



CONSULTING AGREEMENT

THIS AGREEMENT made and entered on this ____ day of January 2020, between Ashe County, NC and Magellan Strategy Group, LLC (MSG) shall be the agreed basis of performing the work and services identified therein:

Objectives: MSG will provide professional consulting services to Ashe County as outlined in MSG's proposal attached as "Exhibit A," which is incorporated herein by reference.

Information: All reports, documents, materials, and information provided by Ashe County to MSG, or developed by MSG in connection with the performance of its obligations under this Agreement, shall be and remain the property of Ashe County and shall be returned by MSG to the Ashe County at the conclusion of this Agreement. The parties agree that all rights, title, and interest in and to the reports to be delivered under this Agreement and any other materials prepared by MSG shall belong to Ashe County.

In no event will MSG be liable for direct, indirect or consequential damages resulting from any defect or inaccuracy in its reports and findings, even if advised of the possibility of such damages. MSG will make every attempt to verify the accuracy and completeness of the information on which we base our conclusions. It is understood, however, that our estimates, projections, and opinions represent the judgment of our staff, based on the best information available at the time of publication. MSG makes no warranty or representation, either expressed or implied, with respect to the information furnished.

Confidentiality: MSG hereby covenants and agrees with Ashe County that during and following expiration of this Agreement, MSG shall keep confidential any and all information which becomes known to MSG as a result of performance of the services to Ashe County pursuant to this Agreement unless such disclosure is required. MSG will advise such parties of the confidential nature of said material and will be responsible for their compliance with this confidentiality agreement. The confidentiality provisions of this Agreement shall remain in full force and effect after the termination of this Agreement.

Term & Termination: The terms of this Agreement will remain effective for 90 days from the date of this Agreement and shall terminate automatically upon completion of the services required of MSG by this Agreement.

Entire Agreement: This Agreement constitutes the entire understanding and agreement between Ashe County and MSG with respect to the subject matter hereof, and may only be amended, modified or changed in writing signed by both parties. This Agreement supersedes all prior oral and written agreements and understandings between the parties with respect to the subject matter hereof.

WHEREFORE, the parties have approved and executed this Agreement as of the date first written above.

ASHE COUNTY, NORTH CAROLINA

By: _____
ADAM STUMB, County Manager

MAGELLAN STRATEGY GROUP, LLC

By: _____
CHRIS CAVANAUGH, President

EXHIBIT A

Proposal to Ashe County, NC for Feasibility Consulting Services Related to a Proposed Agricultural and Event Center

September 2019

Magellan Strategy Group, LLC
Asheville, North Carolina



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INTRODUCTION

When Magellan Strategy Group began helping its clients in 2004, prior to the Great Recession, the world was a much different place. Following the economic downturn, communities began scrutinizing their expenditures and investments with much higher regard. Municipal and county governments tightened their purse strings—perhaps permanently—as consumers struggled to recover jobs, savings, and discretionary spending lost during the tumult. There is now more pressure than ever to justify the return on investment for every dollar spent by local government.

It was within this environment that many of Magellan’s clients began looking differently at how they invested their dollars. Some of this change occurred through external pressure applied by elected officials, residents, or community stakeholders. In other communities, however, enlightened industry officials led the charge to hold their spending to a higher expectation. They built partnerships with local governments and others, examined how their activities created a higher quality of life for residents and enhanced economic development, and rigorously looked at the return generated by their investment activity.

We have supported the efforts of many of these destination leaders with research, analysis, critical thinking, and disciplined reviews of policies and procedures. We welcome the opportunity to bring the same tools to Ashe County as you decide how to allocate your own precious financial and human resources.

Magellan Strategy Group and Strategic Venue Studies are pleased to present the following approach to completing a feasibility study for a proposed agricultural event center in Ashe County. Chris Cavanaugh of Magellan Strategy Group has 24 years of experience working in western North Carolina tourism and hospitality, including the last 15 years as a strategic planning and marketing consultant.

His consulting experience has taken him across the country and to Europe and includes a wide variety of work, sometimes in partnership with other world-class firms. Magellan Strategy Group welcomes the opportunity to partner with Catherine Sarrett of Strategic Venue Studies on this proposal. Catherine has over 25 years of experience in the convention, sports, and entertainment industries. After two decades as a project manager and in senior management for two leading consulting firms, she launched her

own practice dedicated to high quality, client-driven service. Over the past decade, Catherine has managed over 100 consulting projects, evaluating market feasibility, recommending building program elements, projecting financial operations, and evaluating economic impacts.

Her convention and meeting venue experience includes large convention and expo centers, conference centers, and convention hotels. She has studied the operation and feasibility of community centers, business incubators, and banquet halls. In addition, she has studied the feasibility and impact of a wide range of tourism assets, including sports complexes, museums, theaters, as well as local and natural attractions. Her work has appeared in official bond statements and appraisals, and she has regularly presented findings to government officials and public stakeholders.

This is a significant investment opportunity for Ashe County, one that we don't take lightly. We look forward to working with you to make the best decisions for Ashe County and its residents.

TECHNICAL APPROACH

Phase One—Market Discovery and Environmental Scan

1. Visit Ashe County and meet with a steering committee of local stakeholders to review the objectives of the project and to gather all relevant information and documentation related to the proposed facility. This is also an opportunity to receive feedback from stakeholders to understand better the intended uses of and goals for the venue and to identify potential funding sources. We will continue to meet with the steering committee throughout the process, but this kickoff meeting is essential to the success of the project.
2. Interview (in person or via telephone) any key influencers who could potentially bring business to the proposed facility to understand the dimensions of their possible usage (attendees, frequency, hotel room night impact, etc.) and the likelihood of generating events held there. This would include uses that are “local” in nature as well as events and other uses that may be attracted to Ashe County by those same influencers.
3. Research other similar venues in the region which are both potential competitors to the proposed facility in Ashe County as well as sources of market information regarding supply and demand for such venues. Where possible, Magellan Strategy Group will collect publicly available data for these facilities, including size, types and incidence of utilization, rates for usage, and demand relative to local market size. This information will be used to generate insight into the potential utilization of a similar Ashe County facility.
4. Research and profile any venues located in Ashe County which are currently used by potential users of a new agricultural and event center and identify their historical usage.
5. Develop a needs assessment by potential user segment for the facility.
6. Profile the regional market and identify any key relevant trends in potential uses and users of the facility, including population trends, economic data, hotel occupancy, and business and industry trends.
7. Present initial findings to the steering committee and receive feedback.

Phase Two—Analysis of Financial and Operating/Management Structure

1. Evaluate potential operating and management structures for the venue, looking at other facilities within the region as possible models, and a discussion of pros and cons for each option.
2. Identify critical success factors for the operation of the center.
3. Develop event demand and attendance projections, including general assumptions and the identification of potential revenue streams and expenses.
4. Estimate the total economic impact associated with the venue, including taxes generated and the economic impact created by construction, using the IMPLAN model.
5. Present findings to the steering committee and receive feedback.

Phase Three—Feedback and Refinement

Using the feedback gained from the steering committee in Phases One and Two, we will refine the study and adjust as necessary. This phase represents our final opportunity for receiving input that will be beneficial in delivering a plan that is honest yet meets your needs. It also builds appropriate expectations for the potential development and success of the center and helps achieve buy-in from the committee for what is being proposed. A final study will be presented to the steering committee and all deliverables provided at the conclusion of this phase.

Please note that this proposed study is not intended to be a site analysis. It is strictly a market feasibility study and will not address what the proposed center should look like, technical specifications, engineering assessments of potential locations, etc. However, we will make recommendations for these areas as appropriate to our level of expertise.

PROJECT SCHEDULE

Phase One:	8 weeks from commencement of project
Phase Two:	8 weeks from the end of Phase One
Phase Three:	4 weeks from the end of Phase Two
Total Project:	20 weeks from commencement of project

FIRM BACKGROUND



Magellan Strategy Group was founded in 2004 with the vision of providing travel and tourism organizations with greater focus upon opportunities in the marketplace. Since its founding, MSG has worked primarily in strategic planning, market research, and strategic marketing with a diverse group of clients in a variety of categories, including destinations, attractions, resorts, restaurants, retailers, activity providers, local and state governments, and non-profit organizations. We don't believe in a one-size-fits-all approach for helping our clients. Every client has needs that are different and every market has opportunities that are unique, so we devise processes that make sense for the client. Our mantra is *Create a dissatisfaction with the status quo.*[™] It's at the heart of everything we do—developing solutions that generate meaningful results by identifying real benefits customers want and organizations can deliver.

The services we have provided to travel and tourism entities include:

- Market Research
- Marketing Communications Audits
- Strategic Plan Facilitation
- Occupancy Tax Analysis
- Demand Projection Analyses
- Economic Impact Studies
- Feasibility and Demand Analysis
- Agency Search and Review Management
- Tourism Master Planning
- Marketing Plan Development
- Brand Strategy Development
- Pricing Strategy
- Stakeholder Assessments
- Community and Stakeholder Forums

Chris Cavanaugh, Magellan Strategy Group

Cavanaugh has become a recognized expert in destination and attraction marketing and planning since entering the industry 24 years ago. He's been engaged as a consultant by destinations of all sizes and many attractions, especially historic, natural, and cultural sites. He has a diverse range of experience and expertise, having worked in both large and urban communities as well as smaller, rural areas. He has provided consulting services of all types to clients in many North Carolina counties.



Prior to founding MSG in 2004, Cavanaugh served as vice president of marketing for The Biltmore Company for nearly 10 years. The Biltmore Company owns and operates Biltmore Estate, the 8,000-acre privately-owned historic property in Asheville. Working with a talented team of professionals during his tenure, Biltmore doubled its annual revenue and became the most visited historic house attraction in the U.S. He also oversaw marketing for the Inn on Biltmore Estate and the Biltmore Winery.

The governor of North Carolina appointed Cavanaugh to serve on the state's travel and tourism board from 2003 to 2012, and he was chair of the board in 2009. Cavanaugh is also a past member and chair of the Buncombe County Tourism Development Authority, which oversees the work of the Explore Asheville CVB. His extensive experience on the client side and in leadership positions in tourism makes him a valuable consultant partner. He is a recipient of the NC Travel Industry Association Tourism Excellence Award, and a recipient of the Southeast Tourism Society (STS) Shining Example Award. He regularly teaches alumni classes at STS's annual Marketing College.

Cavanaugh had a career in consumer packaged goods marketing before entering the travel and tourism sector. He has a BA degree from Vanderbilt University and an MBA from Emory University. He just completed a six-year term on the board of Asheville Area Habitat for Humanity and continues to volunteer his time for the organization.

Magellan Strategy Group Clients and Projects

Below are clients with whom MSG has been fortunate to work during 15 years of service. Some of these have been in partnership with other firms and others have been solely the work of Magellan—but all have been highly valued.

Destinations

Arlington, TX CVB
Asheville, NC CVB
Augusta, GA CVB
Beaufort and Port Royal, SC CVB
Blowing Rock, NC Tourism Dev. Authority
Blue Ridge National Heritage Area, NC
Blue Ridge Parkway Association, NC/VA
Burke County, NC Tourism Dev. Authority
Burlington/Alamance County, NC Tourism Development Authority
Caldwell County, NC Chamber of Commerce
Cascade Highlands Tourism Association, NC/VA
Central Park Region of North Carolina
Cherokee, NC Marketing & Promotion
Crystal Coast, NC Tourism Dev. Authority
Elizabeth City, NC CVB
Fentress County, TN Chamber of Commerce
Gaston County, NC Travel and Tourism
Georgetown/Scott County, KY Tourism Commission
Graham County, NC Revitalization Economic Action Team
Greenville, SC CVB
Haywood County, NC Tourism Dev. Authority
Hickory Nut Gorge, NC Chamber of Commerce
High Country, NC Marketing Partnership
Historic Morganton, NC Main Street Office
Iron County, MO Economic Partnership
Jackson County, NC Tourism Dev. Authority
Johnston County, NC Visitors Bureau
Lenoir, NC Tourism Development Authority
North Carolina Division of Tourism, Film and Sports Development (VisitNC)
North Myrtle Beach, SC CVB
Ocracoke, NC Tourism Development Authority
Piedmont Triad Host Group, NC
Polk County, NC Travel and Tourism
Randolph County, NC Tourism Dev. Authority
Rockingham and the Uwharrie Region, NC
Roswell, GA CVB
Rutherford County, NC Tourism Dev. Authority
Salisbury/Rowan County CVB, NC
Sampson County CVB, NC
Sevierville, TN Chamber of Commerce
South Carolina Parks, Recreation & Tourism
St. Johns County, FL Tourist Dev. Council
Transylvania County, NC Tourism Dev. Authority

Visit Huntington Beach, CA
Visit Tampa Bay, FL
Watauga County/Boone, NC Tourism Development Authority
Western Piedmont Council of Governments, NC
Wilkesboro, NC Tourism Dev. Authority
Williamson County, TN CVB
Yancey County, NC Economic Dev. Commission

Attractions and Activities

Asheville Art Museum
Asheville's Fun Depot
Asheville Ice
Biltmore, Asheville, NC
Center for Craft, Asheville, NC
Cherokee Historical Association, Cherokee, NC
Chimney Rock Park, NC
City of Asheville/U.S. Cellular Center, NC
City of Roswell, GA
Fort Ticonderoga, Ticonderoga, NY
Graham County Historical Association, NC
Grovewood Village, Asheville, NC
Imaginarium Science Center, Fort Myers, FL
Jimmy Buffett's Margaritaville, Key West, FL
John C. Campbell Folk School, Brasstown, NC
Kennedy Space Center Visitor Complex, FL
Nantahala Outdoor Center, NC
National Civil War Naval Museum, GA
Navitat, Asheville, NC
North Carolina Arboretum, Asheville, NC
Patriots Point Naval and Maritime Museum, Mount Pleasant, SC
See Rock City, Lookout Mountain, GA
Stecoah Valley Cultural Arts Center, Stecoah, NC
Thomas Jefferson's Poplar Forest, VA
Tweetsie Railroad, Blowing Rock, NC
Whalehead, Corolla, NC

Hospitality and Tourism-Related

Asheville Independent Restaurant Association
CREA Mont-Blanc (Research Center for Ecosystems Altitude), Chamonix, France
Foodways Texas
Green Sage Café, Asheville, NC
Mast General Stores
Omni Grove Park Inn, Asheville, NC
Southeast Tourism Society
Southern Foodways Alliance
Tupelo Honey Café

Catherine Sarrett, President, Strategic Venue Studies

Catherine Sarrett has over 25 years of experience in the convention, sports, and entertainment industries. After two decades as a project manager and in senior management for two leading consulting firms in the field, she has launched her own practice dedicated to high quality, client-driven service. With Strategic Venue Studies, clients can count on a cost-effective report product that is analytical, fully supported, and focused on client goals.



Ms. Sarrett has prepared market analyses, feasibility studies, and economic impact assessments for convention and meeting facilities of all types and sizes. Her sports and recreation experience includes professional and amateur venues, youth sports complexes, ice centers, community recreation centers, and aquatic centers.

Entertainment and event venues projects include performing arts centers, theaters, and outdoor amphitheaters. She has also evaluated the potential of a variety of tourism assets and conducted surveys assessing the needs and impressions of potential visitors. Her work has appeared in official bond financing documents and appraisals, and she has regularly presented findings to government officials and public stakeholders.

Catherine Sarrett has spent her career managing projects and directly advising clients. She has learned the importance of detailed market knowledge when addressing complex questions. Unlike the principals of larger firms, Ms. Sarrett will personally perform research and analysis detailed in this proposal. Through her client-driven focus, Ms. Sarrett has earned a reputation as a thoughtful and trusted advisor.

Ms. Sarrett received her Bachelor of Science in Civil Engineering from Duke University and spent several years as a structural engineer before entering the Wharton School of the University of Pennsylvania where she received her Master of Business Administration, with a dual major in Finance and Marketing



Catherine Sarrett Recent Consulting Projects (2009-2019)

Meeting & Convention

Amarillo Civic Center
Bangkok, Thailand Convention Center
Bellevue, WA Meydenbauer Center
Bethlehem, PA Convention Center
Billings, MT Convention Center
Botetourt County, VA Conference Center
Broward County, FL Convention Center
Buffalo Niagara Convention Center
Casper, WY Conference Center
Cobb Galleria Centre
Corpus Christi, TX American Bank Center
Dallas Convention Center
Duncanville, TX Conference Center
Eagle River, WI Event Center
Edmonton, AB River Cree Conference Center
Fargo, ND Convention Center
Florida Polytechnic U. Conference Center
Fredericksburg, TX Conference Center
Gilbert, AZ Conference Center
Goldsboro, NC Maxwell Center
Harlingen, TX Conference Center
Hawaii Convention Center
Indiana Convention Center
Lloydminster, AB Convention Center
Memphis Convention Center
Milwaukee, WI Wisconsin Center
Mission, TX Community Center
Modesto Centre
Moore, OK Conference Center
New Orleans Convention Center
Park City, UT Conference Center
Racine, WI Dekoven Center
Raleigh Convention Center
Sandusky, OH Conference Center
South Bend, IN Century Center
Tallahassee, FL Convention Center
Telluride, CO Conference Center
Thackerville, OK Winstar Conference Center
Virginia Beach Convention Center
Washington State Convention Center

Sports & Recreation

Alexandria, MN Ice and Event Center
Amarillo, TX Arena
Aurora, CO Stock Show Arena
Boone County, IN Ice Arena

Colorado Springs, CO Sports Complex
Corpus Christi, TX American Bank Center Arena
Evanston, IL Robert Crown Center
Fishkill, NY Sports Dome
Florida Atlantic University Football Stadium
Goddard, KS Aquatic Center
Jacksonville, FL Soccer Stadium and Complex
Lee's Summit, MO Soccer Complex
Lloydminster, AB Arena
Loveland, CO Sports Complex
Loveland, CO Whitewater Park
Milwaukee Bucks Arena (Fiserv Forum)
Panama City Beach, FL Sports Complex
Pepsi Center Arena
Portland, ME Basketball Arena
Rockford, IL Ice Complex
San Antonio, TX MLS Stadium
San Antonio, TX NASL Stadium
St. Charles, IL Whitewater Park
St. Louis, MO Ice Center
St. Louis, MO Soccer Complex
Staples, MN Community Center
Tipperary Ireland Equestrian Center
University of Kentucky Sports Venues
University of Nebraska – Omaha Ice Arena
Verona, NY Sports Complex
Victoria, TX Event Center

Entertainment & Tourism

Corpus Christi, TX Selena Auditorium
Coeur d'Alene, ID Performing Arts Center
Eastern Kentucky Tourism Study
Fargo, ND Performance Center
Idaho Wine Tourism Study
IL Route 53 Corridor Tourism Study
Indianapolis Amphitheater
Little Rock, AR Robinson Performing Arts Center
Loveland, CO Dude Ranch
Mammoth Lakes, CA Entertainment Venues
Milwaukee, WI Marketing Operations
Nashville Museum of African American Music
Puerto Rico Roosevelt Roads Redevelopment
South Bend, IN Morris Performing Arts Center
St. Charles, IL Arcada Theater
St. Charles, IL Fox River Corridor
Williston, ND Performing Arts Center



RELEVANT PROJECT EXPERIENCE

National Museum of African American Music (Nashville, TN)

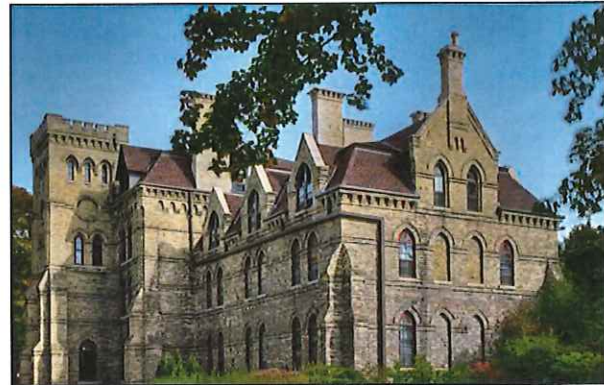
Schedule to open in 2020, NMAAM is a 56,000 square foot museum in downtown Nashville dedicated to the history, culture, and preservation of African American music. The museum will house permanent and rotating exhibits as well as event spaces for educational and social activities. Over



multiple years, Catherine Sarrett managed studies that evaluated the demand potential and projected museum attendance from Nashville residents, out-of-town visitors, and groups. She translated visitation estimates to spending and economic impact projections used to support fundraising campaigns. As of early 2019, the museum has surpassed 75% of its ultimate \$50 million fundraising goal.

DeKoven Center (Racine, WI)

Originally built in the early 1850s as Racine College, the DeKoven Center sits on the shores of Lake Michigan, attracting visitors from throughout the world. Since 1985, the DeKoven Center has been owned and operated by the Episcopal Diocese of Milwaukee, serving as a retreat, conference, and special event center for secular and religious groups of



all denominations. Catherine Sarrett managed a project recommending and evaluating an expansion and renovation plan with the goal of creating a larger, more modern retreat center. Through a detailed market study, user interviews and an analysis of comparable facilities, Ms. Sarrett developed an expansion recommendation that includes the development of new sleeping rooms and the renovation of several meeting and function spaces. She also projected future event demand, financial operations, and ongoing fundraising needs of the expanded retreat.



Duncanville, TX Conference Center and Business Incubator

A community of 40,000 residents Duncanville, Texas lies just south of Dallas. Through its economic development department, the City of Duncanville was interested in assessing the feasibility and potential economic impact of a new conference center and business incubator. Catherine Sarrett managed a study that assessed the community's needs, recommending a building program and projecting financial operations for both the conference center and business incubator. Her analysis also projected the economic impact of the development on the City from construction through stabilized operations. Ms. Sarrett presented findings to a special session of the Duncanville City Council.



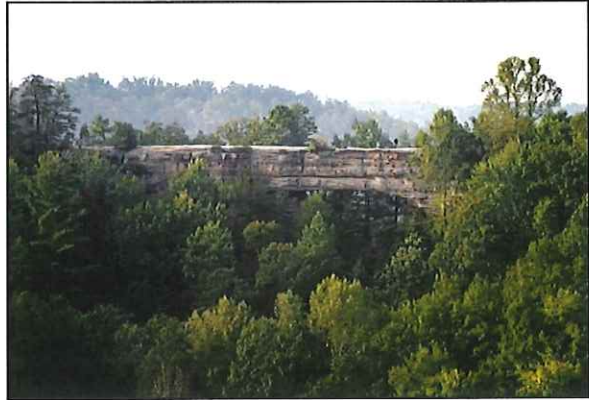
Moore, OK Chamber of Commerce

A community of 62,000 residents Moore, Oklahoma lies just south of Oklahoma City. The Moore Chamber of Commerce was interested in assessing the feasibility and potential economic impact of a new Chamber of Commerce headquarters and conference center in Moore. Catherine Sarrett managed a study, including an architectural sub-consultant, that assessed the community's needs, recommending a building program and projecting financial operations of the Chamber of Commerce facility. She also evaluated 18 sites within Moore for suitability and identified three most suitable sites. Her analysis also projected the economic impact of the development on the City from construction through stabilized operations.



Eastern Kentucky Tourism (Powell County, KY)

The Kentucky Chamber of Commerce Foundation sought an assessment of the tourism potential in southeastern Kentucky. Catherine Sarrett managed a project that evaluated existing tourism amenities in the region and compiled statistics on National Forest and State Park visitation. Ms. Sarrett also prepared a peer venue analysis and detailed case studies on themed resort communities throughout the U.S. Work also included program recommendations for a resort hotel and ancillary visitor amenities, projections for group demand, and an evaluation of three potential sites for the proposed development. She also evaluated its suitability for state funding under the Kentucky Tourism Development Act.



Mammoth Lake, CA Entertainment Venues

The City of Mammoth Lakes, California sought to evaluate the City's need and potential use of indoor and outdoor performance venues. Catherine Sarrett managed a project that recommended a performing arts theater, multipurpose spaces, and an outdoor festival area that would serve local cultural groups and promoters and attract touring entertainment. Ms. Sarrett's analysis included case studies of ownership and operations of event spaces at peer winter resorts and a site selection analysis of 13 potential sites for the development. She also prepared projections for demand and financial operations and an estimate of development costs based on recent comparable projects.



Randolph County, NC Agricultural and Event Center

Rich in agriculture and with a highly desirable location in the middle of the state, Randolph County commissioned Magellan Strategy Group to perform a feasibility study for an agricultural and event center in Asheboro. The study process included an assessment of competitive centers in the region, potential uses of and activities, market demand, site impacts, and sizing considerations. Working with an architect and planner, we analyzed the potential costs and revenues associated with such a facility, the economic impact that it would have upon the community, and potential grant opportunities to fund construction. The proposed center is currently still in the planning and design phase.



US Cellular Center (Asheville, NC)

Magellan Strategy Group twice worked with the City of Asheville to develop attendance and revenue projections for the City's application to the Buncombe County Tourism Development Authority's Tourism Product Development Fund (TPDF) for financial support of the US Cellular Center. This funding was used to support the renovation of the arena portion of the Center in two phases. We analyzed both past attendance at the venue and projections for future attendance based upon new events that would likely be generated by the building's remodeling, including the Southern Conference basketball tournament.



REFERENCES

For Chris Cavanaugh:

Ms. Tammy O'Kelley, Executive Director
Randolph County Tourism Development Authority
tammy.okelley@heartofnorthcarolina.com
(336) 626-0364

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City of Asheville Economic and Community Development
spowers@ashevillenc.gov
(828) 259-5433

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For Catherine Sarrett:

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Mr. Tim Carr, CEO
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Mr. Jerel Nelson, City Administrator
City of Staples, MN
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(218) 894-2550



PROFESSIONAL FEE PROPOSAL

Magellan Strategy Group will complete the proposed scope of work for a professional fee of \$27,500. This includes travel expenses. 50% of the total project fee will be invoiced to the client upon approval of the proposal and 50 at the conclusion of the project, unless the client requests other arrangements. Standard terms are 30 days. The terms of this proposal will remain effective for 90 days from the date of the submission of this proposal.



PRIMARY PROJECT CONTACT

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