

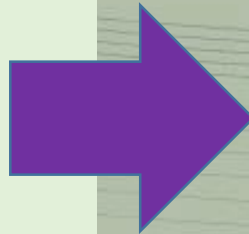
Truman Waterfront Amphitheater



Background Research



- 90+ Amphitheaters
- Management Styles
- Common Benchmarks
- Common Mistakes
- Best Management Practices
- New Innovations
- RFP's, Contracts, Budgets, Reports



- Active Management is Key
- Balance Events for Whole Community
- Strong Good Neighbor Policies:
 - Noise
 - Trash
 - Traffic
 - Hotline

Potential Events!

- Chinese Lantern Festival
- Haitian Food Festival
- Food Truck Festival
- Airforce National Guard
- Breast Cancer Events
- How to Train Your Dragon
- Cheerleading Competitions
- Community Celebrations
- 7days of Opening Nights
- Walking with Dinosaurs
- Custom Bike Shows
- Running Events
- Seafood Festival
- Florida Flow Fest
- Comedy Shows
- Pops in the Park
- Winter Festival

- Jazz Festival
- Rib Fest
- Shop Locally
- Graduations
- Derby Day
- Rebelution
- Disney Live
- Beer Festivals
- Tribute Bands
- Shakespeare
- Wiggles
- Prom
- Weddings
- Pet Shows
- Auto shows

- Jam Sessions
- Sunrise Service
- Farmers Market
- Speaker Series
- Yoga
- Art in the Park
- SunFest
- IndiaFest
- IrishFest
- Key West Idol
- Touch a Truck
- Garlic Fest
- Ballets
- Christian Rock

- Hot Summer Nights
- Dora the Explorer
- Family Kids Shows
- Chile Cook Off
- Celebrity Dog Wash
- First Friday Gallery Hop
- Nightfall Series
- Daytime Family events
- Major Sports events
- Religious Services
- Motivational speakers
- Downtown Get Downs
- School Functions
- Sesame Street Live
- Old School Hip Hop
- Lunch on the Lawn

Programming



- 3-4 National “Big Name” Acts
 - 6-10 Medium / Local Acts
 - 4-6 Signature Events (Taste of Key West, Songwriters, Goombay, Seafood, Headdress, etc.)
 - 3-4 Specialty Shows (cars, motorcycles, boats, etc.)
 - 12-24 Family Friendly Events (movies, plays, dance, graduation, etc.)
 - 3-4 Travelling Theater Events
 - 1-2 “Wallcast” Symphonies
- 32-54 events annually (2-5 events per month)

Costs



- Core Staff (Manager, Operations, Finance, Marketing)
- Event Staff (Traffic control, Parking attendants, Ticket Sales, Will Call, Ticket Takers, Ushers, Security, Clean up, etc.)
- Talent (~2/3 of total costs of a show)
- Advertising
- Insurance

Revenues



- Facility Rental
- Ticket Sales
- Facility Maintenance Fees
- Food and Beverage Sales
- Premium Parking
- Merchandise Sales

- Sponsorships
- Lawn Chair Rental
- VIP Seating
- WiFi Access
- ATM Fees
- Grants

Pro-Forma Assumptions



- Facility Rental is a sliding scale, based on type of Event Sponsor:

Event Size	# Attendees	Local Non Profit	Non Keys Non Profit	Local Private	Non Keys Private
Small Event	≤500	\$ 250	\$ 500	\$ 750	\$ 1,000
Medium Event	501-1,000	\$ 500	\$ 750	\$ 1,000	\$ 1,500
Large Event	1,001-2,000	\$ 1,000	\$ 3,000	\$ 3,000	\$ 5,000
Major Event	2,001+	\$ 3,000	\$ 5,000	\$ 5,000	\$ 8,000

Pro-Forma Assumptions



- First Year programming frequency is low (*21 events annually, 1.75 events per month*)
- Attendance for Major events at 80% capacity (*2,800 seats sold*), and Medium/Large events at 1,000 attendees.
- Facility Maintenance Fees are \$3 or 10% per ticket, whichever is greater, not to exceed \$5.
- Parking rates are based on Mallory Square for Large to Medium events. Small events are based on normal parking rates.
- Food and Beverage sales for major events are based on 2016 Huey Lewis KeysStock.
- Events that necessitate extra effort will either contract out or reimburse the City.

Pro-Forma Expenses

ANNUAL EXPENSE ESTIMATE	<u>Commitment</u>	<u>Staff</u>	<u>Salary</u>	<u>Benefits</u>	<u>Total</u>
Contracted Venue Manager					\$ 60,000
City Special Events Coordinator	50%	1	\$ 45,000	\$ 59,850	\$ 29,925
City Recreation Maintenance Manager	25%	1	\$ 67,000	\$ 89,110	\$ 22,278
City Grounds & Maintenance Staff	25%	3	\$ 30,000	\$ 39,900	\$ 29,925
Annual Maintenance/Equipment	20%	1	\$ 20,000		<u>\$ 4,000</u>
SubTotal					\$ 146,128
Contingency	10%				<u>\$ 14,613</u>
			Total Annual Estimate Expenses		\$ 160,740
Estimated Annual Expense					\$ 161,000
<i>Event Police/Community Services Support reimbursed by promoter.</i>					
<i>Assume 33% increase for benefits</i>					

Pro-Forma Revenues

Major Events (2,800 attendees)

		Net	Percent	Total	
Food & Beverage	Huey Lewis actual	\$ 10,266	10%	\$ 1,027	
Parking	400 spots, \$4 for 4 hours	\$6,400	75%	\$ 4,800	
Tickets	2800 seats, \$45 tickets	\$ 126,000	0%	\$ -	
Facility Fees	2800 seats, \$4.50 fee	\$ 12,600	75%	\$ 9,450	# of events
Facility Rental	Local Private Promoter	\$ 5,000	100%	\$ 5,000	3
				\$ 20,277	\$ 60,830

Income: \$128,183

SAY **\$ 128,000**

Med/Large Events (1,000 attendees)

		Net	Percent	Total	
Food & Beverage	50% of Huey Lewis	\$ 5,129	10%	\$ 513	
Parking	250 spots, \$4 for 4 hours	\$ 4,000	75%	\$ 3,000	
Facility Fees	1,000 seats, \$3 fee	\$ 3,000	100%	\$ 3,000	# of events
Facility Rental	Local Non Profit	\$ 750	100%	\$ 750	8
				\$ 7,263	\$ 58,103

Small Events (150 attendees)

		Net	Percent	Total	
Food & Beverage	Kept by event holder	\$ -	0%	\$ -	
Parking	75 spots, \$3 for 3 hours	\$ 675	100%	\$ 675	
Tickets	Only 5 ticketed events, \$5	\$ 750	0%	\$ -	
Facility Rental	Local Non Profit	\$ 250	100%	\$ 250	10
				\$ 925	\$ 9,250

Recommendations



1. Adopt “Open Venue” Management

- Available to all promoters, including locals.

2. Establish Rental Prices for Venue

- Tiered pricing on attendance size, profit vs non profit, local vs outside promoter, etc.
- Adopt lower than normal rental prices to attract new users during formative years.

Recommendations



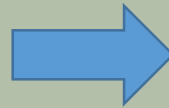
3. Contract a Venue Management firm via RFP

- Duties include soliciting & booking events, marketing, catering, sponsors, VIPs.
- Estimated to cost \$5,000/month (\$60,000 annually)

4. Create Special Events Coordinator position to oversee operational and financial interests.

- Quarterly Reports to City Management.

Recommendations



5. Pursue Sponsorship Funding and Naming Rights.

6. Establish an overall venue name that can be integrated with a sponsor's name.

Recommendations



7. Integrate Basic Grounds Maintenance into Community Services
 - Better economy of scale for day to day efforts (landscaping, bathrooms, etc.)
8. Establish Stakeholders List and Point of Contact
 - For programming, marketing, concerns.

Recommendations



9. Schedule a Sound Test

- Results will affect how many “Big Names” can perform

10. Amend Noise Ordinance to include HRCC-4.

DB Range	SOUND
20-30	Ticking watch, bedroom at night
30-40	Quiet whisper, library, rice Krispies in milk
40-50	Refrigerator hum, speech
50-60	Rainfall, quiet restaurant dining
60-70	Sewing Machine, shower,
70-80	Washing Machine, electric shaver, TV average
80-90	Alarm Clock (2 ft. away) lawn mower, piano, symphony concert
90-100	Average traffic, electric drill, electric dryer, garbage disposal, Bulldozer, night clubs, many noise making children toys
100-110	MP3 players, snowmobile, motorcycles, helicopter take off
110-120	Blow dryer, subway train, MP3 players, sirens, ambulance
120-130	Power mower, chainsaw, firecracker, fire alarm
130-140	Screaming Child
120	Thunderclap
120-139	Sport events, Rock concert
130-140	Jackhammer, jet plane, gunshot
160	Grenade
170	Airbag
180-190	Rocket Launch, Call of the Blue Whale

Recommendations

11. Strong Transportation Plan

- Discourage driving (premium parking)
- Priority to pedestrians and bicyclists
- Separate ingress/egress for shuttle busses and high capacity rideshare companies.



Recommendations



12. Prioritize the Key West Experience

- Band experiences can make or break a new venue.
- We are not a primary market nor close to a tour route.

Thanks To:



- The Greek Amphitheater
- Red Rocks Amphitheater
- PierSix Pavilion
- Tuscaloosa Amphitheater
- St Augustine Amphitheater
- Capital City Amphitheater
- Wellington Amphitheater
- Mizner Amphitheater
- City of Marathon
- Village of Islamorada
- Key West Art & Historical
- The Key West Theater
- Green Parrot Bar

