



**May 1, 2018**

**David Sermack  
Purchasing Agent  
City of Key West  
1300 White St.  
Key West, FL 33040**

**RE: RFP 006-018 – Key West Amphitheater Venue Management**

**Dear Mr. Sermack:**

The Baltimore Development Corporation is pleased to write this letter of recommendation for the Rams Head Group. For the better part of a decade, Rams Head managed the Pier Six Pavilion in Baltimore's Inner Harbor. Their professional management, industry relationships and expertise turned an underperforming City asset into a consistent revenue generator that benefited residents and visitors alike. They were also wonderful stewards of an aging facility for the City, making great efforts to not only make sure that the Pavilion was operational each season, but was capable of attracting high-quality performers while remaining a venue of choice for summer concert-goers.

Given our experience with the Rams Head Group, we do not hesitate to recommend them to manage your amphitheater in Key West.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Clark", is written over the typed name.

**Kimberly Clark  
Executive Vice President**

**Tapley O. Johnson, III  
Vista Las Palmas 14-B  
Jaco, Costa Rica**

February 12, 2019

I am writing to give my recommendation for Rams Head Promotions who are submitting an RFQ (19-003) to be considered as the management company for the Key West Amphitheater at Truman Waterfront Park.

As some may know, I was the original founder of "The Key West Theater and Community Stage" (KWTCs) at 512 Eaton St. While I am proud to be recognized for my financial contribution and efforts in purchasing and renovating the property, it is actually Bill Muehlhauser and Rams Head Promotions that deserve the credit for making Key West Theater the success it is today.

When I first began my quest to create a venue that could attract national acts, I have to admit, I was quite naive. That didn't stop me from trying to figure it all out on my own, which failed, but I did learn a lesson and made a good friend. Rams Head Promotions and Bill Muehlhauser came to my rescue. And in effect, to the rescue of the national music scene in Key West.

Bill took the time to educate me about the real world of booking bands and managing venues. I was hard headed at first, not recognizing that he was giving me valuable proven advice. Fortunately I grew to trust and appreciate Bill's keen understanding of the global music venue business. Rams Head and KWTCs entered into a partnership that has built Key West Theater into the nationally recognized top tier venue it is.

Rams Head took on the financial underwriting and obligations for all our national shows. Rams Head worked tirelessly investing time and money in attracting the early acts; showing their dedication and commitment to my dream of making the best venue possible, they doubled down their efforts to get the Theater on the map. It's not easy convincing a band to travel to Key West to perform to only 250 people, but because of the talented team at Rams Head and their long time industry connections and superb reputation, the bands started coming.

I can confirm to you first hand that Rams Head Promotions is the right company to take the Key West Amphitheater to the national level. They have the clients, employees, expertise and reputation to get the job done, but more than that they have the desire, integrity and commitment to do more than just get the job done; to make the Key West Amphitheater something special that we all can be proud of.

I could go on to list the many qualifications that Rams Head has as an entity, but I am sure that they will detail their own organizational structure and the many synergies and abilities they bring to Key West. What I'd prefer to speak to is what I know from my own experience.

I know that:

Rams Head understands the uniqueness of Key West (we are a difficult place to get to, with a lot of special rules)

They have experience working with city staff and balancing the goals of a music show with the challenges of being in the middle of residential neighborhoods.

They value their reputation as the premier agency in the music industry and will work diligently to help make the Key West Amphitheater known and respected worldwide.

They have the personal contacts with major touring acts that will be vital to bringing the type talent that will best serve the community and visitors of Key West.

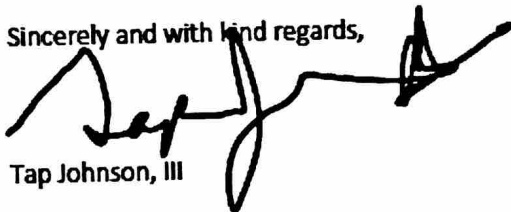
In closing, I guess the most clear recommendation I can give is this:

I spent five years and five million dollars trying to build my dream of adding a new dimension to the Key West music scene. Health issues didn't allow me to physically follow through on that dream. Bill Muehlhauser of Rams Head shook my hand and said if I trusted him he would promise to take the Theater further than I had even hoped. His ultimate goal, that 20 years from now our family, friends and community look back proudly at what has evolved.

Partnering with Rams Head Promotions and Bill Muehlhauser was one of the best choices of my life.

I'm happy to offer any further insight you might find useful. Anyone with questions can shoot me an email at: [Tap@TapKeyWest.com](mailto:Tap@TapKeyWest.com)

Sincerely and with kind regards,



Tap Johnson, III

[Tap@TapKeyWest.com](mailto:Tap@TapKeyWest.com)

1-336-214-4238 USA

+506-8524-4616 Costa Rica

2627 Patterson Ave. Key West, FL 33040

**From:** KENNY CHESNEY  
**Subject:** Venue Management  
**Date:** March 25, 2019 at 7:26 PM  
**To:** knorman@ramsheadgroup.com



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**To:** The City Of Key West  
**From:** Kenny Chesney

re: Venue Management position of the Key West Amphitheater at Truman Waterfront

I'm Writing this letter of recommendation in support of Rams Head Promotions for the venue management position of the Key West Amphitheater at Truman Waterfront. As someone who has been on the road for 26 years, I understand the importance of experience, knowledge, and relationships in the industry to grow and maintain a successful venue.

I've had a personal and working relationship with Kelly Norman for over a decade and can account for her dedication and love for music and in making the island a sought after music destination.

I love the music scene in Key West and I believe Kelly will help grow and protect the charm of it for years to come.

Thanks for your time.

Kenny Chesney



Key West Songwriters Festival  
1723 Jamaica Dr  
Key West, FL. 33040

To: City of Key West

From: Charlie Bauer, Founder & President of Key West Songwriters Festival

**Re: City of Key West Amphitheater Management**

I would like to pledge my support to Ram's Head Productions for the management of the Key West Amphitheater. I believe that having their vast experience of putting on events in Key West, and across the US, makes them the ideal candidate to manage this facility.

Furthermore, I have personally known and worked with Bill Muehlhauser for the last 14 years and during this time I have found him to be an honest, straight forward business person who not only understands this business but also understands the needs that the local community will demand from his company. He has already invested heavily in Key West with the remodel of The Key West Theater and the production of hundreds of special events and concerts. I have no hesitation recommending his company for this position and look forward to working with he and his company in the future.

Sincerely,

Charlie Bauer

Founder/President

[charlie@kswsf.com](mailto:charlie@kswsf.com)

(305) 304-0814

OhWook! Productions, Inc.  
201 Eaton Street  
Key West, FL 33040  
kyle@mile0fest.com  
(405) 513-1059



**To: City of Key West**  
c/o Cheri Smith-City Clerk  
csmith@cityofkeywest-fla.gov  
**From: OhWook! Productions, Inc.**  
**dba Mile 0 Fest Key West**  
from the desk of Kyle M. Carter-President/CEO

RE: Recommendation of Award for Venue Management Contract to *RAMS HEAD PRODUCTIONS* for Services @ Truman Waterfront Park AMP

It is my great pleasure to recommend Rams Head Productions as the ideal candidate to be awarded the Venue Management Contract for services at the Truman Waterfront Park Amphitheater. As a producer and promoter of large-scale events, we're keenly aware of the type of experience and personnel it takes to pull off successful and sustainable events. We know Rams Head has a proven track record over many years and our personal experience in co-promoting events between our company and their Key West facilities & team have been nothing but positive and successful.

I believe the city & community of Key West would do very well to retain the services of Rams Head Productions and trust that the bright future of this fantastic facility would be in good hands under the watchful eye of Bill Muehlhauser and his experienced staff.

Sincerely,

Kyle M Carter  
President/CEO  
OhWook! Productions, Inc  
**Mile 0 Fest Key West**  
kyle@mile0fest.com  
(405) 513-1059



March 29, 2019

Mayor and City Commissioners  
City of Key West  
City Hall  
1300 White Street  
Key West, FL 33040

Dear Mayor and City Commissioners,

I understand that on April 2 you will be selecting someone to manage the amphitheater.

I write in support of Bill Muehlhauser and the Rams Head Group. I can't imagine anyone better suited for this work. I've known Bill for over 10 years and find him to be honest, hard working and a man of his word.

His experience is unmatched as is his connections within the industry.

For these reasons, I highly recommend Bill and feel that as a City, we are lucky to have him!

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Saunders".

Scott Saunders  
Fury Water Adventures

## Bill Muehlhauser

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**From:** Sebastian Marino <smarino123@gmail.com>  
**Sent:** Friday, March 22, 2019 5:10 AM  
**To:** Bill Muehlhauser  
**Subject:** Ramshead letter of recommendation

Over my 25 years of working with major recording artists such as Ringo Star, Judas Priest, Iron Maiden, Train, Yes, The Beach Boys, Joan Baez, John Legend, Journey, Asia and many more, I have never run across or even heard of AAG. I have asked around the concert industry and other promoters such as AEG and Live Nation and none of them have ever heard of AAG. I would highly recommend Ramshead to operate and manage the Truman Waterfront Amphitheater. We have been working side by side with Ramshead for many years and have a great partnership. Bill and his staff are top notch, trusted professionals, not to mention a pleasure to work with.

We will also completely stock a warehouse with equipment locally and hire local personnel if Ramshead is awarded the bid.

Ramshead is truly the best candidate to operate this venue and would be my only choice moving forward.

Sebastian Marino  
President  
Audio Images Sound & Lighting Inc.  
585-738-0630 cell  
585-343-4050 office  
585-343-4060 fax  
smarino123@gmail.com  
www.audioimagesonline.com



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## Letters of Reference

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Email Reference from J.L. Jamison, Owner, Jamison Productions

*From: J. L. Jamison <jamisonjl@aol.com>*

*Sent: Thursday, February 7, 2019 2:16 PM*

*To: Bill Muehlhauser*

*Subject: Re: letter of reference*

*Dear Sirs:*

*My name is J.L. Jamison. I own Jamison Productions here in Key West, Florida. I am the only licensed and insured stage hand company in Monroe County. I also have been Jimmy Buffett's stage manager for the past 34 years, I have been the entertainment director at the original Margaritaville Cafe since it opened in 1987. I have been the manager of Jimmy Buffett's recording studio Shrimpsound since it was built in 1986.*

*I have had the pleasure of working for Bill Muehlhauser for every show he has done at the Sunset Green and most importantly at the Key West Amphitheater. I couldn't think of anyone better than Bill to manage the Amphitheater. It is great working for someone right here in my backyard who has been doing this as long as I have and gets it. I travel all over the world doing shows and Bill is right on top with the best promoters in the industry. His Rams Head Corporation which he started has some of the best venues in the country. Nobody has done more shows at the Amphitheater than Bill and he already knows what it will take to make it a state of the art venue. Bill really doesn't need a reference from me his reputation speaks for itself. I think it would be a huge mistake not to have Bill run the Key West amphitheater.*

*Sincerely,*

*J.L. Jamison*