided technical expertise on everything from advising on this business plan to marketing and public relations.

### **The Evanston Business Association**

The Evanston Business Association has also been an important partner in the project and will play a key role in making sure that all the businesses on Montgomery Road stay on Montgomery Road. The project will require that three businesses move. The goal is to relocate them to the other side of Montgomery Road so that they continue contribute to the business corridor and take advantage of the new traffic and vitality in the area.

### **City of Cincinnati**

The City of Cincinnati has been an active partner with the community. The City made the first significant financial contribution to the project by allocating the Evanston community \$950,000 to acquire the site and has been working to assist with site development and environmental considerations. The City has also been supportive of surrounding housing and business development projects that will ultimately lead to the successful revitalization of the Montgomery Road Corridor.



SHP has been connecting people and communities through architecture for more than 100 years. It has developed flexible solutions that are in tune with the goals of this project and have donated thousands of dollars of in-kind services toward the project including architectural renderings and consultation.

### **Ultrasuede Studio**

Ultrasuede brings proven business acumen and the knowledge of the music industry to help make King Studios the living breathing memorial that makes this more than a memory of the last generation but a catalyst for the next generation of music creativity.



### **The Flavor of Art Studio**

The Flavor of Art Studio is currently serving community children and seniors. The experience this organization brings to the King Studios project will be an important part of the ongoing operating support for the project.

### **Graydon Head**

Graydon Head as legal counsel has served as an active partner in the development of this project. Richard LaJeunesse, a member of the firm's Executive Committee, works within the law firm's Commercial Real Estate Industry Group, involved in areas of real estate, environmental and construction law. Richard sits on the Advisory Board of King Studios and provides the group with significant pro-bono legal counsel as well as guidance on professional services provided by a broader group of attorneys as part of the Graydon Head team.

### **CET and Think TV, Public Television**

CET and Think TV are leading providers of education and enrichment in classrooms and living rooms throughout Greater Cincinnati. They have partnered with King Studios and its affiliates to help develop a full-length documentary of King Records. They are currently working on grant funding and have secured Tremolo Productions, a company that has produced many professional music documentaries, for this project.

### **Lightborne**

Lightborne is a design-driven company specializing in projects that incorporate motion design, live action, animation and visual effects. Lightborne, in conjunction with CET, has committed to developing the best live footage related to King Records archiving and King Studios' production needs.



### **Rock and Roll Hall of Fame**

Rock Hall president Terry Stewart has called the story of King Records "The Lost History of rock and roll." Terry has hosted the King Studios group in Cleveland and is committed to helping the project in the future.

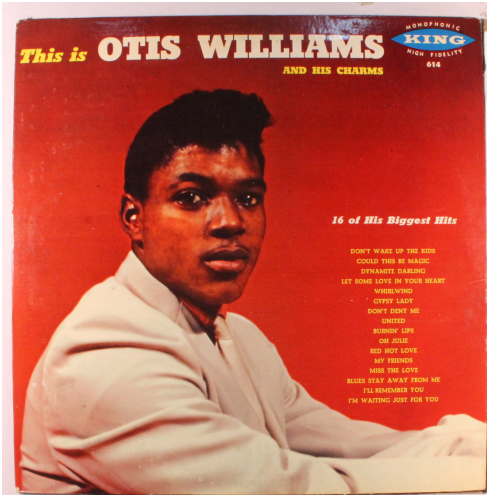
## **King Records: The Lost History of Rock 'N Roll**

### **Public Library of Cincinnati and Hamilton County**

In 2008 Brian Powers, a music librarian and local historian at the Public Library of Cincinnati organized a symposium on King Records at the Main Library that included panel discussions and an exhibit. In 2009 his book, *A King Records Scrapbook*, was nominated for Best Research on a Record Label by the Association for Recorded Sound Collections. Brian is currently an advisor on a King Records documentary for Public Television and a Board member for King Studios.

### **Cincinnati Public Schools**

Cincinnati Public Schools educators have partnered with King Studios to provide technical assistance and guidance on educational programming and curriculum development. Arts educators will be a long-term partner as the Center delivers educational services to children in the district. We have partnered with the Evanston Academy, whose students, teachers and principal have helped us develop and test our educational material.



### **Otis Williams, singer of Otis Williams and the Charms.**

Otis was born and raised in Cincinnati, Ohio and graduated from Withrow High School in 1954. His band The Charms were formed at Withrow and went on to great heights, scoring 2 gold records and 9 hits. Otis worked with such artists as Count Basie, Diana Washington, Dizzie Gillespie, Johnny Mathis, Jackie Wilson, James Brown, Little Richard, The Four Tops, Ray Charles, Frankie Avalon, Frankie Valli and others. Otis co-produced the original songs The Twist and Fever. The Charms sang back-up on the original versions sung by Hank Ballard and Little Willie John, respectively. July 23rd, 2005 was declared Otis Williams Day by the City of Cincinnati. Otis also received the Lifetime Achievement Award by The Cincinnati Enquirer in 2002 and the Key To The City in 2008.



### **Steve Halper, nephew of King Records founder Syd Nathan.**

Steve has participated in many King Records programs, including Syd Nathan's induction into the Rock and Roll Hall of Fame in 1997, WVXU's King Records radio series and the Cincinnati Public Library's King Records symposium. A graduate of Georgetown University Law Center, Mr. Halper is a lawyer for Katzman, Logan, Halper & Bennett and has practiced law since 1975. Mr. Halper serves as a King Studios board member.



### **Bootsy Collins, King recording artists and funk legend.**

Bootsy Collins has been active in supporting the efforts of King Studios and, along with his wife Pattie Collins and their foundation, continues to support this tremendous undertaking. Bootsy Collins, as an alumnus of King Records and a former resident of the Evanston Community, is one of our valued contributors with his time and presence at events, being an historical contributor to King Studios with personal experience, material content and information relevant to that period of time and a musical icon in the industry and the greater-Cincinnati community.

*The Bootsy Collins Foundation Seeks to Provide "An Instrument for Every Child".*

### **Shake It Records.**

Shake It owner Darren Blase wrote a book on King Records and currently consults the King Studios group.

# PROJECT STATUS

The King Studio's Board and partners have been working diligently to move the project forward and begin delivering message and services described above to the community. The following is a brief summary of some of the accomplishments we are most proud of and give one a sense of the current status of our efforts.

## FUNDRAISING

Over \$1 million in financial support from government and foundation sources including the City of Cincinnati, ArtsWave and the Greater Cincinnati Foundation have been garnered for the development of the organization and site acquisition for the King Studios Experiential Learning Center facility.

### Contributions to Date

\$10,000	Land purchase options from the Evanston Community Council
\$955,000	Evanston Redevelopment Earmark from the City of Cincinnati
\$20,000	Artswave grants
\$16,000	Greater Cincinnati Foundation grant
\$58,000	Building design and site plan from SHP Leading Design
\$48,000	Contributions from the Eigel Center for Community Engagement and The Community Building Institute
\$23,000	Video production contribution from Lightborne
<b>\$1,150,000</b>	<b>TOTAL</b>

## KING RECORDS ARCHIVING

Partnerships continue on with CET/Think TV, Lightborne, The Public Library of Hamilton County and Xavier University to document the history of King Records. This effort entails capturing the stories of King Records' musicians and cataloging this information and associated artifacts into a collection that will be housed at Xavier University. The King Studios team has visited the Rock and Roll Hall of Fame and the Stax Records Museum in Memphis to learn more about how these types of institutions work and succeed.



## CURRICULA

Multiple partners are working together to develop a learning curriculum including Xavier University, Cincinnati Public Schools and the Music Resource Center in Evanston. This curriculum would be built around three important historic foundations established in Cincinnati by the King Records legacy:

### Teaching based on profound cultural significance, positive social integration and self-sustaining business practices.

#### 1 CULTURAL INTEGRATION

King started by recording only Appalachian music but quickly began including R&B. Music historians agree that the mixing of these two styles and the people that made the music laid the foundation for the American cultural phenomena called rock and roll. Thus Terry Stewart, Rock and Roll Hall of Fame President's statement that "There are three cities that have a rightful claim to be the birthplace of rock: Memphis, New Orleans and Cincinnati." (Many historians will tell you that Cincinnati's Rock and roll roots were laid long before Memphis'.)

#### 2 SOCIAL INTEGRATION

The positive social story of King Records is unparalleled during its time. At King Records you would find people of different races working side by side at different job levels. King was one of the first companies of its size to support such a work policy. That is what Larry Nager means when he says, "King Records is as important to Cincinnati as the Ohio River."

#### 3 BUSINESS INTEGRATION

It was also King Records' integration of all the different aspects of the music business under one roof that was critical to its success. The building at 1540 Brewster Avenue housed the recording studio, Syd's office, the A&R Department, distributing, shipping, pressing, cataloging, etc. This allowed Syd to control costs and production and gain a competitive edge.



## COMMUNITY EVENTS

With support from the Evanston Community Council, The Flavor of Art Studio, and Ultrasuede Studio, King Studios has shared the story of the social and musical contributions of King Records with the surrounding community by participating in community events and engaging students in experiential learning centered on creating music and art. Event highlights include the unveiling of a historic marker at the original King Records site, annual participation in the Evanston Memorial Day Parade, and the musical contest called Lyrics To Your Own Song which enabled the winner of the contest, a high school student, to record and perform a song she wrote.



*Bootsy Collins and Anzora Adkins, Evanston Community Council President at the 2010 Evanston Memorial Day Parade.*



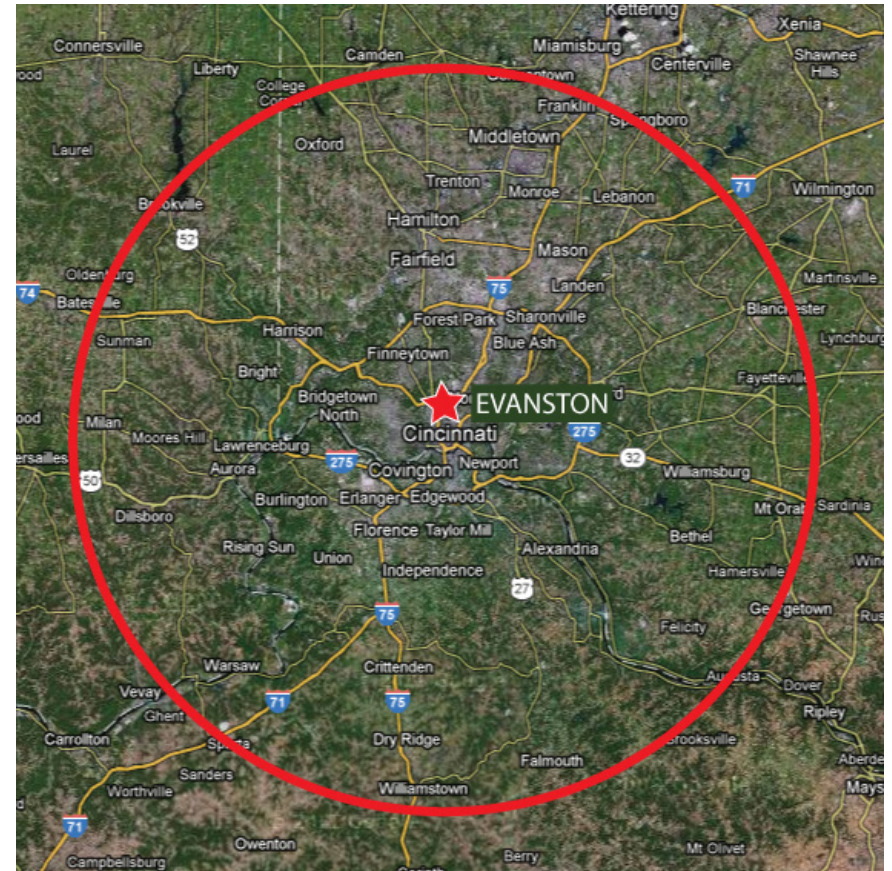
*King Records session man Philip Paul and others at a 2009 reception for King Studios at The Flavor of Art Studio in Evanston.*



# MARKET ANALYSIS

Local cultural arts centers are a growing part of the arts and cultural landscape in our communities. The Music Resource Center, a small non-profit located in Evanston, and Elementz, a non-profit located in the West End that focuses on hip-hop-oriented art forms, are two organizations that have complementary missions to King Studios. In addition, a growing number of neighborhood arts organizations can now be found, most prominently in the Clifton, Kennedy Heights and Madisonville neighborhoods. In some ways these centers have emerged to take the place of the school-based programs that are no longer available. In other ways community arts centers are different kinds of places. They are more community-based and appeal to a wider audience. In the case of King Studios we combined that emerging community arts center model with a very compelling national cultural phenomenon: the legacy of King Records. That is truly something unique to the market.

The following is an assessment of where King will fit into the equation and what we might expect to attract in our early years of operation.

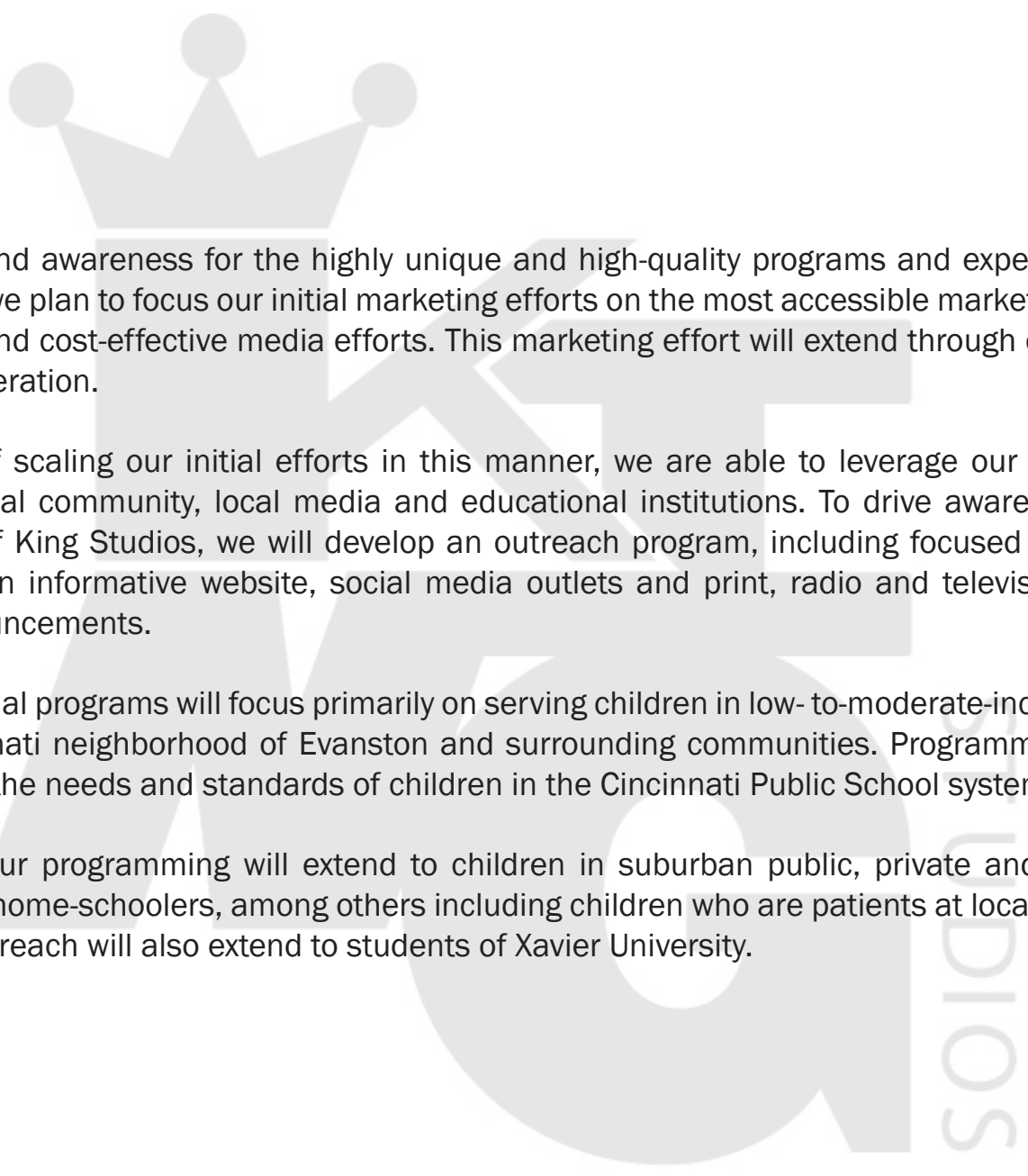


*30-Mile radius from King Studios*

## Market Segmentation

Using a broad definition of our market, everyone with an interest in music, art, history and business success principles is a potential consumer of the programs and services offered by King Studios. By tempering that broad definition with a geographic boundary of a 30-mile radius we have the opportunity to reach an enormous market in the Greater Cincinnati Area.

Our target markets are families with children ages 18 and under, students enrolled in Cincinnati-area public and private schools, Xavier University music, art, history and entrepreneurship students, and senior citizens who can learn about and re-experience the rock and roll music of their youth.



To create brand awareness for the highly unique and high-quality programs and experiences we are offering, we plan to focus our initial marketing efforts on the most accessible market segments and on free and cost-effective media efforts. This marketing effort will extend through our first 12 months of operation.

As a result of scaling our initial efforts in this manner, we are able to leverage our strong ties within the local community, local media and educational institutions. To drive awareness of all three parts of King Studios, we will develop an outreach program, including focused direct-mail campaigns, an informative website, social media outlets and print, radio and television public-service announcements.

Our educational programs will focus primarily on serving children in low- to-moderate-income areas of the Cincinnati neighborhood of Evanston and surrounding communities. Programming will be tailored to fit the needs and standards of children in the Cincinnati Public School system.

In addition, our programming will extend to children in suburban public, private and parochial schools, and home-schoolers, among others including children who are patients at local children's hospitals. Outreach will also extend to students of Xavier University.

# OPERATING PLAN

## SERVICE PROVIDERS ANALYSIS

The King Studios Experiential Learning Center offers a unique combination of experiences not available anywhere else in the Greater Cincinnati area. It provides a comprehensive focus on three core components – an interactive memorial space dedicated to King Records, a recording studio, and a visual art studio. Compared to other cultural arts centers only King Studios has an anchor institutional partner such as Xavier University.

King Studios intends to establish cooperative relationships with many cultural arts organizations, particularly the Music Resource Center and Elementz, with the expectation that increased awareness in these types of programs will result in mutual benefit.

In a much broader sense, our competition is not limited to places offering music production and art classes and museums. There are many external activities in which families can choose to participate. Given free time and disposable income, families may choose among a variety of activities including sports, music classes, dance classes and park-district programs.

The initial analysis indicates that families will recognize the benefit of an organization with a comprehensive focus, hands-on experiences and intimate environment, as a means of providing balance, as an opportunity to enrich their children's lives and as a fun place to spend time with their children.

The King Studios Experiential Learning Center will operate as an Ohio non-profit entity with oversight provided by a non-profit Board. The Center's day-to-day operations will be managed by a staff of professionals who will be responsible to the Board. Initially the operation will be limited to a few full and part-time employees. The following personnel plan outlines key roles and responsibilities for operations of the Center. The operating costs of the facility are provided in the budget detail in the appendix.

## CENTER MANAGEMENT

The initial management team consists Anzora Adkins, Art Studio Program Coordinator; John Curley, Recording Studio Program Coordinator; and an Executive Director and Experiential Learning Center Program Coordinator to be determined.

### **1) Executive Director, TBD**

- Leadership: Advise the Board and carry out tasks assigned by the Board.
- Management:
  - Oversee daily operations, project planning, and special events, working closely with each program coordinator.
  - Manage personnel issues (recruitment, hiring, training, evaluation and termination of staff).
  - Coordinates volunteers.
  - Operates admissions and gift shop.
  - Supervise junior staff (year 3).
  - Financial analysis:
    - Together with the Program Coordinators, develop and manage the annual budget for Board approval including necessary revisions.
- Event planning and community outreach
  - Develop permanent and special programs.
  - Develop network of support within the arts community.
  - Develop and implement outreach program.
- Curricular development
  - Work closely with each program coordinator to develop annual curriculum.
  - Ensure that education curriculum aligns with CPS and XU standards.



## 2) Experiential Learning Center Program Coordinator, TBD

- Archive management: Manage archive materials for the museum, including special collections.
- Exhibits: Manage all exhibits and develop special events.
- Education: Develop Experiential Learning Center Programs.
- Community relations
  - Along with Art and Recording Studio Program Coordinators cultivate network of support within the music and arts community.
  - Develop and implement outreach program.
- Fund development: Together with the Executive Director create and manage the annual budget for Board approval including necessary revisions.
- Leadership
  - Work directly with John Curley and the recording studio, and Anzora Adkins and The Flavor of Art Studio.
  - Advise the Board and carry out tasks assigned by the Board.

## 3) Recording Studio Program Coordinator, John Curley

- Manage day-to-day operation of Studio Facility
- Prepare budgets for studio operation and equipment
- Assist in development of partnerships with schools donors and suppliers
- Equipment acquisition and upkeep
- Scheduling studio events, programs and sessions
- Develop educational curriculum and programs utilizing studio resources in cooperation with FOA and King Studios
- Interview, select, and instruct interns

## 4) Art Studio Program Coordinator, Anzora Adkins

- Create and manage program budget
- Develop and manage arts programming and curriculum
- Market arts programming to broader community
- Recruit, hire and manage staff of freelance artist
- Develop and maintain partnerships with local schools and other educational institutions
- Evaluation of program impact and effectiveness

PERSONNEL PLAN	Year 1	Year 2	Year 3
Executive Director	\$65,000	\$68,250	\$71,663
Experiential Learning Center Program Coordinator	\$50,000	\$52,500	\$55,125
Facility Junior Staff	\$0	\$0	\$30,000
Recording Studio Program Coordinator	\$30,000	\$31,500	\$33,075
Assistant Recording Studio Program Coordinator	\$15,000	\$15,750	\$16,538
Art Studio Program Coordinator	\$30,000	\$31,500	\$33,075
Artist Stipends	\$15,000	\$15,750	\$16,538
Maintenance Manager	\$22,000	\$23,100	\$24,255
TOTAL PEOPLE	7	7	8
TOTAL PAYROLL	\$227,000	\$238,350	\$280,268

## **Additional Staff**

There may be need for additional staff in subsequent years. The following is a discussion of the potential need for additional staff as the Center matures.

### **1) Facility Junior Staff (3rd year).**

Junior staff members assist managers when needed. They ensure that all stations are kept clean and secure. They monitor the facility and patron's behavior and, if needed, assist them to engage in appropriate activities.

### **2) Assistant to the Recording Studio Program Coordinator.**

Assists the Recording Studio Program Coordinator in all aspects of his/her responsibilities including supervision of recording sessions, instructing interns and students, assisting with scheduling, upkeep and maintenance of equipment and studio facility, on-call tech support for assistant engineers, interns, off-hours support.

### **3) Artist Stipends.**

Freelance artists with experience in creating and teaching in various mediums will help plan and implement arts programming and market arts programming to target populations.

### **4) Volunteers.**

Assist managers when needed. They ensure that all stations are kept clean and secure. They monitor the facility and patron's behavior and, if needed, assist them to engage in appropriate activities.

### **5) Maintenance Manager.**

Keeps the facility secure and in a state cleanliness and disrepair.

# IMPLEMENTATION

We start with a critical competitive edge: there is no organization that can offer the unique story and experience provided by King Studios. Through a variety of services we are positioned as a premier source of music and arts education, enrichment, and enjoyment for the Greater Cincinnati area. Our offerings include a diverse range of programs and activities on a rotated calendar basis, ensuring a fresh experience for even the most frequent visitors.

A key strategy for King Studios is membership growth as a mechanism to drive recurring revenue. By extending a value proposition to our target market in the form of comprehensive membership benefits, we expect to quickly establish a group of sustaining members. Our plan is structured to allow members to determine the frequency of visits to the museum and the degree of participation in special programming.

We will offer four levels of membership that include an “Introductory Membership,” “Friend,” “Frequent Artist” and “Sponsor.” All members will receive a 10-percent discount on retail purchases, special programming and events such as exhibit openings, musical performances and lectures. Our quarterly newsletter will keep members informed and involved. Our diverse calendar of programs and events, coupled with the uniqueness of the King Studios experience, will deliver high member-retention rates.

Closely related to membership, and projected to be a larger source of revenue, are fees from general admissions. Through a grassroots approach, we will continually communicate the compelling influence and value that attendance at King Studios will deliver to children, families and music-lovers. Targeted advertising and networking throughout a very active local community will allow us to focus on continually bringing first time attendees to the museum.

Once visitors enter the facility we will rely upon our unique and compelling story, the dynamic environment and our staff to spark interest in our programs and workshops. We will also employ public-service announcements on radio stations and well-timed press releases as effective and affordable vehicles to deliver our message.

Print advertising during our first year will be limited and placed in the less-expensive local media such as City Beat. We plan to distribute flyers through local community groups. As we expand our presence in the Greater Cincinnati area, we will scale our advertising accordingly: Cincinnati Magazine and the weekend sections of major regional newspapers.

On-site marketing for workshops and special events represents an economical and effective way to generate revenue. By targeting people who have already made the initial step to engage in our experience we anticipate a high degree of interest and participation in revenue producing activities such as workshops and special events.

We recognize that a strong Internet presence is an opportunity to extend our market reach in a manner consistent with our mission. Our initial direct-marketing efforts will be locally focused, and we will rely upon a dynamic and informative website to support our efforts, while broadcasting our message to a much larger audience.

The goal of our site is to create interest, inform and entertain visitors, facilitate requests for membership, renewals and registrations, and generate additional revenue. We will direct visitors to our site through consistent references in all of our marketing materials and the strategic placement of links to our site from other related websites.

Building and maintaining a solid database of potential customers will be critical to the success of our outreach programs. We are currently developing a database of contact persons at all local and Greater Cincinnati area schools, community groups and private organizations whose programming serves music and the arts in Greater Cincinnati. Examples include Cincinnati Public Library branches, local public, private, and parochial elementary and high schools, Cincinnati Park District, local and regional Girl and Boy Scout troops and service units, art-supply stores, children's retailers, local churches, day-care centers and preschools, teacher stores and local civic associations.

We are planning direct mail and telemarketing campaigns, and will offer general informational on-site outreach to all interested groups especially the Greater Cincinnati arts and music community. Additionally, we are developing a prospect database of persons who may be interested in making a financial contribution and/or giving their time as volunteers.



# BE A PART OF THE FUTURE OF KING!

The King Studios Experiential Learning Center is an exciting and important opportunity not only for the neighborhood of Evanston and City of Cincinnati but also for the national and international music community. We are asking for your support to help make the dream of King Studios a reality. Your support will help to revitalize the rich history and legacy of King Records. If you are interested in finding out more about King Studios or contributing to this effort please feel free to contact us.



# FINANCIAL PLAN

The financial plan for the first five years for King Studios shows a set of operating revenues that include a diverse revenue sources including grants, sponsorships, programming and event fees and merchandising and gift shop sales, and a limited expectation on admissions. The expense projections present a limited staff that grows with the operation. In the first years we will make use of existing relationships with staff and friends of the Center to move through start-up. In many cases, as with the Flavor of Art Studio and Ultrasuede Studio, our partners are already running their operations in ways that are sustainable and have demonstrated a level of success.

The budget presented anticipates that the capital campaign for building construction will not require debt service. Our startup costs, projected below, identify significant resources will need to go to the acquisition of artifacts and museum setup. These expenses can be sized to our capital campaign and our ability to get donations for specific items.



OPERATING REVENUE					
King Studios Facility and Experiential Learning Center	Year 1	Year 2	Year 3	Year 4	Year 5
Grants/Donations/Gifts	\$75,000	\$78,750	\$82,688	\$86,822	\$91,163
Memberships	\$15,000	\$17,250	\$19,838	\$22,813	\$26,235
Education programs	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Sponsorships (Strategic Alliances)	\$50,000	\$55,000	\$60,500	\$66,550	\$73,205
Fundraisers	\$10,000	\$11,000	\$12,100	\$13,310	\$14,641
Admissions	\$20,000	\$22,000	\$24,200	\$26,620	\$29,282
Café/bar	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Gift shop sales	\$40,000	\$42,000	\$44,100	\$66,150	\$99,225
<b>Total Museum Operating Revenue</b>	<b>\$240,000</b>	<b>\$257,250</b>	<b>\$275,988</b>	<b>\$316,206</b>	<b>\$369,139</b>
Art Gallery					
Grants/Donations/Gifts	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775
Education programs	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
Fundraisers	\$2,000	\$2,200	\$2,420	\$2,662	\$2,928
Competitions	\$-	\$1,000	\$2,000	\$2,000	\$2,000
<b>Total Art Gallery Operating Revenue</b>	<b>\$57,000</b>	<b>\$61,200</b>	<b>\$65,595</b>	<b>\$69,198</b>	<b>\$73,024</b>
Recording Studio					
Recording service fees	\$10,000	\$12,000	\$14,400	\$17,280.0	\$20,736.0
Grants/Donations/Gifts	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465
Recording Studio Memberships	\$1,000	\$1,250	\$1,563	\$1,953	\$2,441
Education programs	\$10,000	\$11,000	\$12,100	\$13,310	\$14,641
Competitions	\$-	\$1,000	\$2,000	\$2,000	\$2,000
<b>Total Recording Studio Operating Revenue</b>	<b>\$51,000</b>	<b>\$56,750</b>	<b>\$63,138</b>	<b>\$69,272</b>	<b>\$76,284</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$348,000</b>	<b>\$375,200</b>	<b>\$404,720</b>	<b>\$454,676</b>	<b>\$518,446</b>

OPERATING EXPENSES					
King Studios Facility and Experiential Learning Center	Year 1	Year 2	Year 3	Year 4	Year 5
Director	\$65,000	\$68,250	\$71,663	\$75,246	\$79,008
Experiential Learning Center Program Coordinator	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775
Facility Junior Staff	\$-	\$-	\$30,000	\$31,500	\$33,075
Utilities, internet, phone service	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Office supplies and postage	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Insurance	\$15,000	\$18,000	\$18,000	\$18,000	\$18,000
Marketing/Promotion	\$5,000	\$6,000	\$7,200	\$8,640	\$10,368
Free community-based events	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Contingencies	\$26,250	\$26,250	\$26,250	\$26,250	\$26,250
Exhibit maintenance/additions	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Dues and subscriptions	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Display maintenance	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Café /bar / event license	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Gift Shop Merchandise	\$8,000	\$8,400	\$8,820	\$13,230	\$19,845
Travel and Consultation	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
<b>Total Museum Operating Expenses</b>	<b>\$241,250</b>	<b>\$251,400</b>	<b>\$289,058</b>	<b>\$302,747</b>	<b>\$319,321</b>
Art Gallery					
Display maintenance	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Program Coordinator	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465
Artist Stipends	\$15,000	\$15,750	\$16,538	\$17,364	\$18,233
Marketing and Promotion	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
Art Supplies	\$5,000	\$1,500	\$1,500	\$1,500	\$1,500
Printing - Office supplies	\$500	\$500	\$500	\$500	\$500
Competition prize money	\$-	\$1,000	\$2,000	\$2,000	\$2,000
<b>Total Art Gallery Operating Expenses</b>	<b>\$56,500</b>	<b>\$56,750</b>	<b>\$60,663</b>	<b>\$63,748</b>	<b>\$67,018</b>
Recording Studio					
Equipment maintenance	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Program Coordinator (Part Time)	\$30,000	\$31,500	\$33,075	\$34,729	\$36,465
Assistant Program Coordinator (Part-Time)	\$15,000	\$15,750	\$16,538	\$17,364	\$18,233
Marketing and Promotion	\$5,000	\$5,500	\$6,050	\$6,655	\$7,321
Easels and Display Mounts	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Printing and office supplies	\$500	\$500	\$500	\$500	\$500
Competition prize money	\$-	\$1,000	\$2,000	\$2,000	\$2,000
<b>Total Recording Studio Operating Expenses</b>	<b>\$53,000</b>	<b>\$56,750</b>	<b>\$60,663</b>	<b>\$63,748</b>	<b>\$67,018</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$350,750</b>	<b>\$364,900</b>	<b>\$410,383</b>	<b>\$430,243</b>	<b>\$453,358</b>

PROFIT /LOSS					
<i>Operating Cost Summary</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>	<i>Year 5</i>
Museum	\$(1,250)	\$5,850	\$(13,070)	\$13,459	\$49,818
Art Gallery	\$500	\$4,450	\$4,933	\$5,450	\$6,006
Recording Studio	\$(2,000)	\$0	\$2,475	\$5,524	\$9,265
<b>Total profit /loss from Operatoins</b>	<b>\$(2,750)</b>	<b>\$10,300</b>	<b>\$(5,663)</b>	<b>\$24,433</b>	<b>\$65,089</b>

ONE-TIMESTART UP COSTS		
Museum interior design and outfitting	\$2,975,000	Includes: Resource center, Video projector and screen, Sound system, Listening stations, Furniture, Equipment
Exhibits	\$1,500,000	Includes: Travelling exhibit (\$20,000)
Recording studio and lab equipment	\$50,000	
<b>Total</b>	<b>\$4,525,000</b>	

PERSONNEL PLAN	Year 1	Year 2	Year 3
Executive Director	\$65,000	\$68,250	\$71,663
Experiential Learning Center Program Coordinator	\$50,000	\$52,500	\$55,125
Facility Junior Staff	\$0	\$0	\$30,000
Recording Studio Program Coordinator	\$30,000	\$31,500	\$33,075
Assistant Recording Studio Program Coordinator	\$15,000	\$15,750	\$16,538
Art Studio Program Coordinator	\$30,000	\$31,500	\$33,075
Artist Stipends	\$15,000	\$15,750	\$16,538
Maintenance Manager	\$22,000	\$23,100	\$24,255
<b>TOTAL PEOPLE</b>	<b>7</b>	<b>7</b>	<b>8</b>
<b>TOTAL PAYROLL</b>	<b>\$227,000</b>	<b>\$238,350</b>	<b>\$280,268</b>

King Studios Current Contributions	
Evanston Redevelopment Earmark from City of Cincinnati	\$955,000
Land purchase options from Evanston Community Council	\$10,000
Artswave grants	\$14,000
Greater Cincinnati Foundation grant	\$16,000
Building design and site plan from SHP design	\$28,000
Contribution from the Eigel Center for Community Engagement	\$19,000
Video production contribution from Lightborne	\$23,000
<b>TOTAL</b>	<b>\$1,100,000</b>

